

# Leadership

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INTERVIEWS • INSIGHTS • INTELLIGENCE

**Thabo Mbeki**

Back in the limelight

**Bridgette Radebe**

Africa's mining queen

**Santie Botha**

SA's top businesswoman

**Peter Godwin**

Exposes the truth about the Mugabe regime

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platinum,  
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Sport For All CEO Kelli Givens gives an insight into the quid pro quo benefits of this social franchise: "Everyone wins! Companies utilise their BEE Codes of Good Practice provision to get up to 20 points on their BEE scorecard, the franchisee gets the seed funding necessary to set up and kids who can't otherwise afford to participate get the opportunity to be a part of Sport For All. The community benefits by having better-rounded youth growing up and becoming active citizens"

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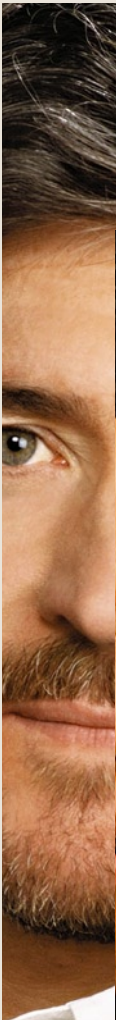
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# Leadership

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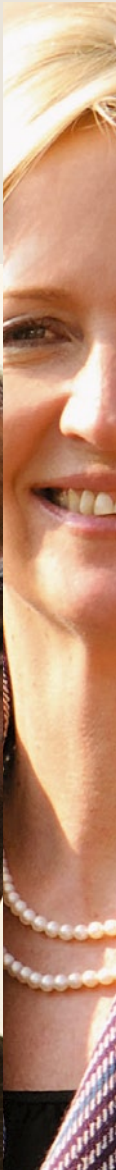
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Peter Godwin is a former policeman, lawyer and journalist born in Zimbabwe. His recently released book, *The Fear*, reveals what life was like growing up as a white person under the iron fist rule of Robert Mugabe.



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### PICA AWARDS

- 2010 Business Magazine of the Year
- 2010 Business Editor of the Year
- 2010 Best Supplement of the Year (Leadership in Sport)
- 2010 Best Design and Layout of the Year Nominee
- 2010 Best Cover Design of the Year Nominee
- 2009 Business Magazine of the Year
- 2009 Business Editor of the Year
- 2009 Best Publication Professional Services
- 2008 Best Publication Professional Services
- 2008 Highly Commended Cover Design

### INTERNATIONAL TABBIE AWARDS

- 2010 Best Global Single Issue Gold Award
- 2009 Best Global Single Issue 6th Place

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## This Month in History

**1836** – Samuel Colt is granted a United States patent for the Colt revolver.

**1868** – The first parade to have floats is staged at Mardi Gras in New Orleans, Louisiana.

**1884** – The first volume (A to Ant) of the *Oxford English Dictionary* is published.

**1896** – The opera *La Bohème* receives its premiere in Turin.

**1900** – Second Boer War: In South Africa, 20 000 British troops invade the Orange Free State.

**1935** – The classic board game *Monopoly* is invented.

**1940** – The second full-length animated Walt Disney film, *Pinocchio*, premieres.

**1959** – DF Malan, known as the champion of Afrikaner nationalism, dies at Môrewag, his home in Stellenbosch.

**1979** – Islamic revolution of Iran establishes an Islamic theocracy under the leadership of Ayatollah Ruhollah Khomeini.

**2000** – The last original *Peanuts* comic strip appears in newspapers, one day after the death of author, Charles M. Schulz.

**2003** – *Space Shuttle Columbia* disintegrates during re-entry into the Earth's atmosphere, killing all seven astronauts aboard.

**2005** – *YouTube*, the Internet site on which videos may be shared and viewed by others, is launched in the United States.

**2009** – Jóhanna Sigurðardóttir is elected first female prime minister of Iceland, becoming the first openly gay head of state in the modern world.



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# Leadership

## The changing face of our continent

It was triggered by the desperate act of one frustrated man back in mid-December. Mohamed Bouazizi, a 26-year-old graduate who ran a fruit and vegetable stall in the Tunisian city of Sidi Bouzid, set himself alight after police confiscated his cart.

When he died some two weeks later on 4 January, he not only became a martyr, emblematic of the Tunisian youth's frustrations with unemployment and a repressive state. It triggered a popular revolt against the regime of President Zine el-Abidine Ben Ali, who was forced to flee the country he ruled with an iron fist as a personal fiefdom for his family and friends.

At the time of writing, it was still unsure if the developments in Tunisia would successfully lead to the establishment of democracy and bring peace in that country in the short- to medium term.

It was clear, however, that it would have reverberations across a region in the north of Africa, and perhaps even wider – dominated by autocratic oligarchic regimes.

In fact, what is happening in Tunisia could easily become – for that part of the world and the wider continent – what the fall of the Berlin Wall was for eastern and central Europe and much wider at the end of the 1980s and the early 1990s.

In fact, insiders from the time can testify that what happened with the fall of the Berlin Wall and the metaphorical Iron Curtain was an important part of the backdrop to South Africa's own move into the international league of democratic countries.

Hopefully, what Bouazizi triggered in Tunisia, with developments in countries such as Sudan and the challenges that the Ivory Coast poses, Africa will increasingly experience momentum toward freedom, democracy and economic development.

It could become an interesting and fortuitous time for South Africa to serve as a member of the United Nations Security Council for its second term, which began this January.



*Piet Coetzer, "Leadership Online"  
editor and ex-member of both the old  
and the new Parliament  
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# Leadership

## Sound education

No greater assurance for the future well-being of any nation can be given than the investment across the board of sound education to all its people.

Now that signs are evident of a stabilising, working education system, the next step is for leadership to accelerate the delivery of resources.

It would seem a rhetorical comment to make, but such appears to be the dire situation within South Africa's teaching system that it was deemed necessary for President Jacob Zuma, at the 99th ANC birthday celebrations, to say: "We continue to promote our non-negotiables in education, which includes that teachers must be in school, in class, on time, teaching for at least seven hours a day.

"The government must provide textbooks and all materials on the first day of school and provide the necessary support."

It is a ghastly indictment that whatever is termed "necessary support" is lacking in 20 000 schools!

The problems and shortfalls are identified, the money has been allocated, the government's intent is stated – so why the deficiencies?

Leadership is required all the way down the line.

Minister of Basic Education Angie Motshekga reports that in our total of 24 717 public schools, no fewer than 19 550 require more desks and chairs, 19 465 have no libraries, and 20 961 have no laboratories. Across the nation, seven million chairs are needed.

Five thousand schools have inadequate water supply. Three thousand have poor or inadequate toilet facilities.

Many schools suffer overcrowding, with beyond the accepted limit of teacher-to-pupil ratios.

Many school buildings are in a state of disrepair.

Many teachers are undertrained, unmotivated, have low attendance records and create poor examination success rates.

Problems arise with students themselves who, in very poor communities, simply do not have the same work ethic as those in the achiever schools.

Often, they face arduous commutes from home to class and back for lack of transport; face house chores for their basic family survival, which curbs homework study; and, importantly, endure from their parents and guardians a sense of apathy of the need to study.

The need to educate is of national importance, which every citizen should embrace – not only teachers and students.

Leadership is sorely needed. Development of the mind must be led and sustained. Delivery of material needs is the more visible achievement.



ROYSTON LAMOND  
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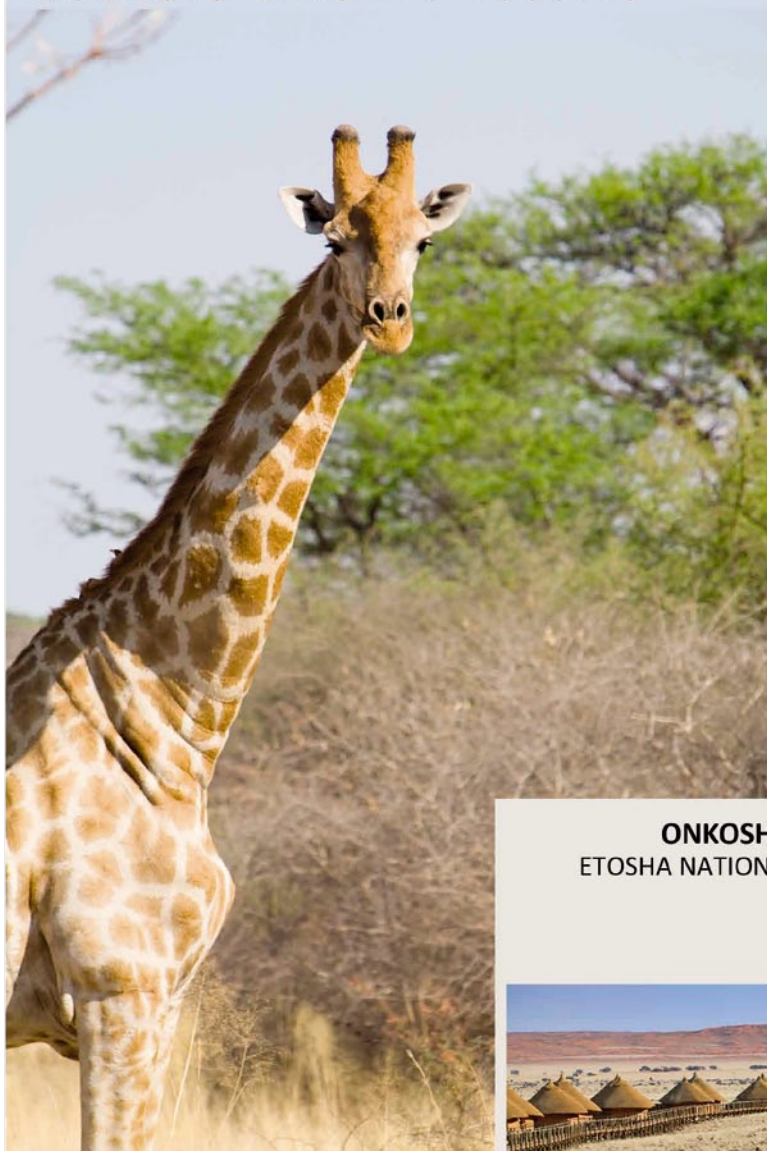
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# Leadership

## Carpe annum – seize the year

We are now into the second month of 2011 and it seems the pace is being set at quite a rate this year.

Last year was annus horribilis for many of us, and it took its toll on many people's pockets. However, it seems many of us are approaching the new year with fresh vigour and a healthy dose of optimism. I know I certainly am!

It seems I am not alone, though. South African business owners are more optimistic about 2011 than they were about last year, according to a survey conducted in December by Grant Thornton South Africa.

Grant Thornton's 2011 International Business Report's (IBR) optimism/pessimism index shows an optimism balance by South African business owners of +64%, up 4% on last year's index. This compared to a global optimism balance of +23% for 2011, and +24% for 2010.

"While the strong rand will no doubt make business conditions tough for some this year – particularly those with an export focus – it seems South African business owners continue to be optimistic about the nation's economic landscape for the year ahead," said Leonard Brehm, national chairperson of Grant Thornton South Africa.

Optimism could have slumped following last year's Soccer World Cup, but it had done the opposite.

The Grant Thornton IBR survey, undertaken quarterly, looks at 11 000 businesses a year across 39 economies.

So let us not dwell on the past, as it gets in the way of the present and future. I do not believe that you only need to have worked and subsequently been fired by the SABC, Eskom or South African Airways to walk away with millions in your back pocket. Grab this year by the scruff of its neck and shake it up a bit.

I remember another survey that was done many moons ago, which asked thousands of pensioners what they would do differently if they had a chance to do it all over again. The biggest response was: "Take more risks!"

The only things you live to regret are the risks you did not take.  
Go get 'em, Tiger!

### Footnote:

*Please see our apology to Judge Mervyn King for the December edition's photo blunder; on page 68 in this issue. We also need to credit the photographer who took the cover image of Cynthia Carroll for the last edition: Thank you, David Woolfall. It seems we at "Leadership" are human after all.*



ROBBIE STAMMERS  
Editor

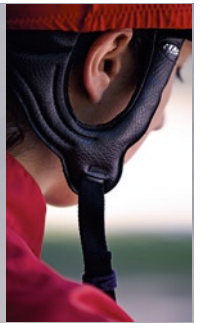
A stylized, handwritten signature in black ink that reads "Robbie Stammers". The signature is fluid and cursive, with a large loop at the end.



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“At one point, it was the most advanced country with the highest standards of living and now it’s one of the worst countries”

# The real Zimbabwe

## Peter Godwin exposes the truth and the fear of the Mugabe era

**I**n mid-2008, after nearly three decades of increasingly tyrannical rule, Robert Mugabe, the 84-year-old Pandora's Box of Zimbabwe, lost an election. But instead of conceding power, he launched a brutal campaign of terror against his own citizens. Peter Godwin, author of the award-winning books *Mukiwa: A White Boy In Africa* and *When a Crocodile Eats the Sun*, was one of the few outside observers to bear witness to the terrifying period that Zimbabweans call, simply, "The Fear".

Peter Godwin was born and raised in Zimbabwe. He studied Law at Cambridge University, and International Relations at Oxford. He is an award-winning foreign correspondent, author, documentary-maker and screenwriter.

After practising human rights law in Zimbabwe, he became a war correspondent, and has reported on war from over 60 countries, including in Angola, Mozambique, Namibia, Zimbabwe, Uganda, Somalia, Congo, Ivory Coast, Sudan, Bosnia, Kosovo, Kashmir and during the last years of apartheid South Africa.

He served as East European correspondent and diplomatic correspondent for the London *Sunday Times*, and chief correspondent for BBC television's flagship foreign affairs program, *Assignment* – making documentaries from such places as Cuba, Panama, Indonesia, Pakistan, Spain, Northern Ireland, the Philippines, Czechoslovakia, Romania, Bulgaria, the Baltics, and the Balkans as it descended into war.

At great personal risk, Godwin returns secretly to the country he knows so well. He visits the torture bases, the burning villages,

the death squads, the opposition leaders in hiding, the last white farmers, the churchmen and diplomats putting their own lives on the line to stop the carnage.

Threaded through with personal history, *The Fear: The Last Days of Robert Mugabe* is the brave and astonishing record of a dictatorship gone mad.

Accompanied by his sister, Georgina, Godwin journeys through the ravaged, once-familiar landscape.

They visit the grave of their sister, killed during the civil war. As they pour "lucky bean" seeds from the coral tree in their old garden into the runnels of the letters on her gravestone, they call their mother, now living in exile in faraway London. "Where would you like to be buried when you die?" he asks her. "At home," she says. "In Africa. Next to your father."

Told with a brilliant eye for detail and Godwin's natural storytelling gifts, this is a story framed by personal loss. But, most deeply, it is a moving and stunning account of a people grotesquely altered, laid waste by a raging despot. It is about the astonishing courage and resilience of a people, armed with nothing but a desire to be free.

*Leadership* editor Robbie Stammers had the pleasure of meeting up with Godwin on his visit to South Africa recently, and had the following questions to ask him:

**You have studied Law at Cambridge and International Relations at Oxford – it is an incredibly impressive CV. You could have landed with your bum in the butter in a very cushy job. What made you decide to become a war correspondent, travelling to**

**some of the most violent countries in the world?**

My real problem is that I don't plan ahead. I've never been career-minded.

People with whom I grew up have dispersed across the world, so you get used to this constant change and, somehow, that becomes your expectation. And in that sense, planning seems sort of pointless.

I trained as a lawyer, but I mostly read law to appease my father.

When I went back to Zimbabwe originally, it was to finish the fieldwork for a PhD and I ran out of money, so the only thing I was trained to do as such was law. So I started working as a lawyer while I was trying to finish the PhD and didn't do it for very long – and I don't think I was very good at it, either. I got bored!

The thing about law is that you see it on television and everyone is in court, but every one minute you're in court, arguing your case, there is probably an hour of research. I took on a big high-treason case and I did hours of political research on it, which fascinated me.

I then started doing odd pieces of freelance journalism and the London *Sunday Times* said, "Well, if you want to send that stuff, there is no guarantee we will publish it and we're not going to pay your expenses. We won't pay for anything unless we use it."

I had no expectations, and then I discovered that they had run these pieces and I started writing more and more.

**I imagine that increased your confidence?**

I enjoyed it. I never went to journalism school or anything. I just learnt on the job and became some sort of "Wiki journalist".



*The launch of Peter Godwin's latest book, "The Fear", held at the Book Lounge (Photos with kind permission from BookphotoSA)*

I found myself ultimately in London, on the foreign desk with a short-term contract.

You become a prisoner of your own resumé insofar as to say, "Look, this guy has been in a war in Africa." So then I ended up just getting sent wherever, covering conflict.

I did it for a long time – for the *Sunday Times* and then for the BBC. I must've done probably 10 years as a foreign correspondent and then documentaries for the BBC before moving over full-time to books.

**You had to contend with two competing legal systems: that of the Rhodesian government and the other of tribal chiefs.**

**Do you think tribal chiefs still play a significant role today in Zimbabwe?**

They play a huge role.

Zimbabwe is much more rural than South Africa; and the other thing in Zimbabwe, which to a greater or lesser extent is probably not half as true now as it used to be, is that

many urban Zimbabweans have rural homes at the same time.

What's happening now is that the chiefs are under more and more pressure from Mugabe. He put them on salaries, gives them cars, and then expects them to be agents of political control. If their areas turn against Zanu-PF and Mugabe, then the chiefs will come under enormous pressure and will be changed, if necessary.

So one of the bad things that we have seen happen in the last couple of decades – but in particular, in the last five or 10 years – is the chiefs coming under Zanu-PF's control.

**It has been noted that Zimbabwe is the most educated country on the continent. If you consider Zimbabweans to be a very highly educated country, how has Mugabe managed to secure such an iron fist over his people, and why have they not had the ability to fight the oppressor?**

In some ways, the more educated you are, the more options you have to get out.

The fact is, with no education whatsoever, you may ultimately resist more; but if you have two degrees and a job offer is on your desk, you can just bugger off.

So Zimbabweans have left in enormous numbers. Black Zimbabweans in their millions. So that's been one of the problems – the best and brightest have been skimmed off and have gone elsewhere into the Diaspora.

The other thing is, Zimbabweans have actually resisted – peacefully. The opposition movement (Movement for Democratic Change), from its very formation in early 2000, was a platform that was dedicated to non-violence, and it's kept that up. It hasn't been given nearly enough credit for that.

However, it is up against an army and police force that are extremely well established. These aren't people into whose gun barrels you're going to put carnations. Trust me, they are not



people who are going to be using just teargas. They are pretty hardcore.

I think that there has been reluctance on the part of the opposition leadership to push young people into the guns of these oppressors.

You could argue that we've actually lost far more people over the last 10 years to disease and HIV and a collapse of health and agriculture than we might have done in a short, sharp revolution, but that is difficult to say.

#### **Has the brain drain in Zimbabwe passed a point of no return?**

I think that it's hanging by a thread.

At the moment in Zimbabwe, there is still a cultural memory of how things should work, and I think that is related to the education point.

You get this tragic situation where, if you finished school 10 years ago, you'd be 28 now. So anyone beyond their mid-20s is probably still very well educated, but people under that age may have very little, since the education system has collapsed. You therefore have these

contiguous generations where one is very well educated and the other is not at all educated.

We now have kids of 15 years of age who cannot even read or write, and I think that's the worry – that you lose the cultural memory of efficiency and how it all works.

People can't even remember how a good economy once functioned. You have to start from scratch.

Since last year, with the banishment of the Zimbabwe dollar, and everything turning into the so-called Government of National Unity, there's been some improvement, mostly for the upper middle-classes. However, the ordinary folk still struggle to source US dollars, so their lives haven't changed that much.

I think that the law of entropy applies here, where the more complicated the organism, the more likely it is to go wrong.

Zimbabwe has always been a smaller and simpler place than South Africa. The economy is less complex and it can probably be fixed quicker with relatively less capital.

So I do honestly think that if democracy – real democracy, not the fudge we have at the moment – were restored in Zimbabwe, much money would go in and I think you could fix it astonishingly quickly.

Whether you could still do that in five years, I don't know. I think if it were started quickly, you could just snatch it back; but the longer it's delayed, the more difficult it gets.

#### **It is very sad. I have travelled to many places over the years and, after visiting Zimbabwe in 1997, I realised one of the most beautiful places on earth is right on our doorstep.**

An astonishing country – and the truth is, it's one of the reasons that I keep writing about it.

The point is that Zimbabwe is greater than the sum of its parts. It's more important than just being viewed as a small landlocked country. In many ways, it's become totemic. It is symbolic of Africa's hopes and fears – continentally.

At one point, it was the most advanced country with the highest standards of living. People would always point to it as an example of "See what Africa can do and what it can achieve", and now it's one of the worst countries.

It has become a universal story, with a Shakespearean plot line.

There is something about the place – it affects people more than most other countries.

#### **You must have a file bigger than a telephone directory on Mugabe's desk, considering your books – starting with *Mukiwa*, to the current *The Fear*.**

I'm not sure. (laughs) They are much more sensitive about daily newspapers, radio and TV footage, though, and I don't think they're great readers of books. I think, in general, they don't see books as much of a threat.

But since *The Fear* was published, the ripple effect in other countries has been enormous, particularly in South Africa, where people said: "Oh, my God. This is happening on our borders!"

They are gobsmacked and ashamed that they haven't given the situation more attention because they've become anaesthetised to it in a way. Then, suddenly, if you put it all together in one book, it has a real emotional impact.

You may not reach tens of millions of people, but the people you do reach become activists in a way. It can really galvanise them into doing something.

#### **How did you manage to return secretly time and again and interview the key people you did for *The Fear*?**

It was no great cloak and dagger thing, but there are places and ways to get in.

After years in war-torn areas, you can judge how and when a political climate goes up and down. There are times when the police are everywhere and other times when they are literally looking elsewhere and are not that bothered.

In some points, it was a very scary place to be in and, indeed, I had some near misses.

I think, certainly, having been born and having grown up in Zimbabwe helps you to fit in.

My journalistic background taught me how to blend into different environments. For example, when I was on the white farms, I made sure I was dressed to look just like a farmer; and when I was in the hospitals, I dressed consistently with people who might routinely be there.

#### **Your sister, Georgina, was with you. I imagine that by what I've read, she is a broadcaster and a writer in her own right, who was banned from Zimbabwe. If everything went according to plan and the winds of change sweep through Zimbabwe, would you and your sister return to live there?**

The problem is, the longer you stay out, the more you do get integrated into your other life.

My kids were born in America and London and my wife edits *Marie Claire* magazine in New York, so there would be nothing really as an equivalent job for her.

I think Georgina may be very tempted to go back and I'm sure she could get a good job in Zimbabwe.

I would probably spend a big chunk of every year there, but whether I could move lock, stock and barrel immediately back is a different question.

I think I'd be in a situation where I would spend six months a year there and then commute the rest of the time.

**What are your thoughts on the current dilemma facing the country? Just last month, Mugabe told his so-called Prime Minister of the Government of Unity Morgan Tsvangirai that he had unilaterally appointed all 10 provincial governors. What now?**

This Global Political Agreement has been breached by Zanu-PF in major ways, all the way along.

Most importantly, the electronic media is still completely dominated by Zanu-PF, as are the police and the army. All these many breaches, any one of which should be enough for the MDC to pull out.

And the process of public consultation, nationally – with town hall meetings and meetings in the countryside to decide what should go into a new constitution draft – was also deeply flawed.

In fact, what's been happening, is Mugabe's people have been breaking up these get-togethers where the people are critical of Zanu-PF. They get beaten up and intimidated. So that process of consultation has been a joke. It's been a disaster.

Mugabe said that they would have a referendum on a new Constitution early this year, and if the answer was a resounding "yes" from the public, then they would have elections in June under the new Constitution; and if they vote "no", they would still have elections in June, but under the old Constitution.

But they basically have the same underlying conditions that they had in the 2008 elections. The dollar might have gone, but Mugabe is still in charge of the forces of intimidation.

The chance of having a free and fair election under the conditions I've described is infinitely small.

One thing that is necessary before you go anywhere near the next election in Zimbabwe, is to completely reform the voters' roll, which is a joke. There are thousands of voters who are over 100 years old in a country that has one of the lowest lifespan averages in the world – I don't think so.

There are ghost voters: almost a third of the registered voters are actually dead! Others are infants.

So the MDC is faced with this terrible conundrum, which is that either it can pull out now and just bring the whole 'unity' government down and Mugabe would go it alone, or it can stay with it through the constitutional vote and into the next elections and almost certainly lose because of fraud and intimidation – even if the MDC is the most popular party.

My biggest worry now is the diamonds discovered in Chiadzwa. This has effectively given Mugabe a new lease on his political life. It has changed everything.

Diamonds in Chiadzwa were discovered in 2006 and started being mined by freelancers until about 2008. Then Mugabe's people stepped in and now the Chiadzwa diamonds are the exclusive domain of Mugabe and the military. So, suddenly, this huge extra amount of money comes flowing in.

Zimbabwe was a kleptocracy, but even for the corrupt elite, there is not much left to steal

It's depressing. The timing of the diamond finds is extremely demoralising – it has refinanced Mugabe's regime, made them more determined to cling to power.

**This may sound like a rather juvenile question, but it is one that has come up for years at dinner parties. People argue that you do not want to make a martyr out of him, but why has no one assassinated Mugabe yet?**

Mugabe has pretty good security, and the concern there is that if your method of changing power is through assassination, it tends to create a knock-on effect.

Also, the people in Zimbabwe are relatively pacifistic.

There was apparently a very early attempt by a chef, who put ground glass into Mugabe's food in the '80s, but I don't think that was political – it was some bizarre witchcraft thing.

Mugabe alluded to it once, but other than that, nothing that we know of.

**Do you think many of the Zimbabwean exiles are in denial about what goes on at home?**

I think that most of the black Diaspora has been aware of it because many of them have had relatives who had been tortured as well as threatened.

It depends on when you left. Some of the whites who left a long time ago have decoupled and

## The farms, the mines and businesses eventually run out of money and the economy just gets smaller and smaller

in a full-blown failed state, when everything has collapsed.

The farms, the mines and businesses eventually run out of money and the economy just gets smaller and smaller.

One would sometimes hope in those situations that that was where you would find the solution, with just no one making money anymore – but then the diamonds changed the whole dynamic.

don't pay daily attention to what is happening in Zimbabwe.

It also depends where people are with their own lives. Some people have stopped being exiles and 'become' South Africans or whatever. Their identities have changed.

For those who still try to keep a finger on the pulse, there is still much detail they may not know about which is contained in *The Fear*, and it has much more power when it is

all laid out in literary terms in one chunk. It shocks them.

**You have been involved in bringing so much attention to the atrocities happening in your homeland. Is there ever going to be a place for Peter Godwin to get involved politically, considering your history with your own country?**

No, I think that is funny, as I have been asked that before.

I'm not a politician, but I think writers have real roles to play in these situations. They can bear witness, and help expose the terrible truth to conscientise people.

We have different roles in society, and writers have a really important one – particularly in unfree societies.

This is what I did after the 2008 elections. I felt that if I could contribute in some small way toward a transition to real democracy, then that would be reward enough.

**When you returned at the time of the 2008 elections, to “dance on the political grain of Mugabe”, were you full of hope at the time?**

Oh, yes, there was a period of about two weeks where we had seen the raw data and realised the huge extent of the turn against Mugabe.

There was much negotiation behind closed doors. Specifically with some of the Western diplomats helping to put together an exit package from Mugabe – amnesty and financial guarantees etc. – and it looked like it was really going to happen, that he would stand down.

Of course, Harare was pulsing with rumours and we all thought that there was a really good chance.

I think Mugabe was feeling his age and his wife, Grace, was saying: “It’s enough.” Then Mugabe had meetings with the generals and decided to go another way altogether.

For that brief window, though, it looked like change was going to happen.

But political parties that are born of liberation wars, and become the government, can be particularly stubborn about ceding power. They can be quite Messianic – believing they have a right to continue in power indefinitely.

In South Africa, you are on your fourth president, but Zimbabwe is still on its first.

Mugabe is so associated with power, and the party would be very vulnerable without him. He has painted himself into this corner, as he never



*The Fear: The Last Days of Robert Mugabe is a moving and stunning account of a people grotesquely altered, laid waste by a raging despot*

allowed a successor to be groomed – such is the hubris of the dictator.

I don't think that Mugabe has been bullied or controlled, but I do think that he's not hands-on in the day-to-day running of the country. He has always delegated, that's always been a style. He's never been a hands-on guy in terms of how it's done.

**What is Peter Godwin's definition of a good leader?**

If you want to be a good leader, we all know the obvious things one needs, but I think you also have to have empathy. A good leader needs the ability to try and see things from other people's point of view. You need a certain amount of empathy before they are able to feel compassion – and Mugabe has shown no compassion whatsoever to his own people.

When more and more power is concentrated in one man, such as Mugabe, the more difficult it is to change his own world view. He becomes even more authoritarian.

He reacts badly to criticism; and if people criticise him, they get taken out or squeezed out.

In that situation, people around you only tell you what you want to hear, which affects the impartiality of your input. You start getting more and more unreliable data, and your decisions start to get more and more skewed and bizarre.

For instance, about the famine, when people tried to warn Mugabe that farming had collapsed and that what few crops that had been planted, had failed, one of Mugabe's ministers said: “No, no, I've flown over the country and all looks nice and green.” That's what Mugabe wants to hear, and his ministers all know you don't ever bring him bad news.

A real leader needs to get the real input and absorb it with empathy and then act upon it.

Mugabe lives in a totally delusional world now and I think that that is the biggest danger Zimbabwe faces. ▲

*Robbie Stammers*

# Africa's top female miner

## Bridgette Radebe is as comfortable in over-sized overalls, safety boots and a hard hat as she is in a power suit and stilettos

**N**ot so long ago, women could not work underground. Today, not only do they descend into the belly of the earth, but they can own the entire mine! Enter Bridgette Radebe. While 50-year-old Radebe is a self-made mining tycoon, she belongs to a wealthy entrepreneurial family, with her brother rated one of the richest men in the world, and she is married to a government minister. Her wealth comes from mining, yet she supports the nationalisation of mines.

Radebe is a cautious, shrewd businesswoman; yet pontificates that no matter how it is done, South African mines have to be nationalised, as she supports the call by the leader of the African National Congress Youth League (ANCYL), Julius Malema.

She lives and works in a high-powered, sophisticated realm, but displays a preference for traditional African couture.

And while she seemingly champions the cause of black, small and new miners, Radebe is alleged to have been central to the adoption of a Code of Good Practice for the mining industry, which contained a clause that could be highly detrimental to such miners.

Her mining company, Mmakau Mining, is run quietly – some say covertly – yet she occasionally hogs the limelight.

And the relaxed, youthful and glamorous figure she strikes in newspaper images belies her 50 years and the stress that must come with running a major business operation.

Bridgette Dikeledi Dijeng Radebe was born on 26 February 1960, the daughter of Augustine and Margaret Motsepe. She grew up in the village of Mmakau, after which her company is named.

While her father was a successful entrepreneur in his own right, who laid a solid foundation for his children to build upon, her younger brother, Patrice Motsepe, went on to become South Africa's first black billionaire. He is the executive chairperson of African Rainbow Minerals, and owns the Premier Soccer League club, Mamelodi Sundowns.

In the past, Bridgette has indicated that having witnessed the injustices of the exploitation of her tribe's mineral rights without royalties paid to them, inspired her to want to become a mining lawyer.

Although she was accepted to study law at Witwatersrand University, she was apparently precluded from doing so on racial grounds.

Instead, Radebe graduated from the University of Botswana with a Bachelor of Arts, majoring in Political Science and Sociology.

Her brother, incidentally, was more fortunate and became one of the first few black law graduates from Wits.

Apparently it was Bridgette who encouraged him to go into mining – where they both made their fortunes.

In the 1980s, Radebe entered the mining industry through a partnership with a contract-mining firm run by two Afrikaners. This led to the establishment of her own company, Mmakau Mining – becoming the only woman to head a deep-level, hard-rock mining company in South Africa.

Today, Mmakau Mining – a private, non-listed entity – is a pioneering mining company with assets in platinum, gold, uranium, coal, chrome, exploration as well as mining services.

The company claims that a key aspect of its appeal is its “mining with a conscience” approach, which promotes sustainable mining practices and involves local communities through procurement, management partnering and entrepreneur development.

It has grown into one of Africa's most significant mining firms. From a contract miner, managing shafts and procuring for larger mining houses, Mmakau progressed to ownership and development of its own mines in the early '90s.

The group says it significantly broadened its skills and mining services base through acquisition of a 36% shareholding in Shaft Sinkers, a world leader in shaft-sinking and underground construction.

Mmakau is governed by a board of directors and an executive management team encompassing various relevant disciplines, and together offering more than 170 years of expertise in mining, mining construction, development, technical services, financial management and human resources.

While Radebe is the undisputed queen of her mining empire, she is ably assisted by Joss Haumann, executive director and a consulting geologist who spent 28 years at Rio Tinto Exploration; Dr Bethuel Setai, director and current chairperson and chief executive officer of the Finance and Fiscal Commission, which advises on the allocation of nationally raised revenue; Peet Nel, director, who started



One of the most intriguing developments has been the emergence of Bridgette Radebe – one of South Africa's richest women – as an advocate for nationalising mines

in mining with Anglo American in 1960 and was brought back from retirement by Radebe to head up Shaft Sinkers; Isaac Langa, director with more than 20 years' experience in mining and retail; and Rowan Karstel, executive director with two decades of mining experience, 17 of them spent at BHP Billiton.

Mmakau Mining maintains a strong focus on its community stakeholders, through the development of next-generation entrepreneurs and rural renewal projects within the environs in which it operates. Combined with its focus on training and social development, it continues to make a tangible social contribution.

It subscribes to the philosophy that mining must benefit the community as well as investors, while the development of minerals and people delivers attractive returns in social and financial terms.

According to the company website, Radebe has more than a decade of experience in contract mining, mining construction and mergers and acquisitions.

She is a founder and board of trustees member of the New Africa Mining Fund, a founder and president of the South African Mining Development Association (the Junior Mining Chamber), and vice-chairperson of the Minerals and Mining Development Board, which advises the minister of Mineral Resources.

Radebe's other interests include directorships at one time or another on Nabera Mining, the United States-based Leadership Foundation, the National Research Foundation and Projects International.

She participated in the drafting of the South African Mining Charter and mining legislation currently in force, such as the Mineral and Petroleum Resources Development Act. Radebe joined the Sappi Limited board in May 2004.

In May 2008, the Global Foundation for Democracy bestowed upon her the Business Person of the Year Award. It recognises achievements of individuals who have made a difference in an ever changing political and environmental landscape.

Other accolades include the Onkgopotse Tiro Excellence Award from Limpopo University, the Pioneer in Mining Award from the former Ministry of Minerals and Energy, and the Mababongwe Renaissance Woman Award from the former University of Durban-Westville.

In addition, Radebe is active in various charitable enterprises.

She is married to Jeff Radebe, veteran ANC politician and current minister of Justice and

Constitutional Development. He is head of the ANC Policy Unit, a member of its national executive committee, and a member of the central committee of the South African Communist Party (SACP).

Whether her husband's political affiliations have anything to do with her support for the call by Malema and the Youth League for nationalisation of mines, is hard to tell.

While the SACP does support nationalisation of South Africa's mineral wealth à la the Freedom Charter, it is opposed to Malema's particular brand of nationalisation.

Both the SACP and the Congress of South African Trade Unions – allies of the ruling ANC – have raised suspicions that the ANCYL's call for nationalisation is backed and driven by wealthy businessmen who have benefited from black economic empowerment (BEE), and who see nationalisation as a state-funded bailout option for troubled BEE mining companies.

Theoretically, this would place the Radebes in opposite camps, as Bridgitte apparently made her pro-nationalisation remarks in response to Malema's call.

Veteran journalist and political commentator Patrick Laurence remarked at the time: "One of the most intriguing developments during the deliberations of the national general council (NGC) of the African National Congress, has been the emergence of Bridgitte Radebe – one of South Africa's richest women – as an advocate for nationalising mines."

She had participated in the discussions on economic policy at the NGC, where Malema had vociferously advocated the adoption thereof as policy.

At the time of the NGC, Fiona Forde, an Irish journalist, had interviewed Radebe after she had addressed the ANC's commission on economic policy.

In an article published in *The Mercury*, Forde quoted Radebe as saying: "The problem is the capitalist mining model. (It) takes a piece of land (to) explore, exploit, extract, export, leave ghost towns and go overseas."

She added: "When we created a new South Africa, 83% of the resources were owned by the (racial) minority. Now 91% is owned by monopolies... We are sliding backwards. Some fundamental decisions have to be made."

It was in this interview that Radebe uttered the famous words: "It doesn't matter how we

skin this cat, but we have to skin it" – meaning nationalisation at any price.

She had apparently identified, as possible options for the mining industry, a public-private co-operation model similar to that of Botswana's diamond industry: state ownership and management of the mines; or a model whereby the state buys out mines of dwindling profitability, held primarily by the beneficiaries of BEE.

Radebe appears to favour the buyout option, but quickly emphasises that she is "in it for the money".

She elaborated: "Begin with me. I have mines.

"You can take them. I'm not looking for money

"What I am saying is, I am willing. That's all.

"We don't want expropriation. We want a situation that works for everyone, and this works for me."

Radebe emphasised she was not propagating a mines grab. "I don't like using the word nationalisation because people don't listen.

"I'm saying let's state-own, control and manage," and cited US President Barack Obama, who provided a financial lifeline for the banks.

She said: "He bought out those banks. What was that? Nationalisation? He calls it a bailout."

Laurence comments: "It is relevant to record that Jeremy Cronin (deputy general-secretary of the SACP, who serves with Radebe's husband on the SACP's central committee) has long accused Malema of fronting for black capitalists with a stake in the mines, who are disappointed with their earnings and who want government to take over their assets and to compensate them financially.

"He declines to identify the black capitalists for whom Malema is allegedly fronting, though his reticence would be understandable – but not necessarily excusable – if one or more of the black capitalists had close connections with the SACP."

Radebe has equally been scathing of BEE and its application in the mining sector, where she had been a co-drafter of the Mining Charter.

In May 2010, she criticised the "fruitless" way BEE has been implemented in the mining sector, and more recently a report commissioned by the South African Mining Development Association, of which she is president, called for the scrapping of the "embarrassing revised Mining Charter".

All of which begs the question: Who is the real Bridgitte Radebe, and where will she eventually put her money? ▲

*Stef Terblanche*



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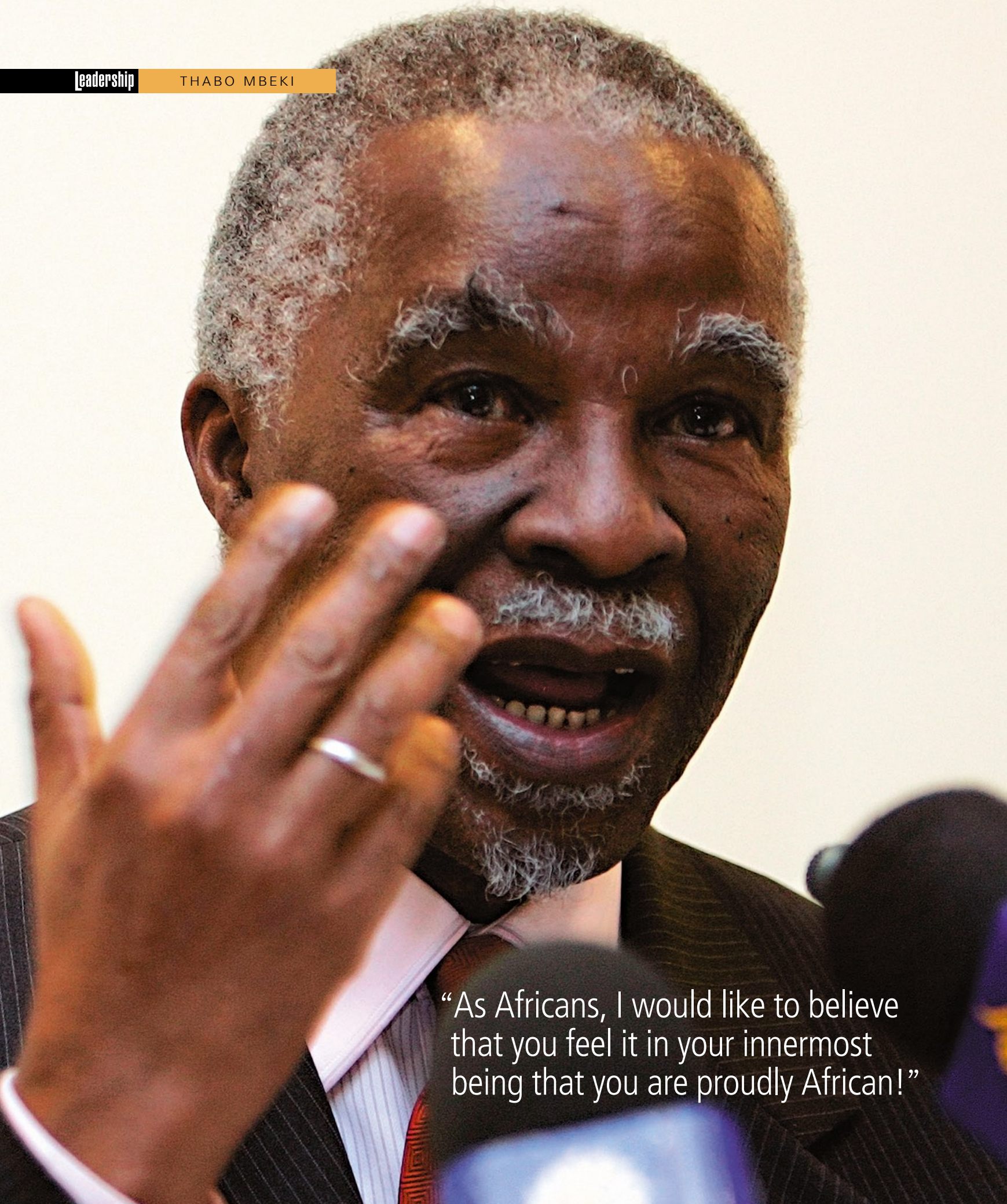


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“As Africans, I would like to believe that you feel it in your innermost being that you are proudly African!”

# Resurrection of the Renaissance man

## After some self-imposed hibernation, vintage Thabo Mbeki is back in the limelight

**T**he aura and intellectual leader continues to inspire many South African audiences. After taking the reins of presidential power from global icon Nelson Mandela, Thabo Mbeki's new seemingly *de facto* role as a well-received commentator on African affairs impresses detractors and supporters alike.

Leaving politics behind and shifting his focus to how Africa embraces its place on the global stage, the former president of South Africa is encouraging Africans to renew their understanding of their identity, while developing to their fullest potential.

*Leadership* joined a number of dinner events and recent addresses, taking part in the president's engagement with professionals and aspiring young leaders.

Mbeki first and foremost believes young professionals "occupy an important place in all countries of our region". For him, they possess the possibility to choose whether they focus exclusively on personal advancement or do so concurrently with changing African societies for the better.

He is clear about the tasks of the African Renaissance. "The establishment of democratic political systems to ensure the accomplishment of the goal: 'the people shall govern,'" being one.

Mbeki urges young professionals to ensure "these systems take into account African specifics so that, while being truly democratic and protecting human rights, they are nevertheless

designed in ways which really ensure that political and, therefore, peaceful means can be used to address the competing interests of different social groups in each country."

His vision of an African Renaissance remains a guiding light in his engagement with the business community. He is quick to make it

Mbeki's advice on leadership centres on a core belief that an articulated and understood vision is essential to those who want to take a course of action that is advantageous to the future of the continent and its overall welfare.

"I would like to advise that you should take seriously the Biblical proverb which Chief

### Mbeki explains that young professionals occupy a *privileged position*: "the bridge between the past and the future"

clear that the fate of Africa will be determined not only by political leaders but by the role of the enterprising business community.

In Mbeki's words, young professionals "constitute an important echelon of the leadership of our region".

"Like the rest of our contemporary leadership, you have a task to help elaborate a vision of where our countries and peoples should aim to be 20 or 30 years from today, and certainly by the end of the 21st century."

He explains that young professionals occupy a "privileged position": "the bridge between the past and the future" in a world that has seen dramatic changes of late, particularly as regards the global financial crisis and the rise of China.

[Albert] Luthuli elected to quote: 'Where there is no vision, the people perish'."

In the former president's analysis, the role that professionals will play include "establishing the institutions and procedures which would enable the continent collectively to deal with questions of democracy, peace and stability".

How they do that will include a clear conscious effort to embrace not only professional prestige but an active interest in public affairs.

Mbeki sees "the establishment of democratic political systems to ensure the accomplishment of the goal that 'the people shall govern' as indispensable, and a role young professionals should see as a responsibility.

He warned an audience of predominantly black professionals that there was a need for

“these systems to take into account African specifics... while being truly democratic and protecting human rights”. He urged that these democratic societies be designed in ways that ensure “peaceful means can be used to address the competing interests of different social groups in each country”.

“You constitute the link between the past represented by my generation, which is on its way out,” Mbeki said at a meeting of Black Management Forum attendees.

“As Africans, I would like to believe that you feel it in your innermost being that you are proudly African!” he told the delegates.

Mbeki added that in all the countries where Africans find themselves as nationals, there can be some aspects of any given society that at worst cause despair.

“I know that many things happen which impose on you a deep sense of shame as Africans,” he points out. “What I am suggesting, nevertheless, is that you should understand and convince yourselves that whatever it is that has happened, which visits on you dissatisfaction, shame and despair, does not represent what is truly African, as would be espoused by the masses of the African people, the ultimate determinants of what it means to be an African.”

Referring to Lyndon B. Johnson, when he spoke on 4 June 1965 on the issue of the civil rights of the African-American population, Mbeki recalls the former United States president’s famous remarks: “Freedom is not enough. You do not wipe away the scars of centuries by saying: Now you are free to go where you want, and do as you desire, and choose the leaders you please.” For Mbeki, these words carry important significance.

For him, it is clear that young African professionals are inheritors of the legacy of freedom that constituted but one battle won, while in the same vein, they each have an obligation to determine what needs to be done in order to ensure consistency with the vision of liberation.

“You do not take a person who, for years, has been hobbled by chains and liberate him, bring him up to the starting line of a race and then say: ‘You are free to compete with all the others,’ and still justly believe that you have been completely fair. Thus it is not enough just to open the gates of opportunity. All our citizens must have the ability to walk through those gates.”

The Thabo Mbeki Foundation launched in October 2010 with the aim of making the 21st century an “African Century”. That vision underscores the former president’s belief in the role of empowering people.

“We must do everything we can to contribute to a realisation of the dream of the African masses that everything would be done, with them acting as makers rather than objects of history, to achieve the Renaissance of Africa, and thus make the 21st century an African one,” he says.

Mbeki believes skills and investment in people is crucial.

When engaging with young professionals, he makes the point that it is the dignified masses, counted in the hundreds of millions, who define the African soul and identity: “the masses who are your mothers and fathers, among whom you belong, who sacrificed everything to ensure that you become the professionals you are, and whom you must commit to serve, selflessly.”

A sense of responsibility toward society is the type of consciousness the president goes to lengths to affirm.

In his own words, young professionals constitute a vital stratum of the African leadership, closely linked to the task of the management of change in Africa. Young people in this context are required to find out what role they should play to construct the kind of nation state conducive to the African Renaissance.

The final answer as to how this is done is left up to the people. It is one that Mbeki seems to leave deliberately to a new generation to decide.

“I am certain that you, more than me, have the native intelligence and the new knowledge to correctly answer these questions. When you answer these questions, as I am certain you will in time do, you will affirm the assertion I have made that you constitute an important echelon in our collective leadership which, linking yesterday, today and tomorrow, will play a decisive role in determining whether Africa achieves her long-delayed Renaissance.”

For Mbeki, the tasks required for the African Renaissance are extensive but important. They include the establishment of democratic political systems to ensure the accomplishment of the goal that “the people shall govern”.

In addition, he believes that among other goals, the process achieving sustainable economic

development that results in the continuous improvement of the standards of living and the quality of life of the masses of the people is critical.

Mbeki advises young professionals that they need to qualitatively change “Africa’s place in the world economy, so that it is free of the yoke of the international debt burden and no longer a supplier of raw materials and an importer of manufactured goods”.

“To achieve that Renaissance means to disrupt and dislodge the deeply entrenched logic of the colonial and apartheid political economy, which continues to inform much of the contemporary reality of many African countries, including our own.”

He tasks young professionals to ensure Africa breaks free from the paradigm of being an exporter of raw materials and an importer of manufactured goods.

“Help in the struggle to transform our educational systems so that they produce graduates with the skills required for modern socio-economic development,” Mbeki urges.

Assist “in the effort to ensure that Africa takes her rightful place as an equal partner with all other continents, in terms of determining the future of humanity.”

The tasks Mbeki describes rest in the hands of young people, and are part of a duty “to settle the practical question on whether Africa will claim the 21st century”.

He is quick to point out that the continent’s detractors are convinced that Africans cannot achieve this historic objective.

Though the number of young professionals at the recent launch of the Thabo Mbeki Foundation was far fewer, the former president pulled no punches on the role of skills.

“The need to attend to the task of building the human capital we need to achieve Africa’s renewal” was stated in a report following the event.

“The human capital building effort is part of a project needed to “contribute to the continuing efforts to achieve peace and stability, attend to the task of women’s emancipation and empowerment, and help to ensure that our continent takes its rightful place within the global community.” ▲

*Garreth Bloor*



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# Bitter lessons for South Africa

## Zambia's fateful nationalisation of mines is an eye-opener

**Z**ambia has become a global case study in the mismanagement of mining operations. The country's ill-fated nationalisation programme should make the likes of ANC Youth League (ANCYL) president Julius Malema tone down their fiery rhetoric and listen to what they do not want to hear: the possibility that mine nationalisation in South Africa could plunge headlong into the dungeon of collapsed state enterprises.

The most important question is: Who will manage and capacitate these mines once turned over to the state? How will the state handle the skills and capital flight in the aftermath of nationalisation?

It is dumbfounding that, while a delegation of the ANCYL undertook a study tour of Venezuela, to get first-hand insights into Hugo Chávez's nationalisation programme, they have resisted a shorter trip across the Limpopo to learn some bitter lessons from Zambia's failed exercise to run its copper mines.

The Zambian mines were re-privatised in a protracted process, with Luanshya Copper Mine the first to go under the hammer in 1997.

But for about a decade since independence from Britain, copper was Zambia's lifeblood.

The road to self-destruction, however, was cast in stone in 1970, following the Mulungushi Economic Reforms of 1968, which paved the way for greater state intervention in the economy through the Matero Declaration. This resulted

in Dr Kenneth Kaunda's government declaring an intention to acquire equity holdings of 51% or more in a number of key foreign-run firms in the southern African country.

The previous owners of the mines were offered management and marketing contracts – an arrangement that lasted until 1974, when the government terminated these pacts.

Instead, it appointed the first Zambian managing directors in David Phiri and Wilson Chakulya to head Roan Consolidated Mines (RCM) and Nchanga Consolidated Copper Mines (NCCM), respectively.

The effect of these economic reforms was more profound and far-reaching in the key mining sector.

The country is the world's 11th largest producer of copper, with an excess of two billion tonnes of copper still to be extracted.

In 1964, it was the third largest copper producer in the world, exporting more than 700 000 tonnes per annum and ranked among the most prosperous countries in Africa, according to Consultancy Africa Intelligence (CAI).

Zambia's over-dependence on copper is best illustrated by these statistics: Copper contributes 40% to Zambia's gross domestic product, and makes up 95% of the country's exports.

About 62% of government tax revenue comes from copper receipts.

For 30 years, copper production declined steadily from a high of 700 600 metric tonnes to a low of 226 192 metric tonnes in 2000.

The decline was a result of poor management of the state-owned mines by Zambia Consolidated

Copper Mines (ZCCM), and a considerable lack of investments.

Other factors were lower copper prices in the global commodity markets and Zambia's inability to raise capital and lack of skills to run these mines.

The rot began when the Zambian government acquired majority holding in the country's operations of the two major foreign-owned mining corporations – Anglo American and Rhodesia Selection Trust (RST), which morphed into NCCM and RCM, respectively.

The mines' decay accelerated in 1982, when NCCM and RCM merged to form the ZCCM, with Francis Kaunda (no relation to the president) becoming chairperson and chief executive officer. He held on to this position until 1991, when he was relieved of the job by the new government, following the defeat of Dr Kaunda in that country's first multi-party presidential and general elections.

### Strategic reasons for Zambia's failure

Liepollo Lebohang Pheko, a policy and advocacy director at The Trade Collective, believes nationalisation of the Zambian mines was not bad in principle, but points out that the Mulungushi Economic Reforms, which paved the way for state intervention in the economy, lacked backup.

"Nationalisation enabled the state to control 80% of the economy through parastatals involved in mining, energy, transport, tourism, finance, agriculture, trade, manufacturing and construction," she says.

“The state became the engine of growth, but the challenge was balancing this with global imperatives, development ideas and even the effects of the apartheid regime, which sought to destabilise economies of the Frontline States – a grouping of southern African countries at the forefront of rendering support to the ANC, of which Zambia was chairman.

“So, perhaps what the reforms lacked was a contingency plan,” contends Pheko.

She enumerates reasons for Zambia’s failure as follows: Import substitution industries proved inefficient and uncompetitive due to high input costs, high monopoly prices, reliance on government subsidies, lack of technological dynamism and under-utilisation of capacity and labour.

Pheko further contends the Industrial Development Corporation (INDECO) failed to reduce dependence on foreign imported inputs, in addition to failure to create substantial employment opportunities due to capital-intensive machinery, and catering to a small urban market at the neglect of the poor majority in rural areas.

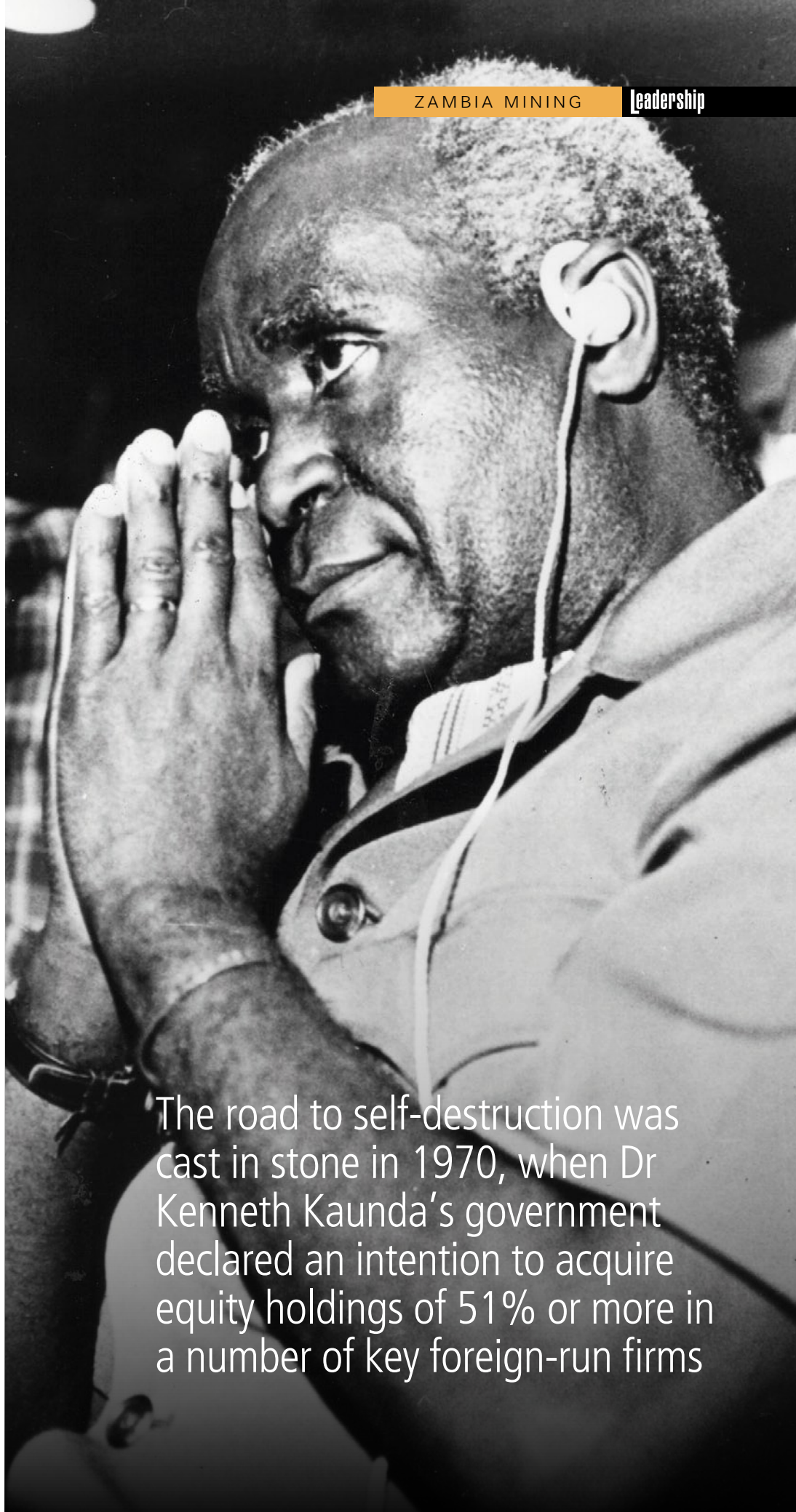
Pheko, who was born in Zambia, says it is worth noting that crucially it was INDECO that failed to advance beyond production of non-durable consumer goods to durable and capital goods.

Fourth, the bias against agriculture and rural areas meant the continued dependence on the copper mining industry.

The fifth factor is that the bias against exports and import restrictions resulted in higher exchange rates and reduced the gains from exports.

Sixth, Zambia’s support for the liberation movements in southern Africa (including the ANC) and closure of the border following the Unilateral Declaration of Independence by Rhodesia, seriously affected implementation of development plans, as alternative export routes had to be built, particularly the Tanzania-Zambia Railway.

“There appears to have been a strong correlation between the decline in copper revenue and the government’s appetite to borrow abroad in a bid to maintain its import capacity for both consumption and investment: When both copper and production prices declined sharply in the early 1980s, Zambia’s net external borrowing per annum tripled (at



The road to self-destruction was cast in stone in 1970, when Dr Kenneth Kaunda’s government declared an intention to acquire equity holdings of 51% or more in a number of key foreign-run firms

constant prices), while world interest rates increased,” Pheko explains.

### Mismanagement of the economy at large

Liberal economic policies, foreign assistance and democratisation did not spur economic recovery, sustainable development and poverty reduction.

Pheko says the problem of scarcity of skills was not confined to mining, but was a structural problem, cutting across agriculture, manufacturing and other viable sectors.

The manufacturing industry equally collapsed partly due to mismanaged privatisation, and partly due to competition from Zimbabwean and South African manufacturers.

“Liberalisation was accompanied by corruption, which also contributed to poor economic performance. Rampant graft had permeated all institutions of government,” notes Pheko.

The decision to re-privatise ZCCM came largely as one aspect of reform policies under the Structural Adjustment Programme. It had become inevitable – even the previous government had realised this.

But the idea favoured by the Kaunda regime was to allow a revamped ZCCM to continue operations as a state-owned firm, complemented in the industry by private companies that were to be issued licences for new exploration and exploitation of minerals.

This is the same model some proponents are calling for in South Africa, as opposed to wholesale nationalisation of mines. The African Exploration Mining and Finance Corporation, a state-owned mining entity, could play this role.

This is akin to the Chilean model where the state runs Codelco (Corporación Nacional del Cobre de Chile), the mining giant, while new copper mining developments are given to private investors.

### More pointers for South Africa

The policy of import substitution and economic liberalisation without reorientation from copper mining to export-oriented industrialisation has proved unsustainable to economic development.

Consequently, Zambia has become one of the poorest in the world and suffers from economic decline, with little prospects for recovery.

“In Africa, we have learnt many lessons about the challenges of nationalisation: Experiences from Zambia, Uganda and the

DRC tell us that the state is just not always a good fit in the mining industry where the deepest and most sophisticated mines require the highest level of expertise in engineering, management, marketing and maintenance of assets,” explains Pheko.

### Political myopia or economic ignorance?

At independence, Zambia’s economy was dependent on copper mining, which accounted for 90% of export earnings. The country’s leadership was committed to promotion of economic development and restructuring the economy.

Admittedly, there were reasonable growth rates in the 1960s and early 1970s, primarily due to high copper production and prices, and increase in maize and manufacturing output, as well as increases in the number of social facilities and physical infrastructure, according to Pheko.

However, the nationalisation programme in general, and import substitution in particular, proved very costly. Zambia failed to diversify the economy from copper mining, and the import substitution strategy proved unsustainable, resulting in economic decline.

### A can of woes

A decline in world copper prices since 1974 contributed to Zambia’s economic ruin, causing reduced government expenditure on development, including import substitution industries, inability to import goods, particularly inputs into manufacturing; balance of payment problems; and inability to service external debt.

Lack of savings by the government during periods of high copper prices to cushion the impact of any fall in copper prices worsened the economic situation, according to Pheko.

Instead of accumulating savings, the government of the day increased expenditure on social and physical infrastructure, imported luxury goods, assisted parastatal and private companies to ‘manufacture profits’ and compensated workers with high wages, particularly miners.

Secondly, extensive state intervention gave rise to bureaucratisation, corruption and uncertainty, discouraging productive private investment and foreign trade initiatives.

Zambia’s poor economic performance since 1991 can be attributed to two other inter-related factors:

Firstly, the political elite had no well-defined, long-term policies and strategies for development. They only had a short-term vision of overthrowing the government of Kaunda.

Secondly, the excessive reliance on and unconditional acceptance of the International Monetary Fund/World Bank-prescribed economic remedies reduced the state’s capacity to develop the economy.

### Conclusion

According to CAI, Zambia’s nationalisation programme in general was ill-timed, as the oil crises and the decline in global copper prices resulted in the country’s severe debt crisis. This was exacerbated by centralising the economy, thus increasing copper dependency and resulting in severe economic decline.

Investment in the wrong sectors and no investment in the mining sector in order to open new mines, led to production costs rising.

This made exploiting resources in the existing mines that much more expensive.

As such, all these factors led to Zambia’s nationalisation of its mining sector, in particular, to fail dismally; and the only way to rectify this was to privatise the industry in order to attract foreign investment.

CAI further notes that Zambia has not really reaped too many benefits from international involvement (privatisation) in the country’s copper sector. Most of the potential benefits that existed turned into somewhat negative impacts, namely the reduced government income from copper mining taxes and royalty taxes; the casualisation of labour, as many Zambians are only employed on a short-term basis, not to mention the flooding of Chinese labourers at Chinese-owned mines; and mine safety problems that killed 49 miners in an explosion in 2005.

CAI concludes that the Zambian government may need to re-evaluate its mining policies and legislation in order to garner the maximum benefits from the copper industry and creating an enabling environment for those rewards to trickle down to the local population. ▲

*David Mwanambuyu*

*Additional sources:*

*“Selling the Family Silver”, by Francis Kaunda, 2002*

*Consultancy Africa Intelligence*



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# Out to conquer the World

## Peter van Kets is back

**L**eadership's favourite adventurer is at it again: After rowing single-handedly across the Atlantic in no more than a glorified 'shoe box', Peter van Kets has set his sights on circumnavigating the globe along the Tropic of Capricorn, all by his own steam to highlight the serious environmental issues that face the planet.

The 44-year-old hard man will use a combination of sailing, kayaking, hiking and mountain biking to achieve this feat spanning 37 500 kilometres, which amazingly has never before been completed single-handedly without the use of an engine, and which will take up to a year.

Renowned adventurer Mike Horn has circumnavigated the equator, but Van Kets hopes to write himself into the history books on the Capricorn Expedition in early 2012.

Van Kets told *Leadership* in an exclusive interview: "When I got back after the Solo Race, the thought was: "Okay, what next?" and there's definitely not going to be another row, not for the time being. I actually don't know if my hands would make it – I have quite serious tendonitis. I'm sure it will go away, but at the moment, I just don't feel like I really want to go and do another.

"A lot of people say, 'Come on, Pete, everybody knows you as the Rower.' And I'm not a Rower, I'm an Adventurer.

"The idea behind Capricorn is to do something different; it's going to be a wild expedition."

He continues: "I will be crossing six deserts. So it's a very dry part of the planet. One of them being the Atacama, which is the driest place on earth. Then there is the Great Western Desert in Australia, the Kalahari, the Namib, to name a few.

"So I have half a degree on each side of the Tropic of Capricorn. A degree is 60 nautical miles – I have 30 miles on each side leeway.

"If there is no path or track, or whatever, then I have to bundu bash," enthuses Van Kets.

### Deeper message

The environmental and charitable sides to the trip are close to his heart as he hopes to raise money for charity and heighten awareness for climate change issues.

Plans are afoot for a documentary on the entire journey, earmarked for either *National Geographic* or *Discovery*, which would be a tremendous feather in Van Kets' battle-hardened cap.

He explains: "It's good for South Africa as well – just the whole exposure to South African adventures.

"I'm by no means one of the great South African adventures, but it will be a great opportunity to for me to expose South Africa and the world of adventure.

"There is massive media following on this Capricorn expedition. So whoever comes and is part of my trip is just going to get massive exposure," he adds.

"It's not just me in South Africa doing my thing, or a South African doing his thing across

an ocean, but I am going to be able to expose businesses in Brazil, Paraguay, Argentina, Chile, Australia, Madagascar, Mozambique, Botswana and South Africa."

Something like this requires a tremendous amount of training and preparation, from securing a sponsor, to ensuring you are not kidnapped or eaten by a lion – a real possibility while bushwalking through Mozambique on the final leg.

### Between Two Rivers Expedition

As a result, Van Kets decided that a serious training mission was in order, and rounded up good friend, Arno van der Merwe, and thought up a good way to punish himself to the limit – all in the name of preparation in November 2010.

"So the whole idea with Between Two Rivers was to get out there and test myself and see what it is going to be like on the Capricorn Expedition," he says.

"We actually chatted about doing something together and we decided to do this trip from the Orange River in the south to the Kunene River in the north. So basically, from the southernmost point of Namibia, right through Namibia lengthwise, right up to the border of Namibia and Angola. And we wanted to do it in hot temperatures because I needed to test myself for that as well!"

Ironically, Van Kets had gone from mountains of water on his Atlantic race, to a waterless desert. But the friendly East Londoner sees





direct similarities between the ocean and desert conditions.

He elaborates: “There were so many days where I was sitting on the boat and it’s just absolutely calm, nothing moving. There’s not a sound, sitting on a floating mirror, and there were many times that I thought to myself, ‘Okay, so the difference between this and the desert is just the colour.’

“When we arrived in Namibia, on the Tropic of Capricorn, nobody else was around and I had a look in the distance and for as far as I could see – hundreds and hundreds of kilometres – there was nothing. Not a blade of grass.

“And the thing that shocked me the most was there were rocks. It looks flat, but there are just rocks, so you can’t cycle on it. Every now and then, you may be able to cycle for a few metres, but for as far as you can see, it’s just these small rocks,” Van Kets adds.

### Brutal realisation

“So as I sat there on that middle hill and I looked around, I went: ‘Oh, my nerve. What have I let myself in for?’

“It’s just that sudden realisation that this dream that you have, this plan that you have, even though you know it is going to be really hard and really, really tough, is perhaps going to be tougher than you have anticipated,” he says.

For Van Kets, if it were a walk in the park he would probably not be interested and so he soldiered on regardless.

“For me, my quests are about doing things that I know are hard, from which I can learn things, and then sharing it with people and improving their lives. The only way that I can do that is by pushing myself to the absolute limit, and then discovering things about myself that I could share with other people,” he says.

“And that’s where my talks come in. That’s why my talks are an important part of my life because my life is about improving the quality of other people’s lives. It may or may not work



with some people, but I know that it definitely does work with a lot of other people.

“I’m raising funds for charities, which is a huge part of what I do; those are really big driving forces for me,” Van Kets adds.

### Champion spirit

So what separates him from the average weekend warrior? This is a man who is prepared to spend days exerting his mind and body to the absolute limit, and still enjoys it!

Van Kets clarifies why he is able often to be the last man standing when it comes to endurance: “Often people say that I am by no means a supreme athlete. All I know is that I am able physically to carry on for great lengths of time.

“I’m going to be beaten in a 100-metre sprint and a 400-metre sprint, a 10-kilometre run and a 20-kilometre run, maybe even a 100-kilometre run. But put me out there for days and days and days on end, and I’m fine. I’ll probably win the race. I just have that ability, I can just carry on.”

Obviously, Van Kets has to worry about more than fatigue on this trip, with political instability a concern in some countries on the 2012 Capricorn Expedition route.

### Security concerns

“On Mike Horn’s trip through Brazil, when he did his Equator trip, he was held up by some rebels and actually put before a firing squad.

“His life nearly came to an end there, but he got out somehow,” he relates.

“I will definitely be going through some wild areas, especially in Madagascar, where they probably might not have seen a Caucasian or white person before.

“I know that Riaan Manser had a bit of hassle on his Madagascar trip, and Madagascar has been a little bit of a hot spot recently, so I’m hoping that things would have calmed down by then,” Van Kets says.

“I have tried to get hold of Kingsley Holgate, who did in a Land Rover.”

“Wherever you are by yourself and you look like you have something to take, you are at risk.

“So I’ll just use whatever knowledge I have of the areas and make sure that I protect myself as much as possible,” he concludes.

Van Kets’ trip is sure to be epic, and we look forward to his updates in the coming months. ▲

*Gregory Simpson*

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winning is everything.  
It's the only thing



# The dynamic trailblazer

## Leadership talks to the 2010 Businesswoman of the Year

**S**antie Botha has been a spectacular trailblazer for women in business and tertiary institutions in South Africa.

National Businesswoman of the Year in 2010, the pioneer of a strategy that merged four retail banks with a brand equity of more than 400 years into the one universally popular Absa name, and arguably the youngest chancellor yet appointed at a South African university – Botha's torch is burning brightly.

In August 2010, the group chief marketing officer of MTN was crowned Businesswoman's Association (BWA) Businesswoman of the Year at a black-tie event at Vodaworld in Midrand.

Her rise in business has seen her win innumerable awards and accolades, including the Young Business Person of the Year, Marketer of the Year and one of the Top Ten Business People of the Year.

Prior to her employment with MTN, Botha pioneered the Absa brand success story, implementing a strategy that merged four retail bank brands into the now popular Absa name.

While her corporate and business career was still in its infancy, this Stellenbosch University BEcon Honours graduate worked in London for six years for Unilever.

She was based with the company in Durban before she was seconded to the company in the United Kingdom.

Shortly after receiving the coveted BWA Businesswoman of the Year Award, Botha accepted the position as chancellor of the Nelson Mandela Metropolitan University (NMMU) in Port Elizabeth.

A delighted NMMU vice chancellor Professor Derrick Swartz told *www.mype.co.za* at the time: "Her exposure as a corporate leader in a highly cosmopolitan, globally linked and multicultural industry will be invaluable to NMMU's own strategic interests going forward."

The dynamic Botha played an integral role in the success of the Fifa World Cup in 2010.

Her biggest legacy was that a company born in Africa (MTN, of whom she was the group chief marketing officer for seven years) became the first-ever global sponsor of the Fifa Soccer World Cup.

"The association with Fifa started in 2005 and no-one ever anticipated the enormous success that it would be in the end. The MTN countries embraced the sponsorship across Africa and the Middle East and through the 'Africa United' and 'Ayoba' campaigns, united a nation and a continent," she says.

Botha is immensely proud of the global standing of South Africa's cellular market: "South Africa is globally very competitive, and in many cases were the pioneers in the offering of services in the cellular market that were later copied across the globe.

"A good example is pre-paid airtime (Pay as you Go), which was initiated and launched by MTN as a first in the world," she adds.

The 45-year old business icon had to overcome some challenges during her teens. Her father died when she was 13 years old.

Her mother taught her the importance of staying grounded, to always have and form her own opinions, and to be confident.

That confidence was partially shaped by a sharp mind and by her championship qualities as a sportswoman. Botha started playing tennis

at the age of eight, was a provincial tennis star at age 13 and a member of the South African University tennis team at 19.

She fostered dreams of becoming a professional tennis player, but thought she was not good enough to make a living out of it.

Botha does not believe winning is everything – it is the only thing.

"When I joined the NMMU, I enquired why they were not performing so well in sports. It was explained to me that the students who play do it to participate, not to compete," she told *www.forewomen.co.za*.

"Things were very different when I was at university, you knew your pecking order. If you are going to do something, do it to win."

Asked to reflect on what women can do to break through the glass ceiling of male-dominated boardroom directorships, Botha told *www.forewomen.co.za*: "As a woman in corporate, it's important to be yourself, make sure your opinions are respected. If you feel you are not being taken seriously, find out why – don't make it a gender issue."

It comes as no surprise that her meteoric rise to business stardom has seen her receive several awards over the past 13 years.

Asked to share her business secrets, Botha says: "I am very goal-orientated and I like to surround myself with a great team of specialists.

"Work must be challenging and allow for creative output. The greater the challenge, the more rewarding the final result will be.

"Also, I find that you must never be afraid to lose, as it is the best way to learn and grow as a leader," she adds.

Asked what her message to young business executives would be on how to be proactive and

how to retain the competitive edge, Botha says one must be a specialist first and a business generalist second: One must surround oneself with as diverse a specialist group as possible and only employ the best people.

A leader must empower his/her colleagues and ensure he/she gives them all the credit.

As a business executive, one should work in other countries and other industries to broaden one's business perspective.

"Take your work seriously, not yourself. And be at the forefront of global happenings in your industry, politics and economies," she adds.

Is there a real chance that a business executive can lose that competitive edge, and is it pivotal to 'sharpen the saw' daily? Says Botha: "You have to be conscious of where you are in your career and life. Therefore, reinvention has to be part of your modus operandi."

Though traditionally a figurehead, this new NMMU chancellor has already indicated that she would like to be involved in enhancing the objectives of the university, particularly as a global African brand.

"I relish the challenge. I look forward to adding value to the leadership objectives of NMMU from a business point of view," Botha told [www.mype.co.za](http://www.mype.co.za) after a meeting with key role-players at NMMU.

"You don't get a bigger and more iconic brand than Nelson Mandela. The equity around the name is unbelievable. I hope I can help the university in elevating this," she added.

Botha shares her vision as chancellor of NMMU with *Leadership*: "My vision is for NMMU to be ranked as one of the top universities in South Africa. Also, I would like NMMU to have global appeal and attract some of the best academics and students across the world."

There is an alarmingly high dropout rate at local South Africa universities, and NMMU is no different to other leading tertiary institutions.

Botha says NMMU is gravely concerned about the dropout rate and has various measures in place to try and address this trend.

"For example, we have reviewed our admissions criteria and have a developmentally focused admissions process, in which applicants who do not meet the admissions criteria are assessed by the Centre for Access Assessment and Research (CAAR).

"It assists in the admission, appropriate streaming of applicants to programmes in

keeping with their development strengths, and to make recommendations about their development needs," she explains.

In all, 53% of NMMU's students are now admitted after being assessed by CAAR; and in some programmes, such as engineering, this has contributed to enhanced success rates.

In addition, an increased emphasis has been placed on assisting first-year students to adjust to university and to develop the skills required to succeed academically.

Furthermore, more attention is being given to monitoring the progress of all students so that those who are experiencing difficulties can be identified as early as possible during their studies and interventions can be instituted to support them.

NMMU makes extensive use of peer-assisted learning, both face-to-face and electronic, to make it possible for students to meet in small groups to discuss their work and for them to clarify aspects about which they are not clear.

These small groups are facilitated by about 500 senior students who have been trained to facilitate peer learning and who are supervised by professional and academic staff.

However, until there is a drastic improvement in the standard of schooling in South Africa, this general dropout figure – particularly between the first and second year – will continue, Botha warns.

Certainly, a lack of finance is a contributory factor to the high dropout rate, and NMMU is committed to ensuring every learner with the potential to succeed at university should be given the opportunity to do so.

In 2010, the university assisted 14 204 students with finance from various sources, which totalled R190 554 397.

Many applicants to NMMU have not had opportunities to explore their career options and to match their career interests with their capabilities.

This often results in their choosing the wrong course of study, which could lead to failure.

NMMU has a range of initiatives to address this matter. A number of workshops are presented to life orientation teachers in the region annually so that they can get the latest information regarding career options and admissions criteria.

In addition, NMMU provides a community service: Grade 12 learners can obtain career

counselling at one of its five Student Counselling, Career and Development Centres.

On the Missionvale Campus, located in the Missionvale township, this career counselling service has been extended to disadvantaged communities in the area, which has been made possible by generous donors who have provided funding for computers as well as career information.

NMMU has extended curriculum programmes to make the institution more accessible to greater numbers of students. This gives prospective students the opportunity of completing the same degree or diploma over an extended period – usually an extra year.

A key part of the curriculum of the extended programmes is a module in English for academic purposes in the first two years of the programme and literacy development is integrated across the other modules in the programme.

In order to address the high unemployment rate of 25% in South Africa, universities in general need to ensure that their curricula are relevant and are constantly transforming, says Botha.

It is therefore wise for academic departments and faculties to establish advisory boards where leaders in industry and professions can advise them on what outcomes students should be developing in their programmes.

Providing more students with work-integrated and service-learning experiences as part of their courses makes them more employable when they graduate.

One of the new roles developed for South African universities, which NMMU is embracing, is to contribute to the strengthening of the further education and training college sector.

"NMMU has strategic priorities in place through Vision 2020 – a shared dream that staff and students have for the NMMU for tomorrow," Botha says.

"Key in the 2020 vision is to grow the active involvement of students in learning through expanding peer-assisted learning further.

"The purpose of Vision 2020 is to ensure that all students have small-group learning experiences, to make greater use of technology-assisted learning, and to adopt a humanising pedagogical approach that builds on the knowledge and strengths of learners," she concludes. ▲

*Fanie Heyns*

# *WATERMAN*

P A R I S



# Blind, but full of vision

## Hein Wanger is breaking all the records

**C**ompleting the Cape to Rio yacht race, managing a World Land Speed Record and skydiving from 10 000 feet are feats that will even make the original Braveheart, William Wallace, quiver in his boots once he realises these were achieved by a blind man.

Hein Wagner boasts these accomplishments, and when he was six months old, doctors detected a medical condition called Leber's Congenital Amaurosis, which in layman's terms means that he was blind.

The first sign that he was no ordinary mortal, but an adventurous child with a pioneering spirit, was when his mother, Marlene Wagner – the then South African netball captain – found her seven-year old in the pine tree in the backyard, surveying the neighbourhood from 12 metres up.

One of South Africa's most celebrated motivational speakers, Wagner's curriculum vitae is impressive, but his adventurous exploits may scare some fainthearted souls.

He broke the World Blind Land Speed Record by becoming the fastest blind driver in the world in October 2009 by averaging a speed of 322.5km/h in a Mercedes SL65 AMG Black series.

Wagner's flirtation with speed continued in February 2010, when he set a lap record around the East London Grand Prix Circuit.

He completed the New York City Marathon, and in March 2007 negotiated one of the toughest marathons in the world, the Hong Kong event.

This happened in spite of a major hiccup that severely challenged Wagner's durability.

At a tender age, he climbed the 10 highest mountains in the Western Cape.

Wagner has achieved what Graeme Smith and Jacques Kallis would dearly love to do in March 2011, and that is to win a Cricket World Cup.

Wagner and his team won the Blind Cricket World Cup in 1998.

Leaving a legacy has become an obsession for this 38-year-old South African.

He founded a disability-owned enterprise, Visiontree, in March 2004 to assist and equip people globally, regardless of their background or culture, to overcome their personal limitations and to reach their full potential.

As a motivational speaker, Wagner regularly conducts workshops for big corporates such as Old Mutual, Sanlam, Absa, Sasol, Discovery and non-governmental organisations.

He has been invited to inspire global audiences and has visited countries such as Dubai and Indonesia, sharing his recipe for achieving extraordinary results and never allowing his disability to impair his vision.

As his fame is spreading and his appeal is widening, Wagner's Voyager miles are increasing by the minute while corporate requests from Durban, Johannesburg, George, Kimberley, Port Elizabeth, Windhoek and Harare keep him on the move daily.

As an insecure toddler, it seemed the transition to adulthood would be anything but smooth. And so it proved to be a long and winding road from his early teens, to become an internationally renowned speaker and adventurer.

When he was initially confronted with his own condition, Wagner felt a sense of unease, insecurity and even despair. "There was a pre-primary school in Durbanville, and I remember hiding in the fireplace just to feel more secure.

"My mother was driving a white Volkswagen, and I remember walking out to meet 'her' when another white car arrived. But it was somebody else's mom, and I felt so ashamed for walking out to meet my mother," says Wagner.

He was terrified when he was first told he had to remain in the residence of the Worcester School for the Blind for the first year without being allowed to go home to Durbanville so that he could adapt quicker to the new lifestyle in Worcester.

Upon his arrival back at home from Worcester, Wagner sensed a change in attitude from the neighbours.

He promptly jumped on his brother's bicycle and paraded up and down in the street, using the sound of the bicycle chain and its reflection from the pavement as a guideline to move in a straight line.

Wagner challenged the kids from the neighbourhood to a duel, but none of them picked up the gauntlet.

He ventured into a pine tree in the family's backyard. His mother, terrified of his plummeting to certain death, warned him that there would be severe punishment because of his recklessness and negligence. He stayed in the tree for a long time.

His parents deserve eternal credit because they opted to educate him in a similar way to his brother, Werner, instead of pampering him.

"Recently, I read the report of my Grade A teacher, who said that Hein Wagner was on a perennial expedition," reminisces Wagner.

From Grade 12 until the age of 22, he became a rebel without a cause, constantly questioning God and the universe on why he was chosen to be the blind one. "My friends went to university,



Wagner's curriculum vitae is impressive, but his adventurous exploits may scare some fainthearted souls



*Hein Wagner (back) and his tandem partner, Gerrie Olivier, training for the Cape Epic*

enjoyed a gap year or visited other countries, while my only option was to be a switchboard operator," he says.

"There was intense anger and resentfulness. I was a miserable person.

"The turning point came when I went on the Cape to Rio yacht race with Paul Thompson, a deaf skipper, and Neels Troskie, who is also blind," adds Wagner.

"I sensed the vastness of the unbelievable creation when we were sailing 1 000 sea miles from the coast. I realised how small I was, but it also dawned on me that I could achieve anything if you are prepared to toil and put in the hard yards."

There was no sudden transformation from being 'Le Misérable' to the Incredible Hulk.

"My attitude changed gradually. I ultimately decided that if I had to answer the phone 150 times per day, I will do it and I will become the best switchboard operator in the Absa Group. Incidentally, I received the award 18 months later as the best in the Group," he says.

"As the results beckoned, I broadened my vision and my goals."

Apart from his parents, Troskie and Thompson, Wagner credits Gert Labuschagne as a mentor who shaped his career. Labuschagne founded a mountain club while at Worcester School for the Blind, and he challenged the other learners

to climb with him the 10 highest mountains in the Western Cape.

They once even attempted to reach the peak of Batsberg; however, it was 42°C in the shade after a heat wave – but the blind learners stuck together and reached the peak.

The realisation dawned on Wagner that if he could scale the mountains and cross the ocean, other challenges might not be beyond him.

He lists Young Carr as a mentor who inspired him to pursue his dreams. Carr was a 'sparring partner' who helped him to train for the New York Marathon.

Carr told him: "If you don't enjoy what you are doing, don't do it.

“If you like to inspire people, pursue that as a career and a day job.”

He introduced Wagner to some literature on motivational speaking, and that was how Visiontree was established. It is a disability-owned enterprise geared to assist and equip people around the world, regardless of background, culture or beliefs, to overcome their personal limitations and reach their full potential.

The first focus of Visiontree was the motivational talks to inspire audiences.

“I wanted to become an everlasting source of inspiration and motivation to individuals or organisations around the globe, that have the desire to achieve extraordinary results,” says Wagner.

Sometimes he greets his audience with the words: “I’m blind. What is your excuse?”

Wagner founded Visiontree with a networking incentive to assist disabled people to find fulfilling jobs in the open labour market.

He has successfully established a database of 1 000 disabled professional candidates, and he operates in conjunction with companies to source disabled candidates for opportunities in the labour market.

The third component is a charity to make the world more accessible to disabled people internationally.

Wagner says one of his toughest challenges when he was approached to work for a company was to ask his new employee to invest in an additional R20 000 to purchase software so that he could read the data.

Finding financial resources so that other disabled people can access data, is one of his greatest passions. “If I can sponsor that software for adaptive technology, I remove the barrier for somebody to employ a blind person,” he says.

The formation of Visiontree was the motivation for all the adventures.

Wagner’s list of achievements would pour scorn on many able-bodied athletes.

He is still indebted to his navigator, Ray Wakefield, for breaking that World Blind Land Speed Record in a Mercedes, and for setting the lap record around the East London Grand Prix Circuit.

“Ray has a calm and relaxed persona, and if you have somebody who becomes too tense or petrified, the mission might be doomed,” says Wagner.

“He divides the road or runway in nine sectors, with five in the middle, one to four to the left

and six to nine to the right. I stay on five to stay alive, and he corrects me by shouting the number I’m on.

“It is very tough to prepare for something like this. It is an immense head game and involves intense focus. You cannot have too many warm-up laps for it because every time you attempt it, the risk becomes immense,” explains Wagner.

He has endured some setbacks during marathons, particularly in Hong Kong.

Usually he has a navigator tied to him with a rope, three-quarter of a metre long.

During the Hong Kong Marathon, he and the navigator had the goal of completing it in three hours and 45 minutes, but his partner started vomiting four kilometres from the finish because of a virus and that last stretch ultimately took them 105 minutes to complete.

One of Wagner’s ultimate accolades was the splendid manner in which he and a blind Kenyan colleague won a Standard Chartered Bank Ironman event in Korea under extreme weather conditions in August 2006.

Initially, it was supposed to be a triathlon, but it was downgraded to a duathlon because of an electrical storm on the water.

Wagner completed his cycling event in five hours and four minutes over 180km, while the Kenyan runner completed the marathon in two hours and 31 minutes, with the remarkable efforts of the South African and Kenyan resulting in a duathlon victory.

Wagner skydived from 10 000 feet and bungee-jumped from one of the highest bridges in the world at the Victoria Falls.

Fear would be a mitigating factor for many able-bodied people who would not attempt half of the adventures that have been successfully negotiated by the Capetonian.

Asked how he has managed to conquer it, Wagner says: “I have learnt to befriend fear. It gives you balance because you have to acknowledge fear. It points out legitimate risks.

“I accept fear for what it is, and for advising me on possible alarms, but I do not allow fear to paralyse or defeat me.”

His personal recipe for extraordinary results is to greet every day with a smile and “to thank my Creator for life, for the ability to love and dream”.

Wagner adds: “I also believe that if you can sustain your basic fitness levels, you will have the energy to reach the goals within the time limits you originally decided upon. I remind

myself 10 or 15 times daily about my ultimate goal to inspire as many people as possible in my life time.

“I also commit one random act of kindness once a day to another person because it changes the world.”

Wagner believes in the power of positive beliefs and affirmation.

Asked what his message would be for a national audience if summoned by the president to inspire the people, he says: “If people just realised in what incredibly beautiful country we lived, and if we can just embrace our differences without being judgemental about race or culture of disability, we would become great.

“Namibia achieved independence four years prior to South Africa, but there is such a unity and mutual respect there. They are integrated.

“If we can achieve something similar in South Africa, we will become the jewel of the global population. It is not incidental that the Cullinan Diamond was unearthed in South Africa,” Wagner adds.

He believes in self-acceptance as a basis for personal growth. “If you allow the world to label you, it will cripple you.

“If you personalise other people’s bias and preconceived ideas about you, it could paralyse you. Take what you have and make the best of it. Once you do this, you become an inspiration to people around you,” he says.

Wagner’s CV is incomplete. He wants to finish the Cape Epic in 2011.


A medium-term goal is to fly a Boeing 747-400 from London to Cape Town, and to raise R10 million for charity in achieving this “Mission Impossible V”.

“What drives me to greater heights is the fear to become the miserable sod that I used to be in my late teens and early 20s,” says Wagner.

Inspiring people is something very close to my heart. I know how it feels to be totally uninspired, and I was there for a long time.

“Anyone can achieve great things against all odds. We’re all individuals, and because of our individuality, we deserve to achieve extraordinary things in life, whatever we choose them to be,” he concludes. ▲

*Fanie Heyns*

A man with short, dark hair, smiling, wearing a black suit jacket over a black button-down shirt. He has his arms crossed and is standing in a room with heavy, textured curtains and a framed painting of a woman's face in the background.

Sugars says that being good at one's business does not necessarily make one good at running a business

# Business is booming!

## Helping top corporations to stay at the top

**W**e live in an era where respectable corporations find themselves failing, and ancient and established countries find themselves in unheard-of debt. Institutions upon which so many have relied for easy credit and employment are cutting back, and the necessity of new, innovative business success is becoming ever more vital.

And so it is his milieu that makes Brad Sugars such an interesting figure.

Australian-born, American-residing Sugars is the chairperson and founder of ActionCOACH, the world's largest business coaching firm. With over a 1 000 offices in 32 countries (including South Africa), ActionCOACH is one of the top 100 franchises globally.

Sugars gives as his personal mission the rectification of horrible business statistics such as the one that tells us that only 40% of start-up companies are still trading after the first year and that 80% of the balance tends to fail within their first five years of operation.

Not only does he aim to alter such a failure rate (his recent worldwide lecture tour was entitled "Business is Booming"), but he is also aiming to shift paradigms of business leadership. In short, his life's work argues for the necessity of business coaching.

"My work almost began as an accident. I owned a printing company, and I had begun to educate myself concerning fundamental business practices, so I released newsletters to my clients, who then invited me to run various seminars around Australia," says Sugars.

"I was amazed at how many business people were simply ignorant of the absolute basics of business – they were not good at running a business. There was plenty of hard work, but often a real lack of business knowledge."

He says that being good at one's business does not necessarily make one good at running a business. For that, new knowledge is required.

"Being a good plumber doesn't automatically allow you to run a successful plumbing business.

"It's a completely different skill set; the same is true of all businesses," Sugars explains. "Neither would experience in plumbing translate into business success.

"I have lived in a house all my life, but I could not draw up a perfect house plan.

"We know this to be true, yet often we ignore these essential facts when it comes to business.

"You have to invest in business skills in order to run a good business," he adds.

As Sugars expanded his coaching ambit, he began to buy into various broken companies in order to turn them around, which he did with enormous success. As a result, ActionCOACH was built around his own business achievements and his burgeoning coaching career.

The results have been astronomical, with ActionCOACH now having a presence worldwide – with virtually no competition.

Its literature is riddled with the success stories of its clients.

Such success, coupled with its service guarantee of making a measurable impact on clients' business within 17 weeks of weekly coaching, invites a host of questions, beginning with: "What's the trick?"

Sugars says he offers no tricks, nor any quick-fix solutions.

"If anybody tells you there is only one or two important things you need to know in order to run a business effectively, they're fooling you," he says.

Nevertheless, he does categorise his work under three core headings: "There are three chief areas that we look to leverage: sales, marketing and management.

"In sales, we have found that there is always room for improvement, and there are many strategies that can be adopted to do that.

"With marketing, we find many businesses simply don't do it. They'll write up a business plan, gather capital, and when you ask where the marketing budget is, you realise they have simply assumed that the customers will come to them. In this sense, most new businesses are under-capitalised," adds Sugars.

"In terms of management, we generally aim to take our clients from chaos to control. We often find that so many things are happening in the operation of a business that the management simply does not know about. We aim to rectify this."

The form of the coaching comes in weekly mentorship of one hour a week. The mentoring is a large part of the service.

Sugars maintains that its scale and experience make ActionCOACH unique.

"When you sit down with us, you know that our strategies worked in businesses before we coached them. I still run businesses for a living, and I coached before I wrote anything. We have 18 500 business owners on our books and our level of data is immense," he says.

“Added to this, is the simple fact that everybody needs a mentor, everybody needs a coach. And armed with that relationship, and access to tested business knowledge, success follows.”

ActionCOACH delineates the differences between coaching and consulting: “A consultant gives you answers, but a coach asks you questions. A coach does not play the game with you.

## “I want to be a good father more than a businessman”

“To use a football analogy, a coach is obviously a coach, while a consultant is a substitute who runs on to the field with you as a particular kind of specialist. We don’t do that,” says Sugars.

Of course, the next obvious question that emerges is whether businesses can afford the cost of coaching at such a time as this. Is it a luxury that businesses can afford?

“There is more need for coaching than ever before,” asserts Sugars. “We need to find new ways of doing business; but mostly, we need to learn to adapt our businesses to the economic seasons.

“We are in a winter right now, but winter is always going to come at some point. If you can learn to adjust your business according to the seasons, you can maximise the value of each passing season, and in so doing, prepare for the future,” he adds.

On a global level, Sugars believes winter to be the time to cut back so as to restore profitability for the future, as well as to look for new ways of marketing.

“Too many of us made ourselves fat in the summer – that’s why the recession has been particularly harsh. Summers are for planting new seeds, and for hiring, not simply just to enjoy profits,” he says.

Sugars suggests that governments should take stock right now of the simple advice offered to business owners.

“You can’t spend to get out of a cycle of over-spending. Stimulus spending can be valid if one spends that money on infrastructure for the future,” he says.

“For example, in the [United States], only 12% of their stimulus went to an infrastructure

spend. The United Kingdom is coming to terms with the reality that governments must behave like good citizens.”

With that in mind, Sugars has some interesting advice for South African business people and policy-makers alike: “South Africa has always had a great entrepreneurial spirit, with some great global brands, and really I would

encourage businesses to continue thinking globally, and not to become insular.”

“For example, how easy is it for your business to trade with foreigners? Is your website dot.com, or dot.coza?

“Many executives have also become very comfortable in a corporate culture, and are afraid to branch out on their own,” he adds.

Sugars maintains that some of South Africa’s economic difficulties need to be approached as challenges that can be surmounted to the benefit of all.

“South Africa was saved from much of the worst of the recession because of decent banking regulations and the existence of enough fundamental business but, like many other countries, suffers from a lack of an internal market because of poverty,” he says.

“If business people can assist in creating equality, then their business can only improve.

“It is to everyone’s advantage that the whole country does well.

“A great example of this can be found in Singapore. Equality was built and at the same time a customer base was created internally. The government’s role in this is to incentivise business,” adds Sugars.

“Business, through a desire to be profitable, can create jobs. This becomes a political double-edged sword because, as a result, there is more tax revenue and fewer citizens in need of government spending.

“As for other obstacles, when the rand increases, business has to look for how that can leverage them into new opportunities for export, as opposed to merely bemoaning lost opportunities,” he says.

But Sugars constantly returns to his key theme: business knowledge.

“The best advice I ever received was from a man named Jim Rohn – read a book a week. Since then, I have read over 1 400 books on the subject of business success.

“So few people read anymore. There is no secret to success – it is all written down! The question is whether we are too lazy to access that knowledge,” he adds.

Added to Sugars’ quest for knowledge and the impartation thereof, is his belief in the value of mentorship – so much so, in fact, that he describes himself as a man with a thousand mentors!

“We have a thousand coaches at ActionCOACH and, believe me, every single one of them is pretty willing to tell you how the company should be run!” he says.

“On a more serious note, though, I think the chief mentor in my life has been my dad. He is calm, streetwise, gives blunt answers and always points out the right things to me.”

Sugars often recounts a poignant example of this kind of advice: “There was a stage when I was struggling to find good personnel which, obviously, I heavily depend on, and I mentioned this to my dad, and his response was telling: ‘You know, Brad, you get the people you deserve.’

“I realised that if I am an atrocious leader, then I get really bad people. So I have to learn to be a great leader and then I will attract top people. I have to build an awesome company that attracts awesome people,” he adds.

As for the future, Sugars’ aims function more on a personal level than one would necessarily expect.

“I want to be a good father more than a businessman. I want to spend time with my kids and enjoy life.

“For ActionCOACH, we want to continue to be one of the top franchises in the world, and we hope to be operating in 120 countries by 2012. To do that, we are going to have to work smarter, but we are all excited by the vision.

“In South Africa, we have a basic footprint, but we are going to continue to find good coaches here so that we can make an impact.”

Even a cursory glance at Sugars’ beliefs and aims seems to suggest the surety of his pioneering line of work having the intended impact. ▲

*Chris Waldburger*



database  
**360**

*We Sell Databases 4 Africa!*

## Building a sales pipeline for 2011

### New revenue streams

With the IT industry under immense economic pressure, companies fast need to consider alternative methods to help increase their revenues streams. CG Consulting, a strategic marketing firm that helps companies build a sales pipeline, has announced a solution with new improved opportunities to market products, quickly and effectively, in order to increase sales revenues.

According to CG Consulting sales and marketing director Louise Robinson, all companies need to penetrate new markets at the lowest possible cost. "Today, companies need to use all available resources to ensure their sustainability. We are customer-centric and deliver a world-class service to predominantly the ICT and technology industries that are looking to expand their footprint in the South African and the greater African continent."

"Through years of experience in outbound telemarketing and by having built specialised and accurate corporate databases and marketing lists, we are able to converse directly with CEO's, CIO's and other important decision makers across SMEs and larger enterprises."

More importantly, through a keen understanding of its clients' products and services, CG Consulting is able to qualify prospects and schedule appointments on their behalf, enabling there sales people to drive revenue and increase the bottom line.

Robinson says CG Consulting tries to help companies deal with the age old problem of big targets and not enough head count to generate the revenues. "Simple concept, staggering results. We do all the cold calling, all the sales people need to is the actual sale. Imagine arriving at the office on Monday morning and finding a list of qualified appointments in your inbox. This is a reality with CG Consulting's service offering."

CG Consulting is not only able to offer its clients first level contact data, but also the informational data that is able to provide insight into a client's needs. The data currently held by CG Consulting includes corporate data across all the major business verticals with contacts for the offices of IT, finance, CEO, HR etc.

CG Consulting is also experiencing an enormous interest in its African database, a comprehensive resource of companies and executives throughout the African continent. It is inundated with requests for accurate data throughout the continent.

Its database has been developed specifically to provide all organisations, including IT companies, wanting to do business in Africa, with access to the right people, the right contact details, and the right information about the specific needs of these companies.

In addition, the company conducts regular research and surveys through its databases, especially to determine their specific needs. As a result, CG Consulting has a wealth of relevant information that can be used by companies, specifically in the IT industry.

"The reality is that data for emerging Africa is almost non-existent. This is the reason why we have invested significantly in time and resources to build and develop a comprehensive database of businesses in Africa," says Robinson.

CG Consulting runs a fully equipped inbound and outbound call centre and its telemarketing campaigns include outsourced, outbound high-end lead generation, market research and customer profiling, market intelligence, customer satisfaction surveys, appointment setting, brand awareness, data mining, data cleaning and data profiling.

For more information contact Louise Robinson on (021) 424-7003 or (082) 556-6375 or email [louise@cgconsulting.co.za](mailto:louise@cgconsulting.co.za) or visit [www.database360.co.za](http://www.database360.co.za) or [www.cgconsulting.co.za](http://www.cgconsulting.co.za)

“We’re constantly innovating around new things, and those things cost money — and that means risk and, therefore, you can never really sit back and say: ‘Okay, it’s all good’.”

# The man with the silicon crown

## Rob Stokes is leading the Internet out of Africa

**W**ith his short-cropped red hair and slightly freckled face, Rob Stokes resembles a waiter. Perhaps a second- or third-year university student – pursuing an LLB or BCom Accounting degree, perhaps – making ends meet by bringing people coffee and muffins. Or even French toast. But he is that friendly, open-faced waiter who remembers his regulars and leaves an impression on them. He is that stranger with whom you do not mind sharing some details of your personal life. And when you have a morning meeting at that coffee shop, after paying the bill and leaving the tip, you will mention to your breakfast partner: “Watch out for that kid. He is definitely going places.”

Thing is, though, Stokes is most certainly not a waiter. As the chief executive officer of the pioneering digital ad and marketing agency, Quirk eMarketing, he has already been to more places than most people his age.

Into his third year of a Business Science degree at the University of Cape Town (UCT), the cash-strapped student was fortunate enough to attend a lecture by entrepreneur Mark Shuttleworth, which prompted the thought: “If he can do it, so can I.”

The business that would eventually evolve into an international digital ad agency of note initially started out as a general computer one-stop.

“In the beginning, we really did anything to make money. We didn’t really have the luxury of ignoring opportunities. So we did everything

– from selling hardware to networking people’s offices,” relates Stokes.

“I remember being on my hands and knees, networking the office of an estate agent in Rondebosch.”

Within about 18 months, he became involved in building websites, a path that eventually led

we were the first agency to do it all. I think we saw very early on how all the online marketing tactics – and there are many of them – tend to work very well together,” he says.

So, where other agencies chose to master one or two aspects of digital marketing, Stokes took the brave – some would say foolish – route of

“I think my role at Quirk – and I think the thing I’m best at – is future-proofing the business”

to doing a great deal of e-mail marketing. Soon the focus started swaying heavily toward e-mail marketing, search engine optimisation and websites, and it simply grew from there. But even in 2001, the idea of using the Internet as a marketing tool was such a novel concept that many people had no idea what to do with it.

“When I did my thesis on e-mail marketing at UCT, my lecturer didn’t know how to mark me. He openly admitted that to me. He said it made sense, but he wasn’t entirely sure,” Stokes recalls.

As Internet adoption increased, the services of a company such as Quirk starting making more sense to potential clients.

“I can’t claim to be the first on any of the things that we’ve done, but I think, certainly,

mastering the entire spectrum of tools available for using the Internet as a marketing tool.

“There was no one who really felt they could do it all and, in fact, we used to get a lot of criticism. Up until 2006/7, people would say: ‘You’re unfocused. You can’t do all of that.’ And it certainly was very difficult,” he says.

“But I think we’ve evolved now to the point, with almost 100 staff, where we can quite confidently say that we can do a great job across the entire field of online marketing.”

Stokes is first to acknowledge, though, that while Quirk may have a solid handle on all things digital, much of that credit goes to his team. “I’ll be the first to admit that I’m just not as in touch with the very specific tactics that my teams use.”

I put it to him that his real skill, then, is in finding the right people for the right job. He denies the charge, with very little hesitation: “No. I think my role at Quirk – and I think the thing I’m best at – is future-proofing the business.

“For example, I noticed three and a half years ago that online reputation management was going to become big. And so I had an idea to build a piece of software around it and then went to Craig [Raw], our chief technical officer, and I said: ‘This is my idea.’

“So we built the first prototype and clients loved it, and we’ve developed it ever since,” says Stokes.

“Two years ago, I said: ‘Online video is going to be big; let’s get good at it.’ So we’re not only good at creating the videos, but we’re good at marketing them, which is far more important”.

Despite the current success, he freely admits that it was not easy, and the temptation to give up was strong.

“For the first six or seven years, it was really hard. We weren’t making any money. Without the depth and quality of Internet penetration [that] we’re just starting to see in the last few years, our services didn’t make a lot of sense.”

The feeling that the beginnings of a really good team was taking shape, who understood what was going on, kept him going and they had to “be successful eventually”.

With seven lean years behind them, does that mean seven fat years are ahead?

Has Stokes conquered the paranoia that the business could suddenly fall apart? “I have that paranoia everyday!” he says, bookended with a confident, contagious laugh.

He adds to that: “Quirk has big dreams and ambitions. We want to be a big global player.

“We want to do incredible work, and that means taking risks.

“We’ve invested millions of rands into brands and, certainly, in the early days, we didn’t know if we were ever going to make that back. I am convinced now that we will.

“We’re constantly innovating around new things, and those things cost money – and that means risk and, therefore, you can never really sit back and say: ‘Okay, it’s all good,’” says Stokes.

Leading your own company with an international footprint is difficult enough, but Stokes has taken on the bold step of leading the South African information technology (IT) industry as a whole.

He was recently elected to head up the Silicon Cape Initiative, a programme originally conceived by his contemporaries, Rob Sussman and Vinny Lingham – themselves very young and successful IT entrepreneurs.

The initiative was launched in mid-2010 to much fanfare, even featuring an unexpected appearance by the notoriously media-shy Johann Rupert.

Silicon Cape still has a great deal of goodwill behind its name, but since its launch, not much has happened. An assessment with which Stokes completely concurs: “I think the reality is Silicon Cape lost its way a bit. It was run by people with great intentions, but who had little to no time.”

With Stokes now at the head of the organisation, he has defined three overriding goals to achieve.

The first is to encourage and profile start-ups.

The second goal is to attract more investment capital into the Western Cape to put into these start-ups, in terms of investment capital and furthering basic business education because, as Stokes puts it, “Most start-ups are focused on building the product; and that’s what you want them to focus on. But if we can just help them with some very basic tools on how to understand cash flow, how to get revenue in.”

The third goal is likely the most far-reaching and definitely the most difficult of the three: to change the monetary environment of the country.

And why does this require changing, I ask him? “Because, on the most basic level, we need the ability to charge foreigners in their own currency. It’s just not possible now, unless you’re using third-party services like PayPal.

“Currently, we have to charge Americans in rands, and they phone us up and they say: ‘Are you from Russia? What is this “R” sign? They’ve never seen it before and it creates uncertainty,’” says Stokes.

“Also, it’s an admin headache.”

It is negative, as it hits Web-based industries hardest, since the Internet as a business environment is almost inherently international. And more so for those whose products are not material commodities e.g. software applications, Web design projects, etc.

At the Silicon Cape launch, Lingham spoke about changing the nature of the South African economy from a commodities based one into

one that sells intellectual property. Stokes is keen for Silicon Cape to push forward with this.

“The reality is that South Africa doesn’t have a cheap labour force – there is this misconception that we do,” he says.

“You want to make toy cars cheaper than China, good luck. It’s not going to happen and so you can either choose to be non-competitive or less competitive in the global market; or you can find areas where we can be competitive.

“Intellectual property not only scales well and has good margins when you get it right, but can be very globally competitive, and I think it can be very much a net importer from a global cash perspective – and so it should be bringing money in and creating jobs,” adds Stokes.

I put it to him, that despite his good intentions with Silicon Cape, where will he find the time?

As Stokes himself concedes, he does have a 100-strong agency to guide and he “can’t dedicate my entire day to Silicon Cape.”

His intent is to court a corporate sponsor to fund the initiative and to hire full-time staff.

“Where I think I can add the most value is advising someone who can dedicate their entire day. So we can have someone permanently on the ground who can do everything – from organising events to liaising with the many, many people who are contacting Silicon Cape,” says Stokes.

Despite Silicon Cape’s fame, he admits “it’s actually achieved very little”, but what it has done, is galvanised the community. And that unity is an invaluable tool to be exploited because it can “really put the continent on the map”, he feels.

During the Tech4Africa Conference last year, Stokes was in touch with a host of international technology industry leaders who expressed surprise that there was so much happening in South Africa, “that there were so many skills, so much intelligence, so many great ideas.”

The predominant feeling expressed is that there is every chance that we could see a repeat of the Silicon Valley phenomenon – that things could start to bubble out of Africa.

“I think Africa has a lot more potential than people initially gave it credit for. And despite the name, Silicon Cape isn’t just for the Western Cape – it’s for the whole continent,” says Stokes. ▲

*Zaid Kriel*

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A couple of years ago, 27-year-old Khululwa took the bull by the horns and started her own tourism micro-business



# Grassroots leaders

## Bulungula: how tourism drives rural development

**H**e is a BBusSci graduate from the University of Cape Town; she is one of South Africa's top economists. Therefore Dave Martin and Réjane Woodroffe could have lived a cushy lifestyle in Houghton, Constantia, or any other posh suburb. They decided differently. Their home is Nqileni, a tiny village in the Eastern Cape. While she attends to the world of international business via satellite phone and laptop, he manages Bulungula Lodge – one of South Africa's prime examples of how tourism can be used as a vehicle for rural development.

Elliotdale is a region of extremes. On the one hand, this Eastern Cape district – with its rugged coastlines, rondavel-dotted hills and silvery beaches – is spectacularly beautiful. The scenic splendour's flip side, however, is the daily lives of its people. Most South Africans living in Elliotdale are simply too busy surviving to notice the natural beauty of their surroundings.

Here, poverty is rife and joblessness rates vary from 65% to 87%. Most residents of Elliotdale, in order to make ends meet, rely heavily on subsistence farming and government grants.

In addition, accessing basic and specialised healthcare, schools and other services is a chronic struggle – with taps and clean drinking water being an absolute luxury.

The latter has severe health consequences: Due to the lack of sanitary facilities, many streams and surface water sources are contaminated with human waste. As a result, diarrhoea and other preventable water-related diseases

are rife, and a common cause of death among babies and young children.

Infrastructure is another problem. In this part of South Africa, roads are often in terrible shape and overrun with tree-wide dongas.

Therefore, getting from A to B – for instance, from home to the hospital or school – is a difficult if not impossible task.

In Nqileni, a tiny speck on the Wild Coast, the situation is better. Although the majority of the approximately 850 inhabitants live below the poverty line of \$1.25 a day, it is the preschool, a primary school, and particularly the clinic that make a difference.

Before the small medical facility opened its doors a few years ago, residents had no option but to walk two and a half hours to the nearest clinic for pains, aches, antiretrovirals and other health concerns.

The facilities and services mentioned above are not part of a governmental rural development strategy. They are private initiatives and the brainchild of Martin and his wife, Réjane – both in their 30s.

“We also provide ambulance rides to the Madwaleni Hospital,” says Martin, who started Bulungula Lodge in 2004 with no prior experience in tourism. “The drive takes approximately one hour and a half in a 4x4 vehicle, depending on the road.

“Our rides are vitally important to locals who are in need of medical care. Over the past years, I have driven various pregnant women and mothers with sick babies to the hospital.”

Apart from basic and much-needed services, Bulungula is the region's main source of sustainable work opportunities. The overall

When it comes to rural development, the government could do more, Martin says. “Now there is even a plan of opening shopping malls in rural areas. That not rural development – that is retail development and will not work: you need high population density to make a mall profitable. A thousand people living in an area of 20 square kilometres, of which half are children, is not enough. A mall won't work here as people don't earn enough to shop.”

“Rural development is about not turning villages into cities but about improving agriculture, stimulating local micro-enterprises and basic services. Tourism, if practiced well, can realise this.”

majority of the lodge's employees, a little more than a dozen people, are from the village.

“They work in the kitchen, behind the bar, as cleaning staff, and are otherwise responsible to attend to guests' needs,” Martin explains.

“Because 40% of the lodge is owned by the community, nothing is done without their consent. This includes making decisions with regard to who works at the lodge. I have no say in who gets hired. This has been our strategy from the start and is to ensure that the benefits are spread among the community members, instead of going to a few families.”

Not only does Bulungula provide steady jobs, the lodge also serves as a platform for entrepreneurial villagers who would like to explore the world of tourism.

“The activities and tours we offer are run and 100% owned by community members from Nqileni,” says Martin, who takes a monthly salary of approximately R2 500. The rest is spent on the lodge, the community and various projects, such as the clinic and the preschool.

“The activities include horse riding, fishing, canoeing, hiking trails, village walks, and visits to a local sangoma. In addition, we have trained two women as masseuses.

“The activities are 100% community-owned, which means that Bulungula does not take any of the fees. The only thing we do, is give locals the opportunity to earn a living and help them improve their business,” he adds.

Staff members included, Bulungula provides an income to 30 to 40 households, Martin estimates. “You should take into consideration that one person here supports on average between eight to 10 people.”

This number excludes people who benefit from various job-creation projects such as a small-scale eatery in the village, the people who provide the vegetables used in the lodge’s kitchen, and a lemon grass farm. “We decided to embark on this project this year. Lemon grass is a labour-intensive crop, for which there seems to be a great demand. So this is another way we try to contribute to poverty alleviation in the area,” Martin explains.

A couple of years ago, 27-year-old Khululwa took the bull by the horns and started her own tourism micro-business.

Since then, she has been taking groups of holidaymakers over the hills, across valleys and through the village while giving them an idea of how women in this part of South Africa spend

their days. With the money she earns with her Woman Power Tours – R70 per person – she supports herself, her siblings and their children, and her parents.

Her half-day tour includes activities such as collecting wood, fetching water from a nearby spring, making mud bricks, building a fire, grinding dried mielie kernels by hand, and preparing lunch – which the tourists share with Khululwa and her family.

To Khululwa, the tours are not a pastime because she has nothing better to do. Like most people, she has no high-school diploma.

Even if she had one, jobs in this part of the country are as scarce as clean drinking water.

Khululwa could have been married, she explains, but that is something she refuses for now. “I like to earn my own money and I do not want to rely on a man. Well, not a man from this village,” she clarifies while wrapping a scarf around the head of one of her guests. The procedure makes it easier for him to carry water on his head and to stabilise the wood he will be carrying afterward.

“Most men from here are lazy. It is women who are in charge of raising the children, working the land, fetching firewood and water, repairing the home, making mud bricks, and preparing lunch and dinner. Men just sit around. I do not want that. I want a man who wants to work with me, side by side – someone who sees me as his equal. That is why I am not married yet,” she says.

“I don’t think I ever will. I do not have the money to leave.”

Poverty has been the defining force behind Bulungula’s set-up. The lodge comprises a main building with a lounge, communal kitchen and bar, and a dozen thatched rondavels as guest rooms. Equipped with single wooden beds, blankets, candles and an energy-saving light bulb dangling from the ceiling, accommodation

is basic but comfortable. The same counts for the rest of the lodge: there is no room service, no sauna, no plasma televisions, and no turn-downs with chocolates.

The mosaicked bathrooms, toilets and kitchen are shared with other guests and staff.

Says Martin: “We wanted to integrate the lodge into the village without imposing and changing the community. Of course, we could have built a luxury lodge for people driving flashy cars, but we did not want locals to feel inferior to our guests, who are obviously richer than they are.

“That is why our visitors stay in the same type of huts and eat the same food, for instance,” adds Martin who, like his wife, is fluent in Xhosa. “Due to this approach, locals from the village like to hang out at the lodge’s bar and communal areas.

“They simply feel comfortable to do so. And it works – for both our guests and residents.”

The environmentally friendly nature of the lodge is another reason Bulungula – one of the first Fair Trade Tourism of South Africa accredited businesses – has been rated as one of the country’s most ethical travel experiences.

“We get our electricity from the wind and the sun. The rain is collected in big drums and used for drinking water. We do not have a sewage system, as we use composting toilets,” Martin notes.

The lodge is renowned for its showers. The so-called “rocket showers”, of which the name is derived from their shape and roaring sound, comprise a long, vertical pipe with a shower head.

The bottom features a small cavity and reservoir at the bottom, which prior to showering should be filled with paraffin. A piece of toilet paper serves as the fuse. After lighting the fuse, the tap should be opened and voilà: warm water.

“A hot shower session lasts eight minutes,” Martin says. “It saves water, as it prevents people from showering for hours on end.”

Asking Martin about the differences the lodge has made to the community, apart from providing jobs, he replies: “For a period of six years people, relatively rich people I must add, from all over the world have been coming here, telling locals how beautiful the area is and that they live in paradise. This has changed local perception of this place. They have become prouder of where they live. That is important. Another thing: we have had no single baby dying of dirty water in years.” ▲

Miriam Mannak

The Eastern Cape Education Department has cancelled all school feeding schemes for the remainder of this financial year. This is a devastating blow to children who depend on this one daily meal, which serves as an inducement to attend school.

In addition, the department has cancelled all temporary teachers’ posts. Bulungula’s 240 pupils in seven grades therefore lose two of their eight teachers.

The lodge is determined to continue feeding its pupils and is in need of financial assistance. For more information, contact Réjane Woodroffe: [rejane@bulungulaincubator.org](mailto:rejane@bulungulaincubator.org).

# *Thinking for the future*



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# The right moves

**The mindset to change the Matric pass rate from 60% to 90% is at our fingertips. Dr Kelvin Kemm tells us how**

**K**elvin Kemm has a doctorate in Nuclear Physics, but he puts much more energy and effort into providing school children with the mental agility to be able to pass examinations and to be confident in their selected roles in life. He uses an unlikely national sport to achieve this.

Dr Kemm's definition of leadership is subtle. He runs courses on Technology Leadership, where he encourages his students to provide vision, to create credibility and to inspire others to follow.

However, he sees the role of the follower, the team player and the situational leader as being far more crucial to the sustainability of South Africa's future development.

Not everyone can be the president or the chief executive officer – the workspace is too limited. This does not mean that people cannot make a valuable and meaningful contribution to the sphere in which they happen to be operating.

People often have the ability to take the lead in situations where they know they have the solutions to a particular problem. The sad thing is that they often lack the confidence to make the contribution at the right time.

The same is very true at school level. There are teachers who can tell you within the first two weeks of the school year whether a child will "make it" or not. Sadly, these children are not placed back into their previous class to learn the skills that are required for "making it", but rather – due to the pressures of the system – are promoted all the way to Grade 12, at which point they become a part of the 40% who fail the final exam or, worse, one of the significant number of pupils who take their own lives rather than face the ordeal.

The problem does not lie with the pupils, nor really with the teachers, but with a system that does not teach either group to think.

Two centuries ago, most of Europe was illiterate. Today, most of Europe is literate, yet its educational statistics do not necessarily reflect a 90% pass rate at examination time. The turnaround in South Africa will not happen overnight, just as the turnaround in Europe took a long time to filter through.

But there is a tried and tested way of ensuring children are taught and encouraged to think for themselves and to have the confidence to enter an exam, knowing what they know and

ensuring the examiner knows this as well. And it is simple and inexpensive.

Dr Kemm is one of five members of the Supreme Chess Trust; he is a strategist. The others are Mickey Scheepers, an engineer; Marisa van der Merwe is an accomplished chess teacher; IM Watu Kobese is one point away from becoming an international chess grandmaster; and Afrika Msimang is a sociologist.

Together, they have developed a programme called Moves for Life, and it uses chess to prepare children for life in general and school in particular.

South Africa is indeed a Rainbow Nation, but the multifaceted nature of the rainbow is perhaps reflected most clearly in the vast differences in the pupils who arrive at school on the first day of Grade 1. Some have been exposed to households where music, books and conversation are a part of everyday life, and these children will benefit from the lessons that chess can teach.

How much more beneficial will be the experiences of those who have never seen a book and have never been asked a question about themselves or their environment?

Dr Kemm is at pains to point out that the Supreme Chess Trust's programme is not competition to the Chess Association of South Africa, but will rather complement it. The latter is looking for superstars who will one day represent South Africa at chess and go on to grandmaster status.

The Trust is using chess to promote thinking ability and confidence in children. And it is winning.

The first thing it is doing, is breaking down the myth that chess is a game for boffins. In its pure form, it is a very simple game and anyone can learn how to play it.

Like everything in life, the complications and the difficulties come into play when the competition between people becomes a factor.

This aspect of chess is borne out by President Jacob Zuma, who learnt how to play the game on Robben Island. Unwittingly, the powers-that-were created a mini university for strategy among the future political leaders of the country by introducing chess.

One of the lessons President Zuma learnt, was that one shakes hands with one's opponent at the beginning and – win or lose – at the end of every game.

He further learnt that one's opponent is not the "enemy", but merely another player who is

trying to win a game through strategic thinking – exactly as you are.

But children learn things in different ways.

Just as apprentices learnt their trades by watching and doing rather than through reading and writing, so young children learn chess through the same process.

For this reason, Moves for Life has developed two distinct teaching methods: MiniMoves for Grade 1 to mid-junior school pupils; and MasterMoves for pupils in senior primary school and upward.

To the MiniMoves learner, there is no difference between chess and tiddlywinks – both are simply games, but the process of problem-solving becomes embedded in the brain as a framework from a very early stage.

At the MasterMoves level, the intra-school, inter-school and national competition aspects of the game are introduced.

Dr Kemm is heartened by the fact that the Department of Sports and Recreation has added chess (along with cricket, soccer, rugby and netball) as one of the sports that will be sponsored for inter-school and inter-provincial competition.

The objective is not to select Protea, Bafana Bafana or Springbok stars, but rather to teach the children the value of play and learning; to get them to develop respect for themselves, their teammates, their opponents, the rules of the game, and for the officials who ensure they happen.

One of the major lessons they will learn, is how to lose gracefully – because everyone does lose at some point or other in life.

All of which is very interesting, but how is chess going to move the Matric pass rate up from the 60% level to somewhere closer to the desired 90%?

As mentioned, it is a fact that the vast majority of children enter our school system having had little or no analytical stimulus.

It is also a fact – a sad one, but a fact nonetheless – that by the time a pupil has reached the age of 12, his or her learning experience up until that time will determine whether or not a Matric pass is a possibility.

The objective of Moves for Life is to get to the children before this prognosis is imprinted and to help them to acquire these analytical skills as early in life as possible.

For those who demand empirical evidence, Van der Merwe has undertaken a study at a school in Eersterust (a very depressed and disadvantaged area near Pretoria). Within

three months of the introduction of the Moves for Life programme, the academic results of the participants had improved by 30% on average.

In addition, Melissa Greeff, who is a normal, bright, attractive young girl – and no-one's stereotype of an intellectual nerd – has become South Africa's first women's grandmaster, at the age of 15.

The chess players at Eersterust come from all areas, particularly from the rugby teams – thus shattering another myth about both games.

It was assumed that the Grade 10 class would fail maths en masse; the class average was 20%. Within the three-month period, the class average had risen to 60%.

And, whereas chess is specifically beneficial for maths and science marks, the spillover effect into all other subjects has been remarkable.

This phenomenon has been noticed worldwide, but is particularly remarkable in South Africa, as there are such vast differences in the baseline analytical capabilities of our school population.

And the sport is gaining in popularity. At an inter-school competition held recently, the organisers were expecting a smattering of participants.

More than 600 children (ranging in age from 10 to 18) arrived by the mini-bus load, and the biggest problem that Moves for Life had was how to source enough pies and cooldrinks to satisfy them.

So from Tzaneen to Prieska, from Durban to Cape Town, Moves for Life is donating 20 chess sets and the necessary literature to get the programmes up and running to each participating school.

The president has fully embraced the initiative, as have the ministers of Sport and Recreation, and Basic Education.

President Zuma has accepted the patronage of the Moves For Life project. A chess tournament, the "JZ Challenge", was held in his home-town of Nkandla, and a programme embracing some 43 schools in Meadowlands has been launched.

But, as with all such initiatives, the organisation requires funding. The departments of Sport and Recreation and of Basic Education have made significant funding available, but Moves for Life still needs help from private enterprise.

At a recent launch (where speakers were introduced by pupils who would not previously have had the confidence for this role), two sponsors came forward immediately.

The first was BHP Billiton's Aluminium Division, which pledged R1.5 million over a three-year period to support the programme in Richards Bay and Nkandla.




*Dr Kelvin Kemm with President Jacob Zuma*

The second was far more remarkable. Uitkyk Butchery does not have a corporate social responsibility trove, but it donated R150 000 to support the programme in Eersterust and Mamelodi.

If anything can be shown to be making a real difference to the lives of teachers and learners in South Africa, then Moves for Life must take the title. In a very short period of time, it has proven it can do what it claims and its achievements must point the way forward to even the most cynical of critics.

Moves for Life has the belief that it can make a difference. It has the strategic design to make a success of the process; all it requires, is the largess of corporate South Africa (and SMME South Africa as well) to ensure the next Nobel Prize for Physics, Chemistry or Medicine is not only born in South Africa, but develops the theory and practice of the innovation here as well. ▲

*John Doolan*



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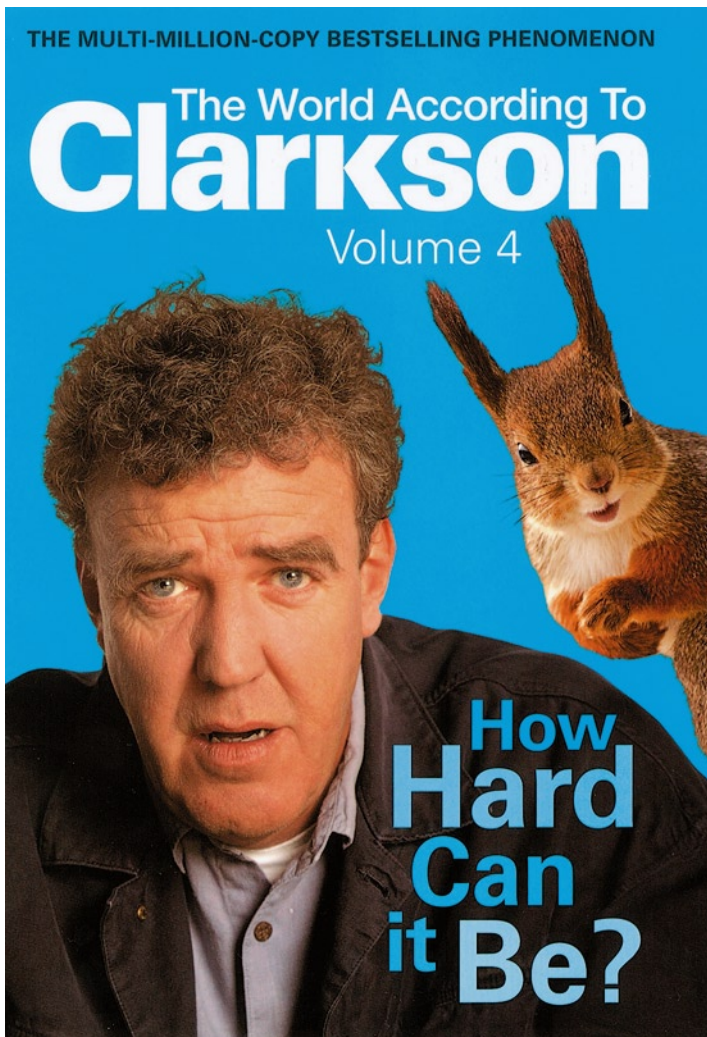


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## Clarkson strikes again

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## Etosha National Park has a new face

The Namibia Wildlife Resorts (NWR) operates four camps inside the Etosha Park: Okaukuejo Camp, Halali Camp, Namutoni Camp and Onkoshi Camp.

Until now, tourism has been concentrated in the northeastern sections of the Park. Until now!

A previously restricted part, western Etosha, boasts some of the highest numbers of wildlife throughout the Park. The vegetation is mainly Karstveldt and Mopane shrubland, with the geology dominated by dolomite formations – giving the new camp its name.

Dolomite Camp will offer an intimate experience of one of the most scenic areas of the Park, an area where previously endangered species such as the Black Rhinoceros and Black-faced Impala have been bred successfully.

The camp will consist of a spacious reception, lounge, bar and restaurant

area, offering sunrise and sunset views over the surrounding savannah. From this point, a walkway leads to thatched en-suite chalets, of which two are deluxe chalets with own plunge pool.

Dolomite Camp will offer a profound and world-class, first-of-its-kind experience inside the biodiversity-rich western section of Etosha National Park and, moreover, present its clients with a wilderness experience that is unmatched in terms of privacy and landscape viewing.

The Camp opens its doors to the world in June 2011.

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*For more information, go to [www.nwr.com.na](http://www.nwr.com.na).*





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## The indelible image

Viewed from the sky, the mine dumps and sludge waterways can easily be described as 'beautiful'. Yet, despite their aesthetic appeal, they are a damaging environmental consequence of the mining industry.

## Don't quote me

"Mediocrity knows nothing higher than itself, but talent instantly recognises genius."

– *Arthur Conan Doyle*

"There is no limit to what you can accomplish if you don't care who gets the credit."

– *Unknown*

"The secret to creativity is knowing how to hide your sources."

– *Albert Einstein*

"No one raindrop thinks it caused the flood."

– *Chinese proverb*

"Americans detest all lies except lies spoken in public or printed."

– *Edgar Watson Howe*

"They who can give up essential liberty to obtain a little temporary safety, deserve neither liberty nor safety."

– *Benjamin Franklin*

"The question isn't who is going to let me; it's who is going to stop me."

– *Ayn Rand*



# Grrrr...R8!

## The Audi R8 Spyder 5.2 FSI Quattro

**M**ake sure you have a “Get out of jail free” card because you are going to need it in this magnificent machine! This car is wickedly quick, and if you do not watch the speedometer, you will be driving with one foot in jail most of the time. I honestly felt pain when I had to return the car, and had a fleet of my colleagues lining up around the block to be given a ride.

From the minute the car starts, the sound of the Spyder’s mid-mounted V10 growls at you.

Only the V10 version gets a convertible top in the Audi R8 Spyder 5.2 FSI Quattro.

Wailing about with the top down will allow you to hear the siren song of the 525-horsepower 5.2-litre V10 engine at full clip; maximum power comes at 8 000rpm – even better than you can in the coupé. And it lets people see you doing it, too, which is no small factor in the see-and-be-seen sector these cars populate.

The speedometer goes up to a massive 350 kilometres per hour, and you can go from 0 to 100 in four seconds – and then some more. I was able to do this easily and never tired of the shiver of excitement it sent through me. This car makes you smile every time you put your foot down.

Like the coupé, the Spyder gets all the usual Audi goodness you would expect: quattro all-wheel-drive, a choice of a six-speed manual or seven-speed R-tronic gearbox and, since it is a convertible, heat-resistant leather that can remain up to 68 degrees cooler than regular leather, thanks to a special treatment process.

The 5.2-litre engine features FSI direct fuel injection. Equipped with a manual transmission, the R8 Spyder 5.2 FSI Quattro consumes

an average of 14.9 litres of fuel per 100km – a good figure, given its power.

With R-tronic, this figure improves to 13.9 litres.

Its technology features include the Audi Space Frame (ASF), quattro permanent all-wheel drive, full-LED headlights and an innovative seatbelt microphone available as an option, with a spectacular Bang & Olufsen sound system.

Unlike the coupé, the Spyder does not have side blades behind the doors. The side panels and the large cover over the storage compartment for the cloth top are made of a carbon-fibre composite.

Two arched cowls, which extend to the spoiler lip and include large, integrated air vents, give the rear of the open-top two-seater a powerful profile.

The electrohydraulic soft top opens and closes in 19 seconds, even while driving at speeds of up to 50km/h. When opened, it folds like a Z into its storage compartment over the V10 engine. The compartment cover opens and closes automatically.

The heated glass window, which is separate from the cloth top, is lowered into the bulkhead.

It can be independently raised and lowered at the press of a switch, with the top up or down.

This gorgeous lady will cost you a hefty R2.2 million, but let me assure you: if you have the money, this is one purchase you will never regret!

The ultimate in toys for boys! ▲

*Robbie Stammers*









## One&Only Fashion Show

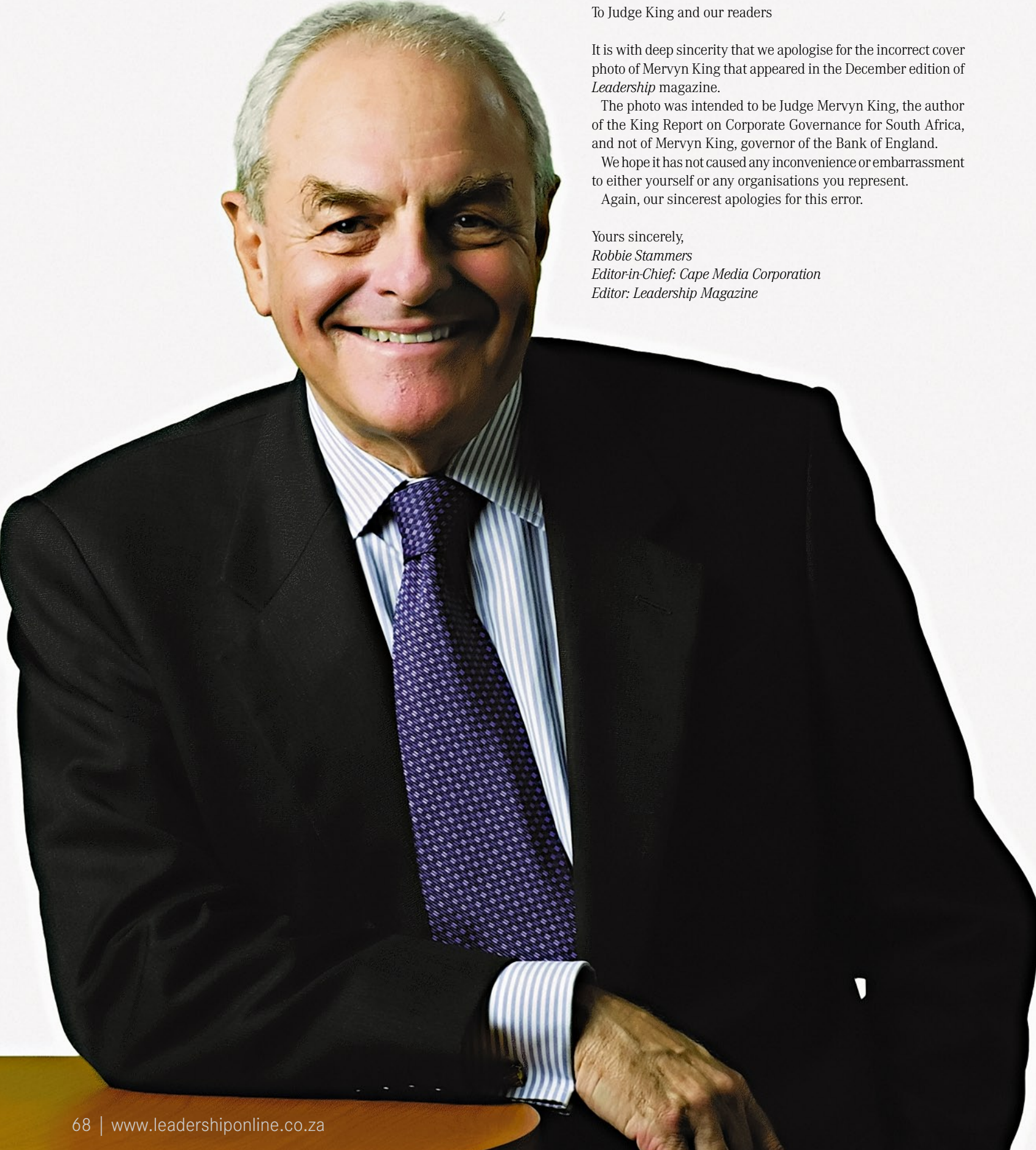
The One&Only Hotel in Cape Town hosted the Fabiani and Callaghan Fashion Party of the Year on 18 November 2010. Models, celebrities, media and the corporate world celebrated the fashion houses' spring/summer collection.

1. Clare Wiese and Marina Nestel
2. Jade Ryman and Tracy McGregor
3. Michelle Mclean
4. *Leadership* editor Robbie Stammers and Sabrina Hill
5. Patrick Craig and Gabi Jansen
6. Nadine & Ram Barkai and Shirley Tamaris

## In My Backyard

Christiaan Barnard presented Willie Bester's solo exhibition, "In My Backyard", at the Barnard Gallery in Newlands on 24 November 2010. Bester is regarded as one of South Africa's most important resistance artists, known for his mixed media installations made of found objects.

7. Francois and Nerine Pienaar
8. Willie Bester
9. Albie Sachs' opening speech
10. Christiaan and Daniela Barnard
11. Willie Bester
12. Mark and Hayley Wurr, Karin Berman, Armin Barnard
13. Albie Sachs and Zenobia Kearns
14. Jon and Kristine Vermeiren
15. Zwelethu Mthethwa, Reggi Xaba, Greg Birch, Willie Bester, Paul Cilliers



To Judge King and our readers

It is with deep sincerity that we apologise for the incorrect cover photo of Mervyn King that appeared in the December edition of *Leadership* magazine.

The photo was intended to be Judge Mervyn King, the author of the King Report on Corporate Governance for South Africa, and not of Mervyn King, governor of the Bank of England.

We hope it has not caused any inconvenience or embarrassment to either yourself or any organisations you represent.

Again, our sincerest apologies for this error.

Yours sincerely,

*Robbie Stammers*

*Editor-in-Chief: Cape Media Corporation*

*Editor: Leadership Magazine*

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"Every day I meet people that operate beyond their own interests. They enrich the lives of the children on our programmes through their goodwill and generosity. We educate and empower children through sport, which enables them to grow and make the right choices for themselves. This is not something we can achieve on our own. Support us in growing our future leaders!"



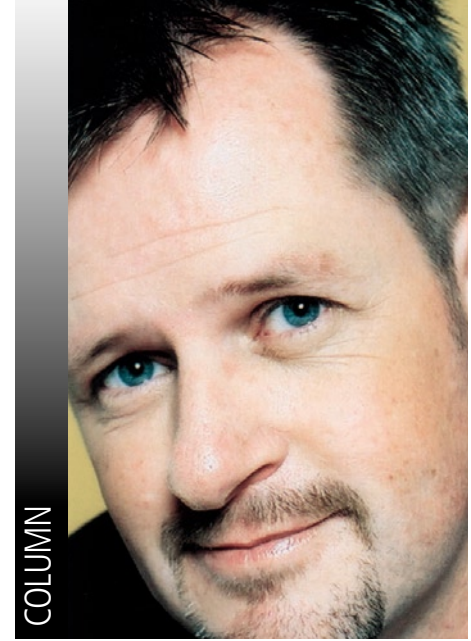
Elana Meyer, JAG CEO

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# The ugly truth about Bloomberg

## Why are the female anchors so beautiful?



**T**here is a bill of rights locked away in the vaults of *Bloomberg TV*, possibly penned by Michael Bloomberg himself, which decrees that all his female anchors must be blemish-free and indescribably beautiful.

In case you do not watch *Bloomberg TV* as part of your daily routine, I would try and explain the luminosity of the female anchors, but to do so would defeat my point. Suffice to say that they all look like former bleached-teeth high-school beauty queens, and have inculcated the routine of pageantry composition into their presentation.

They are the only people I know who smile in the face of global economic meltdown.

One thing is clear, though: they know their stuff. They have to. They are the ephemeral authorities on finance and economics, entrusted in capturing your scattered attention just long enough to present a snapshot of the world's business developments.

These are no prom queens bent on living their lives on the arms of playboy millionaires. They are intelligent, driven and deadly serious about what they do.

But why do they have to be so beautiful?

Somewhere in its New York headquarters, Bloomberg must have a casting coach who screens wannabe TV anchors.

I can imagine a typical session would go something like this:

"I see you have an MBA in Business Economics from Harvard and a PhD from Wharton?"

"Yes, that is correct."

"You were also a finalist in the Miss Vermont contest in 2002?"

"Yes, that is correct."

"Ever had any work done on your teeth?"

"Er... no."

"Well, here are the details of a top orthodontist in town. See what he can do for you and then come and see us again in about 18 months."

In the cutthroat world of business academia, there are two implicit schools of thought on the role of beauty of women in business. There is the "beauty is power" theory, which believes that if a woman is attractive, she is more likely to leverage her way through the corridors of power; and then there is the "beauty is liability" theory, which assumes that the more attractive a woman is, the less likely she is to be taken seriously.

But why does such bizarre thinking even exist, and what foment it?

It exists quite simply because the world of business is still dominated by men; and you know what men are like when it comes to women, particularly beautiful women – they are either attracted to them or intimidated by them.

And it is this human, distinctly male, trait – I would proffer the term "weakness" – on which *Bloomberg TV* capitalises in the selection of its female anchors.

The impact is made even more dramatic in the network's choice of male anchors: They are very average-looking blokes whom businessmen would not find vexing to look at (men feel somewhat threatened in the presence of stronger, better-looking male specimens).

If all this comes as a surprise to you, perhaps you have not noticed anything because you are actually flattered by the attention of the beautiful women smiling at you from the small screen in your hotel room. Of course, it could just be me.

I have to admit to being a little sensitive around the matter of prettiness in the media. I spent over 25 years in radio – mockingly referred to by TV celebrities as "TV for ugly people".

Upon meeting me, these pretty boys and girls would never say, "Ooh, I hear you have a voice for radio." Instead, they would chortle: "Ha ha, I see you have a face for radio."

But there are innumerable advantages to being too ugly to appear on TV, the chief of which is visual anonymity. I can still shuffle, unkempt and unshaven, out of my local Spar with a six-pack of toilet rolls under my arm and a finger up my nose without fear of being accosted by adoring women. I bet Michael Mol can't do that..

The chief outcome of this is my acute abhorrence of all things smeared with the stain of "celebrity"; and if there is one thing that celebrity embraces, it is physical beauty.

It disturbs me that the producers of *Bloomberg TV* feel it necessary to decorate their front desks with female anchors clearly selected with a bias toward physical attractiveness. It is disproportionate.

What about a corps of female anchors representative of a typical top-level business environment? *BBC World Service* seems to have succeeded with that formula.

I doubt Michael Bloomberg is going to rewrite his selection edict anytime soon; after all, it seems to be working for him.

Perhaps future challengers to his realm could scotch its shallow vagaries, and present a more realistic media authority on all matters business and economics. Or I'm going to have to inform my therapist I'm still not over my ugly issues. ▲

*Daryl Ilbury*



# 2011 predictions

## Chris looks into his crystal ball

**J**anuary is a good time for predictions. You will find any number of stock market analysts and economists wearing very serious expressions on their faces, confidently telling newspaper reporters and television interviewers precisely what is going to happen to the share market, exchange rates, CPI and so forth in the coming year.

They are confident because no newspaper reporters or TV interviewers ever bother to look back a year and see how wrong these predictions turned out to be.

One wonders why anyone bothers because the margin of error in the predictions business is higher than a tik addict who just won the Lotto.

Which is why I tend to do all my predictions at the end of the year. I find this is the only way to be 100% accurate.

However, I find that astute editors – such as the Hon. Robert Stammers of this publication – do not much like my idea of retrospective predictions and have insisted that just for once I stop skulking behind certainty and stick my neck out with regard to the future. The year 2011, to be precise.

So, to start with, I confidently predict without fear or favour, that the year 2011 will be followed very closely after 12 months by the year 2012.

The value of the rand against the US dollar will weaken considerably round about August on the very day I go to the bank to buy travellers cheques for my holiday abroad.

In mid-September, the rand will strengthen with gusto against the dollar on the very day I go to my bank to cash in my few remaining traveller's cheques.

You can absolutely count on this. In 2008, when I went on a trip to Alaska, I bought US

dollars at R8.35 – and a few weeks later, the rand had strengthened to R7.50.

Forex analysts are advised to keep a very close check on my overseas movements because I tend to have more influence on the rand than the combined sway of the G20 countries and Julius Malema.

And talking of politics, it is my firm prediction that the ANC, its Youth League, Congress of South African Trade Unions (Cosatu) and the Communist Party will continue to fight among themselves throughout 2011 and then, just before the next elections, they will all kiss and make up; and the Youth League, Cosatu and the Communist Party will tell all of their followers, who applauded their courage in standing up to the government, to vote for the ANC anyway.

A prediction about which I am almost arrogantly confident is the fact that during the following 12 months, the rich will get richer and the poor will get poorer.

Many South Africans will voice their dismay/disgust/abhorrence/shock (delete where inapplicable) at the rocketing rate of corruption, profiteering, jobs for pals, spivving, tenderpreneurship and all those other things that make this such a jolly country.

Unfortunately, even more South Africans will simply get on the bandwagon, hang up posters in their offices saying “I’m All Right Jack”, and continue to try and get rich by doing as little work as absolutely possible.

During 2011, official statistics will show that food prices in South Africa will “continue to decline” while consumers will find that every time they go through the supermarket tills, they have to pay more for exactly the same basket of food.

This phenomenon will remain one of the great mysteries of life alongside others such as 20

kilogrammes of dog food ending up as 30kg of dog doodies on your lawn.

In sport, South Africa will play in the Cricket World Cup and surprise many fans. This is by no means a prediction that the Protea’s will win the World Cup. It is purely a prediction that they will surprise some fans. Those fans may well be those who believe they will win but then, on the other hand, they may not be.

South African rugby will remain mired in coaching controversy as P. Divvy continues to make insane substitutions in the last 15 minutes, resulting in the Boks either losing or just winning after having been leading by a comfortable margin. He will admit that his substitutions did cause problems and then do exactly the same a week later.

South Africa will win some and lose some in Tri-Nations.

The retail price of petrol and diesel will go up by just about double the amount it went down the previous month. When it goes down, it will be by precisely half the amount it went up by in the previous month.

Round about Easter, road traffic authorities throughout South Africa will issue media statements about putting millions more traffic cops on the road, having roadblocks on every single kilometre of roadway in the country – including farm tracks and nature trails – and applying a policy of “absolute and utter zero tolerance”.

Despite this, at least five buses with no lights, no brakes, bald tyres and a driver who has not slept for 10 years, will travel unhindered from the Eastern Cape to Johannesburg and Cape Town.

This will be regarded as yet another mystery of life to add to food prices and dog doodies. ▲

*Chris Moerdyk*

SEPP BLATTER, Fifa president, endorsing a move of the 2022 World Cup in Qatar to winter in order to avoid the desert nation's summer temperatures that often exceed 38°C:

**"To have a successful World Cup, we have to protect actors – the players – which means [playing] in winter."**

---

HILLARY CLINTON, United States Secretary of State, who is travelling to several overseas destinations to apologise for the diplomatic cables that were revealed by "WikiLeaks":

**"I want to get one of those really sharp-looking jackets that rock 'n' roll groups have on tours. And I could have a big picture of the world, and it could say: The Apology Tour."**

---

PETER TAYLOR, mayor of Toowoomba in the state of Queensland, Australia, where at least eight people have been killed and 72 others are missing in the wake of an overnight downpour that caused raging flash floods:

**"Some people are saying an inland tsunami, and I think that probably sums it up."**

---

MAKHAYA NTINI, former Proteas fast bowler, after his final match playing for the national side. Ntini was the first black player selected to play international cricket for South Africa:

**"I would like to take this opportunity to say to each and every one of you: thank you, thank you, thank you for all your support."**

“  
You  
said  
it!  
”

SUSAN DUKU, a southern Sudanese woman and United Nations worker, on casting her vote in the historic January referendum on whether the region should declare independence:

**"I feel like I'm going to a new land."**

---

JULIAN ASSANGE, after a brief appearance in a London court, regarding his possible extradition to Sweden, from where he could be surrendered to the US and face the death penalty:

**"Our work with WikiLeaks continues unabated."**

---

JOHN BOEHNER, the new US House Speaker, decrying the attempted assassination of Representative Gabrielle Giffords in Tucson, Arizona. Boehner urged his colleagues to persevere in fulfilling their oath of office. The attack left six dead:

**"No act, no matter how heinous, must be allowed to stop us from our duty."**

JAMES VICTOR GBEHO, president of the West African regional bloc ECOWAS, saying African leaders may have to use force to solve Ivory Coast's post-election crisis as incumbent Laurent Gbagbo continues to refuse to relinquish power:

**"Let me say without any equivocation that the military option is still on the cards."**

---

KATHRYN GRAY, 10, the youngest person to discover a supernova, when asked what a supernova is exactly:

**"It's just a really old star, really old. So it just blows up."**

---

NORTH KOREA'S government, the Workers' Party of Korea and other organisations, calling for unconditional talks with the South in order to "create an atmosphere of improving inter-Korean ties":

**"We are prepared to meet with anyone, regardless of the past, if it is someone who is willing to go hand-on-hand with us to the future."**

---

GRANVILLE WHITTLE, spokesperson for the Department of Education, defending the Matric pass that the "Sowetan" newspaper disputed on a recent front page:

**"The Matric pass rate we have given of 67.8% is absolutely correct, based on the method we have been using over the past 16 years."**

# Leadership

FOCUS

Roux Shabangu  
Managing Director  
Roux Property Development Africa  
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SPECIAL ADVERTISING SECTION

# Leadership

## FOCUS



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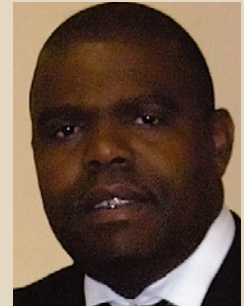


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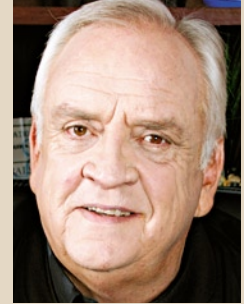


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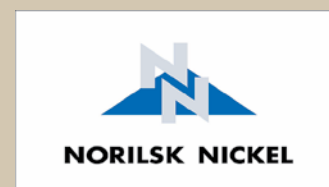


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# Norilsk Nickel

Aiming to strengthen its leadership position in the global mining and metals industry



**N**orilsk Nickel is the world's largest producer of nickel and palladium and one of the leading producers of platinum and copper. It also produces various byproducts, such as cobalt, chromium, rhodium, silver, gold, iridium, ruthenium, selenium, tellurium and sulfur.

The company's core operations include prospecting, exploration, extraction, refining and metallurgical processing of minerals, as well as production, marketing and sale of base and precious metals.

In Russia, Norilsk Nickel shares are traded on the Moscow Interbank Currency Exchange (MICEX) and the Russian Trading System (RTS). The ADRs of Norilsk Nickel shares are traded over the counter (OTC) in the United States, on the electronic International Order Book Unlisted section of the London Stock Exchange and on the Freiverkehr (OTC section) of the Berlin Stock Exchange.

Norilsk Nickel shares convert into ADRs at a ratio of 1:10.

At present, the company remains the world leader in terms of nickel production costs. Possessing a unique mineral resource base (Table 1), the company aims to strengthen this competitive advantage through further operating costs reduction and optimisation of production and business processes at all levels. With the emergence of the recent economic crisis, this seemingly self-evident truth found its absolute confirmation and became the most important criteria for any decision taken by the management.

Moreover, the crisis helped to unveil another important truth: human capital is of the highest value for Norilsk Nickel.

The company's main production assets are located within the Arctic Circle, where living and working conditions are extremely severe. Given that Russia experiences an acute shortage of blue-collar workers, one of the company's strategic objectives is to preserve its highly qualified personnel. Considering that nearly all of Norilsk Nickel's entities are economic pillars of local communities, this interdependence clearly exhibits itself when the social stability and working climate at the company's production assets directly affect its performance. Therefore,

to several factors, including: recovery in prices of base and precious metals in 2H09, as well as undertaken cost-cutting measures. Temporary suspension of export duties on nickel and cathode copper also contributed a lot. As a result, Norilsk Nickel's revenue in 2009 was US\$10.2 billion as compared to US\$13.9bn in 2008. Net profit amounted to US\$2.7bn as opposed to US\$555 million of net loss in 2008, primarily due to substantial write-offs of goodwill and value of international nickel assets. In 2009 the adjusted EBITDA totalled US\$4.4bn.

## Unique mineral resources base with tremendous growth potential <sup>(1)</sup>:

	Ore volume ('000 tonnes)	Metal volume				
		Ni ('000 tonnes)	Cu ('000 tonnes)	Pd ('000 ounces)	Pt ('000 ounces)	6 PGM ('000 ounces)
Proved and provable ore reserves	473,149	5,730	8,712	55,018	13,439	71,778
Measured and indicated mineral resources	1,868,738	10,436	16,331	135,730	38,804	182,588

### Notes:

<sup>(1)</sup> The data on mineral resources and ore reserves as at 31 December 2009 is based on the results of the independent audit performed by Micon International Company Limited. The audit was conducted in accordance with the principles of the Joint Ore Reserves Committee ("JORC") Code of the Australasian Institute of Mining and Metallurgy.

the prevention of any panic thoughts among residents of Norilsk, Monchegorsk and other cities, where the company's production facilities are located, was of primary importance amid the crisis. Norilsk Nickel has strived to build-up and to promote a sense of security and confidence for the future among workers.

The financial performance demonstrated by the company exceeded initial expectations due

### Operating aspect: stable positions

In 2009, the company faced a sharp decrease in metal prices and deterioration of demand. In the course of the year, a number of current and prospective nickel projects were either suspended or postponed worldwide due to high operating expenses and a fundamental gap between the demand and supply. Norilsk Nickel's low-cost position enabled it to maintain

the company's production output levels, while the majority of its assets continued to operate at the regular utilisation rates. The only exception was Australian nickel assets, where the operations were placed on care and maintenance in late 2008/early 2009 due to high processing costs.

As a result, Norilsk Nickel produced 283 000 tonnes of nickel (as compared to 300 000 tonnes in 2008), 402 000 tonnes of copper (as compared to 419 000 tonnes in 2008), 2.8 million ounces of palladium (flat as compared to 2008 level), and 661 000 ounces of platinum (as compared to 656 000 ounces in 2008).

On this metrics, Russian divisions – Polar Division and Kola MMC – exceeded their production plans, while performance of Tati Nickel (Botswana) and Nkomati Nickel (Republic of South Africa) were in line with their plans.

In 2009, the nickel refinery plant Harjavalta (Finland) faced raw materials shortages due to underproduction at Talvivaara deposit.

This year, measures are being taken to remedy the problem and to ensure the adequate capacity utilisation of the refinery. Alternative sources of raw materials have been found, specifically, concentrates from African assets may be processed by Harjavalta.

Despite the crisis, Norilsk Nickel managed to continue with its investment programme targeted at modernising its production assets. Moreover, new important projects were launched.

Significant synergies and cost savings were discovered at some production stages as a result of exchange of experience among the company's divisions and production assets.

In total, the capital expenditures of Norilsk Nickel in 2009 amounted to USD\$1.1bn, including 81% spent on Russian divisions and 19% on international assets.

In addition to the modernisation programme, the company continued to implement important environmental projects. For example,

US\$409m was spent on such projects in 2009. The environmental side of the company's business remains the area of highest concern for management.

Norilsk Nickel continues to place special emphasis on the development of mineral resource base. In 2008-2009, the company revised its exploration strategy. At present, its exploration efforts are focused on traditional areas, where core assets are located, adequate infrastructure and human resources are available. Moreover, the company is confident that Taimyr and Kola Peninsulas have enormous exploration potential. That is why Norilsk Nickel focuses its main exploration efforts in these two areas.

In 2009, for example, mineral resources of the Maslovsky platinum-copper-nickel 13 deposit, located near Norilsk, were added to company's books. In addition, Norilsk Nickel continued its implementation of development project for construction of ore mining and processing facilities at Zabaikalsk region in cooperation with the Investment Fund of the Russian Federation.

#### **Distribution aspect : sales of 100% metals produced**

Another challenge addressed in 2009 was the necessity to fulfil all contractual obligations. The preservation of clients' confidence and high quality of service largely determined how the company would pass through times of crisis. Full implementation of production plans and stability of output contributed to this objective. Last year, in accordance with the corporate sales policy, Norilsk Nickel realised 100% of its sales plan and met all contractual obligations. For instance, nickel sales reached 285 000 tonnes, copper sales amounted to 416 000 tonnes, palladium sales totalled 3.2 million ounces, and platinum sales reached 812 000 ounces. It is worth noting that these results were achieved in spite of the substantial growth of global metal stocks in 2H09.

Demand in the company's primary sales market, Europe, decreased by 23% and in the USA by 5% challenging its sales efforts. The Asian market demonstrated higher resilience due to metal purchases made by the Chinese government to replenish state reserves. In this environment, the company's sales division focused on strengthening its position in the Asian region. This objective was successfully achieved owing to the efficiency of the corporate sales system during the crisis period. For example, second sales office of Norilsk Nickel in China was established in Shanghai in March 2009.

Last year, nickel sales to China doubled as compared to 2008. In addition, the company strengthened its positions in the Indian market by selling 8 000 tonnes of nickel in 2009.

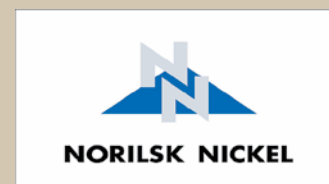
The company's sales policy enables efficient operation of the whole system. Therefore, it serves as a solid foundation and is represented by sales of 100% metals produced, outstanding service and geographical diversification, allowing timely redirection of material flows and simultaneous improvement of its market positions.

#### **Dividend policy**

According to Norilsk Nickel's dividend policy approved by the Board of Directors in 2002, the company strives to distribute from 20% to 25% of its net profit for the year after tax, calculated in accordance with IFRS, as dividends (Table 2: Dividend history).

#### **Final dividends for 2009**

Based on the financial and operating results of the company for 2009, the Board of Directors proposed for approval on dividends for 2009 in the amount of 210 rubles per ordinary share at the Annual General Meeting of Shareholders that was held on 28 June 2010. Therefore, the total sum of dividends is targeted at an amount of US\$1.325bn or 50% of net profit under IFRS.



## Dividend history

	2009	2008	2007 <sup>(2)</sup>	9 m. 2007	2006 <sup>(2)</sup>	9 m. 2006	2005 <sup>(2)</sup>	9 m. 2005	2004 <sup>(2)</sup>	9 m. 2004	2003 <sup>(2)</sup>	9 m. 2003	2002
Dividend per share, in RUB	210	-	220	108	176	56	96.49	43	69.4	41.4	42.1	42.1	21.7
Dividend per share, in USD <sup>(1)</sup>	6,7	-	9.34	4.38	6.7	2.09	3.47	1.49	2.47	1.46	1.37	1.37	0.68

Note:  
<sup>(1)</sup> - at the exchange rate as fixed by Central Bank on the date of announcement  
<sup>(2)</sup> - including interim dividends

### Social stability – basis for corporate prosperity

The crisis fully demonstrated the importance of maintaining social stability in the regions where the company operates. Fortunately, there is no subjunctive mood for history, but still it is hard to imagine what would have happened if Norilsk, being a landlocked city, had been plunged into a chaos of uncertainty. The city has a population of more than 200 000 people and can only be reached by air – Norilsk is Norilsk Nickel’s main production site. Therefore, it is very important to understand and remember that Norilsk and the company are indivisible. There is a conventional thinking that the less a business spends on social projects the better it is for its shareholders. However, from the long-term and pragmatic viewpoint, this is absolutely wrong for the company, and its experience proves it.

Norilsk Nickel intends on providing its shareholders and partners with the most detailed information on the measures undertaken in areas of its operations and about the efforts made to preserve the company’s professional team, constituting one of its key competitive advantages together with the unique ore body and relatively low costs of metal production. A single visit to Norilsk Nickel facilities and a conversation with the company’s experts would prove this.

Therefore any shareholder and partner of the company who is interested in gaining this experience will have an opportunity to see the

work results of the employees and how they generate profit the company.

### Energy and transportation aspect: independent position promotes cost reduction

Norilsk Nickel assumes an independent position with regard to transportation and core energy assets. The year 2009 was distinguished for some important resolutions in this area. For instance, energy assets located in the Norilsk industrial district ensure supplies of heat and electricity to company’s entities and Norilsk residents. The corporate arctic fleet, formation of which was completed in 2009, is constructed using innovative technologies and enables the company to transport its cargo without the need of assistance of icebreakers of third parties. It has significantly reduced transportation costs and has been promoting higher quality of service.

At present, the corporate fleet comprises five diesel-electric ships with enhanced ice reinforcement. They make trips between Dudinka and Murmansk. One of them makes regular one-in-two-week trips to Hamburg or Rotterdam.

Recently, Monchegorsk, the Arctic-class diesel-electric vessel owned by Norilsk Nickel, returned from Shanghai to the port of Dudinka from its first commercial trip by the eastern part of the Northern Sea Route. On 16 September 2010, this container carrier left Murmansk for its first voyage from Murmansk to Shanghai via Dudinka and Busang. This is the shortest route

for delivering the company’s products from its production sites to the consumers in the South-eastern Asia. The journey was as unique as it was the first time, in the history of navigation along the Northern Sea Route and in the history of Norilsk Nickel, when a commercial vessel owned by Russia’s leading miner and metal producer cruised the eastern part of the Northern Sea Route without any icebreaker support.

Thus it can be noted that the creation of a proprietary fleet, gradual expansion of navigation geography and growth in revenue from delivering third-parties cargo in Europe and Russia, the cost of transportation of one tonne of cargo was decreased by hefty 60%.

### Sustainable development strategy

Sustainable development strategy of Norilsk Nickel is based upon the long-term vision of the main areas of the company’s activities defined by the following fundamental corporate documents:

- The Production Development Strategy for the period until 2020 outlines the key production development priorities for the long-term perspective;
- ensuring stable output of base and precious metals;
- enhancing the efficiency of ore concentration processes and improving the quality of concentrates, thereby allowing the reduction of costs in metals production;
- minimising specific costs of metal production, and maintaining the current

position in terms of production costs among nickel producers; and

- reducing the adverse environmental impact of metal production and ensuring compliance with environmental regulations regarding protection of air quality, protection and rational use of water resources, and waste management.

The Quality Policy is aimed at the continuous improvement of product and processes, enhancement of the efficiency of operations, and cost reduction.

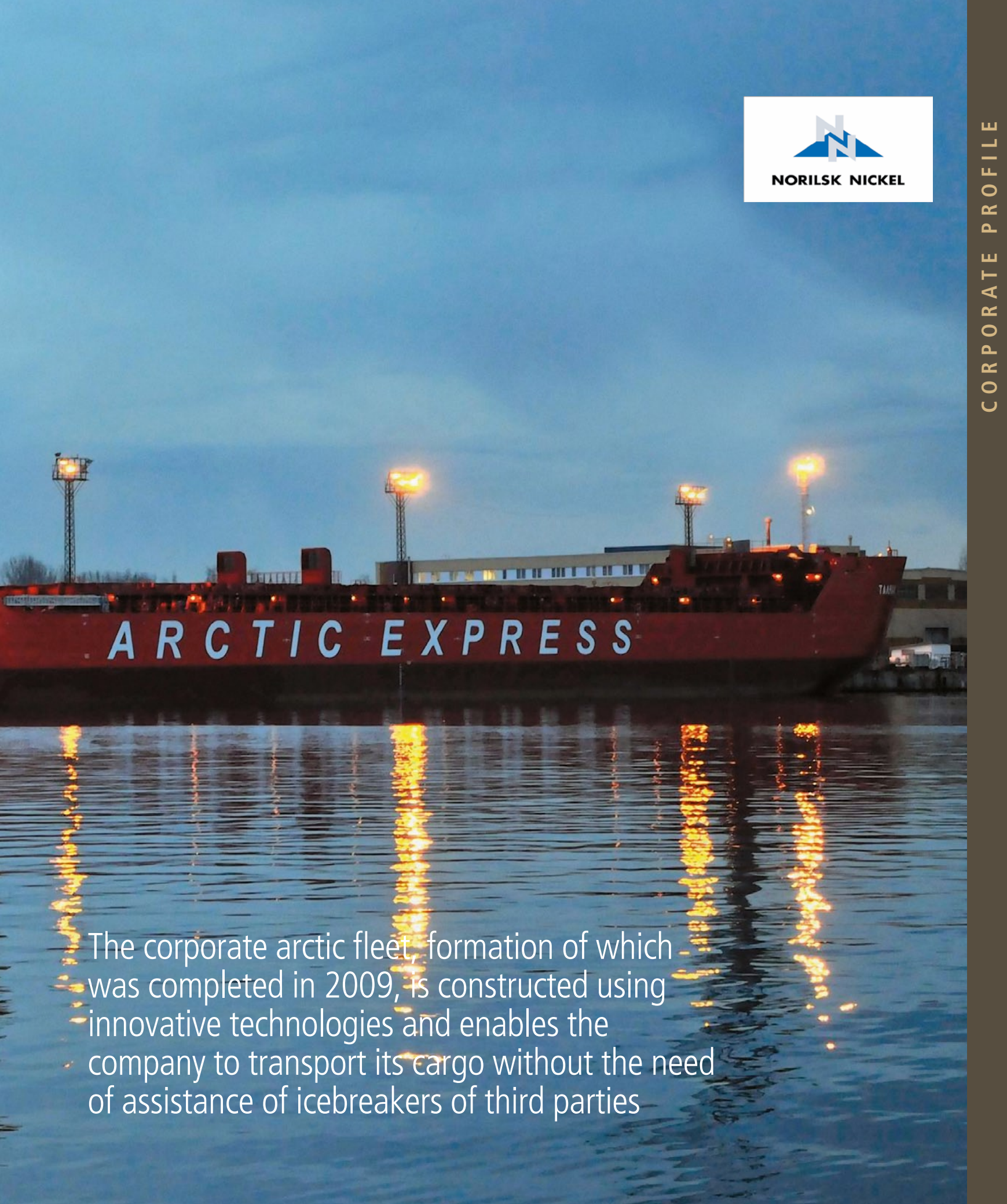
- The Environmental Policy defines the priority areas of environmental activities of the company:
  - gradual reduction of pollutant emission into the air, with priority attention given to sulphur dioxide and particulate matter;
  - continuous reduction of polluted wastewater discharge into water bodies; and
  - arrangement of waste disposal sites in order to reduce the technogenic load on the environment.

The Occupational Health and Safety Policy defines the company's goals, objectives and commitments in the field of industrial safety and occupational health.

Norilsk Nickel's HR Strategy for the period until 2020 defines the company's priorities in the field of human resource management and development of appropriate HR tools for the mid-term and long-term perspective:

- providing the company and its entities with personnel, whose number and professional skills meet the demands of the company's operations as defined by the Production Development Strategy;
- ensuring motivation of the personnel to achieve strategic and current objectives; and
- ensuring social stability in the company's entities and its regions of operations. ▲





The corporate arctic fleet, formation of which was completed in 2009, is constructed using innovative technologies and enables the company to transport its cargo without the need of assistance of icebreakers of third parties

# Grinaker-LTA

Grinaker-LTA is making waves globally in the construction industry



**A**s the recipient of the Basil Read Gold Medal Award for Outstanding Construction Achievement in 1998, it is no wonder that Eugene Erasmus heads up one of the leading construction firms in Africa, Grinaker-LTA.

Grinaker-LTA is a subsidiary of JSE-listed Aveng Limited. The group is 75% owned by Aveng and 25% by Oakazana Investment Holdings (Pty) Limited, a black empowerment company. The Aveng Group led the way in the construction and steel industries by being the first significant group to conclude a high-level black economic empowerment transaction, resulting in 25% of its South African subsidiaries being owned by the Tisoled broad-based empowerment consortium.

Erasmus grew up in Aliwal North and after matriculating, undertook his nine-month compulsory military training in the Navy. He obtained his B.Sc Eng and M.Eng degrees at the University of Stellenbosch, before commencing his career as an engineer with the Department of Water Affairs in 1974.

In 1979 he joined the LTA Civil Engineering Division as a site engineer.

For more than 31 years he has been involved in many exciting projects within the company's various business units, culminating in his appointment as group senior executive in July 2009, acting managing director in March 2010 and managing director on 1 August 2010.

"During my career at LTA and then Grinaker-LTA, there were a number of milestones I set myself.

Obviously, becoming managing director of one of the leading construction firms in Africa must be seen as the pinnacle of my career, an achievement I am very proud of," says the family man who values spending quality time with his wife Jackie, four children and five grandchildren.

While Grinaker-LTA Limited was formed in 2000, its history can be traced back to 1889. The Grinaker foundation goes back to 1911 when Ole Grinaker, a young entrepreneur from Norway, came to South Africa under contract with the Department of Irrigation. In 1934, he started the Concrete Construction Company in Durban and Grinaker Holdings was listed on the JSE in 1964. In the '80s Anglo Vaal, via AVI, acquired controlling interest in Grinaker and Aveng secured the remaining Grinaker shares in the '90s.

The LTA foundation dates back 121 years, when James Thompson set up a building and carpentry business in Durban. In 1951, James Thompson Limited listed on the JSE and in 1965

to shareholders, and a great place to work for employees. We are focused on growth through operational, sector and geographic and cost management initiatives," he adds.

Grinaker-LTA provides a comprehensive range of services from roads and freeways to bridges and dams, and some of its greatest milestones include the construction of FNB Stadium formerly known as Soccer City and the Nelson Mandela Bay stadiums, as well as Ellis Park.

"We have also built many dams and water structures of which Kariba, the Orange-Fish tunnel, Cabora Bassa and the Lesotho Highlands Project Phase One stand out. We were also involved in the construction of most of the coal-fired power stations in South Africa and,

competitiveness, and that empowerment is a critical element of transformation. "We have recently received a Level 3 accreditation, and because of our shareholding, clients can claim 138% of their spend with us, toward their own BEE commitments," he says.

Grinaker-LTA has five operating business units: Building, Mining, Civil Engineering, Earthworks Engineering and Mechanical & Electrical.

Grinaker-LTA Building, operates in South Africa, and the Indian Ocean Islands It prides itself on producing quality work, on time, to the complete satisfaction of its customers and measures its success by the amount of repeat business it secures. Grinaker-LTA Civil Engineering provides a comprehensive portfolio of engineering services through its operating companies Civil Engineering, Ground Engineering (GEL) and Karrena Africa.

Grinaker-LTA Concessions specialises in the structuring and development of project finance infrastructure deals, in particular government concession contracts and public private partnerships. Grinaker-LTA Mechanical & Electrical provides fabrication and construction services across the structural steel, mechanical, electrical, instrumentation and piping disciplines in the oil and gas, metals and minerals and power generation industries in sub-Saharan Africa.

RPP Developments, an associate company of Grinaker-LTA, has grown into a well-known and trusted name in the commercial property development market throughout southern Africa. Grinaker-LTA Earthworks Engineering has developed its multi-faceted skills through many years of experience gained working across the African continent and in the developing world and can offer a wide spectrum of services.

Grinaker-LTA Mining has played an integral part in the success of numerous mines in southern Africa.

Erasmus lives by the motto "live life".

"It is the only one you have," he says. That is why he strives to tick items off of his bucket list and spends leisure time travelling to different places around the world. ▲

## "We will continue to pursue African and international opportunities where we believe we can add value"

merged with Lewis Construction, Steeledale Reinforcing and Amalgamated to form LTA. Both Grinaker and LTA made a number of acquisitions, notably Cramond Earthmovers, Racal Electronics, JC Groenewalds Electrical Contractors, Dura Construction, Fasars & Chalmers Mechanical & Piping, McConnell Dowell and DSE, and started businesses such as MITEC and Karrena.

In 2000, Anglo American disposed of its non-core assets which resulted in the sale of its interest in LTA to Aveng.

"This acquisition was an important step to Aveng's vision to broaden its construction footprint in the developing world," says Erasmus.

"Our strategy is fully aligned to that of Aveng, and is based on its vision to be a leading infrastructure development company providing a diverse range of construction, infrastructure and engineering products, services and solutions to customers; sustainable profitability

in the late '70s, also the Koeberg Nuclear Power Station," says Erasmus.

The company is currently experiencing tough trading conditions where, following the construction requirements for the World Cup, public sector spend has reduced significantly.

"We are focusing on that which we do well and that is to build quality projects for clients on time and within budget, and doing this with the safety of the people as a key value," says Erasmus.

"We have become an aligned business with a strong focus on the market sectors of infrastructure; water; oil and gas; commercial, industrial, housing, power and mining. We will continue to pursue African and international opportunities where we believe we can add value," he adds.

The company firmly believes that economic transformation is essential for the sustainable development of South Africa and its future

# Kintetsu World Express

## The pinnacle of success

**A**t the helm of this dynamic organisation is MD Arend du Preez. As a visionary, this man of many talents is committed and focused in reaching the pinnacles of success.

He explains, "As one seeks out to explore the realms and inner workings of corporate business and industry it becomes apparent that one can liken this to the world of sport. There is no room for error.

You need to practice and remain focused to be the best of the best and ultimately a champion."

As a proficient and accomplished cricketer during his younger days, Du Preez continues to drive enhanced service delivery and when handed the bat to deliver the ultimate ball of peak performance he looks to the 'cog' of the organisation – its people.

Kintetsu World Express (KWE) continues to make significant strides and inroads in positioning itself as an employer of choice. By fully engaging the core asset of this organisation, its employees, KWE has created an environment where employees are not only committed to their jobs but to the company. As a global freight forwarding company KWE operates as an integrated global logistics partner.

Du Preez adds, "Operating within the services industry we are reliant on the people we employ and how they interact with our clients. We continue to invest in the ongoing skills development of our employees, which cultivates local talent in this highly demanding South African arena. Although learning is a continuous cycle, organisations have the responsibility to create and build the necessary platforms to impart knowledge.

This creates an excitement among the employees, which trickles down to our customers.

Our people are driven by performance and personal development."

As an integrated global logistics partner, this vibrant organisation commenced operations in 1986 under the name of Freightech International (Pty) Ltd. Through growth and acquisition this self-motivated company

during this period of turmoil, many organisations found themselves operating below cost in order to survive giving rise to a combination of an escalation of costs and lack of skill within the logistics and freight industry.

"The future has seen and will continue to see an increase in the cost of moving goods leading

## "I do foresee rapid expansion within the oil and gas industry excelling over the next couple of years"

quickly soared to new heights as KWE Japan purchased a controlling interest in Freightech. With Japanese roots and a true South African flair and culture this company has not only proven itself by providing innovative solutions but continues to create new values and optimal environments together with their clients, shareholders and employees which has been depicted in their corporate philosophy.

The global economic crisis has created many challenges and obstacles for companies both locally and abroad. In order to remain relative and competitive within this ever-changing environment, KWE remains focused on their skills base by optimising internal opportunities, focusing on customer intimacy and most importantly on improving profits. By promoting value added partnerships and business processes that are efficient and flexible KWE prides itself on delivering on time, every time.

"At KWE we understand the complexities of both local and international freight and logistics scenarios, and we are ably equipped to find solutions for our entire sub-Saharan African client's varied needs," explains Du Preez.

to pressure not only on the economy but on all South Africans," he further explains.

The year 2010 has been a remarkable year for KWE as Du Preez believes that the company has positioned itself well for future endeavours in 2011 and as a global organisation they continue to operate in the right market segments.

He adds, "My outlook for 2011 is conservative as we have not seen the market recover within the mining and manufacturing industries and the automotive industry still remains under pressure, but I do foresee rapid expansion within the oil and gas industry excelling over the next couple of years.

The European market remains under pressure and conglomerates and investors are looking for alternative markets. There is an appetite for business in Africa, the outlook in the future for this continent is excellent. This market is set to take the world by storm and will certainly develop into a true pot of gold".

Africa as a continent is expanding and the opportunity for development is plentiful. As an emerging market KWE is set to assist the global KWE network by expanding its sales base across

the African continent and abroad, which includes South America, India and China. KWE's recipe for success during the economic turmoil has been their ability to render enhanced service delivery to their blue chip client base by offering turn key solutions ensuring cost saving. It is important to recognize that many of these blue chip clients have been serviced by KWE for ten years or longer. This remarkable achievement of this global company depicts not only success but their ability to retain and look after their key clients by offering alternative solutions. In line with the global strategy KWE will look at increasing their global footprint by expanding their number of offices in a number of countries worldwide. This will enhance the global network of KWE and will allow KWE to provide global solutions to their logistics partners. With an excess of 300 offices in 85 countries worldwide KWE will further expand their network into India, China and Africa. These immense opportunities within these vertical markets will surely give rise to development within the borders of South Africa.

As we enter 2011, KWE will continue to be a pace setter within the realms of supply chain management and will certainly be acknowledged as one of the world's top freight, freight forwarding and logistics companies. By continuing to maximise logistics efficiency and optimise on cost savings, KWE is envisioned to play a bigger role than before.

KWE has won numerous industry awards and accolades over the years and this bears testimony to the fact that this dynamic organisation under the leadership of Du Preez has maintained their integrity and continues to deliver the service that their customers expect.

Married with two children, this avid leader hails from the Jacaranda City, Pretoria. Armed with a law degree from the University of Pretoria and expertise on the cricket pitch, this MD is able to strategise and manoeuvre KWE to proactively understand and anticipate the needs of their clients by acting as an enabler to improve their performance and maximise their profits by providing a holistic approach to ensure overall success. This wealth of knowledge and experience is evident when Du Preez states, "Excellence is not a skill it is an attitude – if you are positive you can move mountains, you always have to strive to do better."

On the role of leadership and the importance thereof in the future, he says: "A new generation is emerging and we need to develop them into the leaders of tomorrow. We need to teach and develop the basic skills of leadership. It is important that we do not neglect the leadership pool. As one begins to view and dissect the leaders of South African companies and compare them to their global counterparts it is clear and evident that South African business has performed well during the recession. Our leaders within business and industry are firmly grounded and focused."



The words uttered by this dynamic MD are one of pride and passion. KWE is sure to continue to deliver quality driven services within a rapidly changing society and economy. ▲

*Leigh-Ann Cooper*

# Ntingwe Tea Estate

A story as inspirational as its flavour

**F**rom the majestic rolling hills, lush with the indigenous greenery and the most thickest natural forest ever found in South Africa, to the zigzagging rivers that run endlessly to form beautiful pathways in between the rolling greens – there is no doubt that Nkandla is one of the most beautiful places in South Africa, as it lies untouched in its most natural form, and is the ideal setting for Ntingwe Tea Estate. The cool (acidic) soils and high altitudes in these picturesque hills provide the slow growth conditions conducive to producing world-class tea.

The development of Ntingwe Tea Estate was initiated in 1991 by the Ithala Development Finance Corporation (Ithala), at the request of the Provincial Economic Planning Committee that was desirous of the initiation of a tea project in a deep rural impoverished area of the province to create employment.

The project imperative is to provide employment, facilitate the general socio-economic development of the surrounding areas, enable its eventual privatisation to achieve black economic empowerment, and the development of smallholder tea producers in the long term by developing a viable commercial tea estate producing the highest quality teas.

Ntingwe lies in the midst of an impoverished rural area with high unemployment. It is the only significant employer in the district and, by employing 800 local villagers, is the mainstay of the local economy.

The Ntingwe Tea Estate is an integral part of the socio-economic development fabric of the

deep impoverished rural community within which it is located. As such, it plays a lead role in the upliftment of the community.

Ntingwe has directly and indirectly been actively involved in community development

By selecting tea from this single estate, you are guaranteed a cup that is of a consistently high standard. Ntingwe has a reputation as one of the finest producers in the world and, some may say, is “The Connoisseur’s Choice”.

## The project imperative is to provide employment and facilitate the general socio-economic development of the surrounding areas in the long term

since inception. Contributions have been made to the following projects and initiatives:

- Vutshini Community Water Supply Scheme – project serving 10 000 people in 12 villages;
- Road development;
- Clinic development;
- School and crèche development;
- Establish a computer section at Ntingwe School; and
- Community gardens.

Ntingwe Tea Estate produces both black and green teas of premium quality. The single-origin pure tea boasts a proud heritage of excellence, authenticity and community upliftment.

Connoisseurs around the world recognise this tea for its rich, full-bodied flavour.

Ntingwe Pure Green Tea is high in antioxidants and low in caffeine. As a green tea, it is known for its calming effects and health benefits, but its fresh, light flavour is uniquely Ntingwe. Ntingwe produces freshly made green tea from high Japanese technology.

Ntingwe tea is mainly exported in bulk to the United Kingdom and is available from Ntingwe in bulk or packaged. It can also be found at Pick n Pay and Woolworths stores in KwaZulu-Natal, and in the near future will be available at Spar.

By purchasing and enjoying Ntingwe’s premium teas, you realise the potential that lies in the future of this community. ▲

Slow-it-down with



*Ntingwe*  
PURE TEA

Ntingwe is a **single-origin** tea  
made from nothing  
but pure natural leaf.  
This is what makes  
its flavour so distinctive  
and so reliable!

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Ntingwe Farming (Pty) Ltd t/a Ntingwe Tea  
Tel: 035 833 8000/1/2 • Fax: 035 833 8003  
Email: [ntea@telkomsa.net](mailto:ntea@telkomsa.net) • [www.ntingwetea](http://www.ntingwetea)

# Durban Investment Promotion Agency

Securing investment to grow and retain Durban's businesses

**H**aving been in existence for 10 years, the Durban Investment Promotion Agency (DIPA) was created in 2000 by the Best Practice City Commission (BPCC), as the government considers investment as not only a provincial or municipal priority but a national one.

As the first Municipal Investment Authority, it was decided to launch the agency in the area because the city is rich in investment opportunities – opportunities that were unexplored at the time, which would assist with the retention and expansion of the Durban business base.

The City further noticed that little was being done specifically for Durban, to attract foreign investment; this is when the BPCC became involved and aided the creation of the first ever Municipal Investment Authority in South Africa.

Heading up this organisation and continuing to lead it to success is Russell Curtis. He has been with the DIPA since 2002 and has been chief executive officer since 2004.

Curtis has a wealth of knowledge, as he has been fortunate to have worked on three different continents during his travels.

He has a soft spot for Durban, as he feels there is no better place to live, work, and raise a family. He is driven by this passion he has for the city, to see it develop and improve for all those living in the city, and to leave a legacy.

When asked if he has enjoyed his time with the DIPA, he replies without hesitation: "Absolutely. It has been a journey of both personal and



*Russell Curtis, acting chief executive officer*

professional growth, with enormous satisfaction along the way."

DIPA is a broad organisation with many focuses that pertain to investment and business. To gain a better understanding of the work it does, one can divide it into three parts: a business consultancy; a marketing and communication company; and a project management company. All three areas focus on securing and expanding fixed capital investment for Durban.

The Agency works in close partnership with both government and business.

To ensure the DIPA fuels the expansion of the Durban business base, it has a specific target market. Curtis adds, "But by the same token, we will never and have never turned away a single business person, or a single investor. Where anyone approaches us, we will always assist, we will always facilitate and we will always direct to the most appropriate desk for assistance if we cannot provide the fullest level of assistance."

In its 10 years of existence, the DIPA has had much of an impact on the business sector,



**Durban  
Investment  
Promotion  
Agency**

through the support it has been offering to existing as well as foreign businesses. “We’ve done it with increasing value-add, which has resulted in over R15 billion worth of new investment, greater than 15 000 jobs and about R250 million in cumulatively new government revenues per annum,” explains Curtis.

The DIPA has further promoted business in Durban through more than 300 media and interpersonal channels, in addition to two manufacturing clusters that have formalised partnerships. It has worked on improving relations between the government and organised business in an effort to improve collective sustainability. In order to build on the success it has enjoyed

elements that assist businesses with expansion and retention: It is well mapped out and systematic in its approach; there is a mutual value exchange with and for business throughout the entire programme; and, most importantly, it is inherently action-orientated.

“Which means that “work continues with action on specific items that impact on the expansion of business, and that action orientation is what business wants to see more from government and its other colleagues,” adds Curtis.

Durban is a rich city; it has a wealth of history and business opportunities. When Curtis is asked to share which sectors are the most

Millennium Development Goal Support Team via the Millennium Cities Initiative.

Through this, the DIPA has been approached to repeatedly train across the African continent on this global best practice, but within an African context. Curtis shares, “We’re starting now to coin a phrase among our teams and also those who are our supporters and stakeholders: ‘DIPA’s decade of delivery for Durban.’”

The most challenging obstacles for the DIPA are: working through the inevitable politics and bureaucracy in the agency’s environment; continuing to maintain positive relationships with all stakeholders; and delivering the best results at all times. Proof of the DIPA’s ability to overcome these challenges are the more than 15 awards it has received from international, national and provincial bodies.

Has the DIPA been able to fulfil its mandate? “I don’t think any business can sit back and say, yes, we are completely and fully satisfied that we have achieved a 10 out of 10,” says Curtis. “On the whole, we can say, yes, we give ourselves an 8 out of 10.”

He elaborates on the DIPA’s plans for 2011: “We’re in a year of restructuring and consolidation, given certain internal municipal dynamics, but we certainly aim to retain our focus on four strategic areas.” Curtis feels that this year will see the DIPA mature in a number of areas.

For this CEO, “real leadership” is based on a servant heart toward your team and all your stakeholders. Beginning with servant-heartedness, one can move on to providing good motivation, which often sees the leader leading ethically from the front – jointly driving for a job, not unilaterally. In addition, jointly driving meaningful and sustainable results that become co-owned by the team of which you are a part. This is the philosophy by which Curtis lives, and which he practises on a daily basis so as to motivate his staff. ▲

*Tamara Toti*

*Those wanting more information on the DIPA can visit [www.dipa.co.za](http://www.dipa.co.za).*

## DIPA can best be understood in three parts: a business consultancy; a marketing and communication company; and a project management company

in the past decade, a Business Retention & Expansion (BR&E) Programme is run by the DIPA. A small international organisation, Business Retention Expansion International, developed this programme. DIPA brought the programme to Durban for local customisation and has sustained implementation since 2005.

The programme is very systematic and replicable; one is able to do it by sector or geographical mode to determine what is and what is not working in the business’s environment.

Curtis elaborates, “So the goal is to get better government to business interaction & services, plus improve business to business involvement– this would then result in better retention and expansion.”

The DIPA promotes the BR&E programme to businesses vigorously because of three

popular and spark the most interest among investors, from one to five they are: manufacturing, maritime and logistics, tourism and property investment, agri-business and processing, and information and communication technology & electronics (ICT&E).

“We have a very robust and dynamic presence in those areas, and we see the future pipeline of opportunity in those as holding skills and massive opportunities for investors in those five areas,” says Curtis.

The DIPA has enjoyed much success and has been awarded for the hard work it has put into the business sector in Durban. Some of the accomplishments of which it is proud is the recognition and invitations received to partner with various arms of the United Nations, the Commonwealth Business Council, the

# Robben Island

## New leadership for the Robben Island Museum

**R**eclaiming the local and international public confidence, retaining its iconic status as world heritage site and entrenching its tourism star rating as one of the most premier destinations globally; are part of the wide-ranging and ambitious plan by Sibongiseni Mkhize, newly appointed chief executive officer of the Robben Island Museum, for his beloved, but embattled island.

Mkhize, in the hot seat of the Robben Island Museum since 1 November 2010, also wants to entrench the island's tourism star rating as one of the most premier destinations globally.

Born and bred in Impendle, 80 kilometres from Pietermaritzburg, Mkhize has been a keen and passionate student of history, and he completed a master's degree in History at the University of Natal in 1996.

A former director of the Voortrekker Museum in Pietermaritzburg, Mkhize has gained a reputation as a Mr Fix-It of note.

When the Market Theatre Foundation was in turmoil, its governance in crisis and the confidence of the public on the wane, Mkhize stepped in and restored the situation. The Department of Arts and Culture awarded the Foundation a clean audit for four straight years.

Job done, Mkhize proudly stepped down and walked into the eye of a storm when he took over at the Robben Island Museum in November 2010. A leadership turbulence has impeded the optimal functioning of the museum for a number of years.

In 2010, police were also investigating the possibility that the Robben Island Museum's ferries were being sabotaged. At one stage police also conducted investigations on the frequent breakdowns of its R1-million ferry, Sikhululekile.

Since entering service in 2008, Sikhululekile broke down seven times, which resulted in lost

revenue, negative publicity and hundreds of thousands of rands were paid for repairs and on hiring ferries from other operators at a cost of R56 000 per day.

Mkhize said his vision was to ensure that this local and international icon is properly managed and that every visitor, regardless of whether they are South African or international tourists, is proud of the institution.

"My vision is to ensure that we work hard to retain our world heritage status and that the public recognises us as an institution that is properly managed, with good governance structures, as well as a premier tourist destination," says Mkhize.

"I want to eradicate negative publicity, and the perception that the institution is collapsing. I joined at a time when there were dedicated people at council, management and staff level."

Mkhize admitted that the island suffered at a stage from a lack of leadership. There were many stakeholders, including tourists, former political prisoners, the Department of Arts and Culture and governors. Everybody wanted to own a piece of the island because of the myriad of vested interests, the island suffered.

It was not because of bad management, but rather because of a lack of alignment and the absence of a common vision of where the Robben Island Museum wanted to head. Mkhize is ideally positioned to offer that alignment, and vision.

He does not toe a political line at the expense of company growth. He is also not a conformist by nature or a people pleaser, but an honest and accurate communicator. He will share the unpopular and sometimes plain truth with his subordinates instead of sparing them humiliation at the expense of the institution he is serving.

The current Robben Island Museum council consists of passionate individuals who identified

the need for leadership that can step in to create stability and pursue a growth path.

"Now that I am here, we have appointed a chief financial officer and have filled a number of other strategic posts," said Mkhize.

"We have also conducted interviews for the position of company secretary. The council has also filled the position of senior ferry operations manager.

"Our core business is the management of the heritage on the other side, but unfortunately you cannot reach the heritage without a ferry," he says.

"The past three months, we have had no accidents or breakdowns of ferries, because we have a proper maintenance plan and system. Maybe in the past there was some negligence, lack of skills or expertise. People waited for things to break down. Currently, we are more proactive. We attend to things quickly," he adds.

"The Robben Island Museum expects a visit by the World Heritage Committee soon. We want to convince the committee that the world heritage status is not under threat and that Robben Island and the museum is an asset to the Republic of South Africa and the world.

"We want to make sure the staff and stakeholders get used to the fact that the institution is back on track and that all the structures are there to achieve a clean audit."

Mkhize also aims to develop a culture of good customer care and of good service delivery.

"My plan is to improve the public profile of the Robben Island Museum. I want to ensure that internally, our own staff become ambassadors and speak positively about the island.

"The institution must be worth funding by the South African tax payers. The staff of the island must be proud of the place they work in. They must buy into the strategic direction of the company," he said. ▲

*Fanie Heyns*



# Robben Island the University of Life



A number of political prisoners who served their sentences on Robben Island arrived with little education and left with university degrees. Some are prominent leaders in our society today.

Internet bookings: [www.robben-island.org.za](http://www.robben-island.org.za)

Ticket Sales Office: NMG Building,

Clock Tower Precinct, V&A Waterfront

Information: Tel 021 413 4200 / 4202

  
**Robben Island**  
MUSEUM



# Roux Property Development Africa

Building up the African continent – one property at a time

**R**oux Property Development Africa, a wholly black-owned company headed by Roux Shabangu, focuses on property development on the African continent. “We pride ourselves on delivering exceptional service and finding turnkey solutions to suit our clients’ needs,” says the managing director. Services cover a broad spectrum, which includes retail, commercial and residential properties.

Hailing from a small town in Mpumalanga, Shabangu was eager to leave his mark in society and to change the lives of people at grassroots level. He states, “Wealth is something that doesn’t belong to you alone. You need to use it to develop others.”

Although at times he has had to stare controversial headlines in the face, it becomes evident that Shabangu is a down-to-earth, honest man of humble beginnings who has the interests of South Africans at heart.

“It is important to realise that there are so many people in the world who are disadvantaged, and it is not only the duty of governments to change their fates and to determine their destiny. Every one of us has a collective responsibility to uplift our people and to build our country,” he says.

Shabangu and the employees of Roux Property Development Africa are passionate and committed to making a difference to our Rainbow Nation. The Roux Shabangu Foundation has been established to assist those less fortunate. It has already afforded bursaries to top academic performers, and hosted a Christmas party for underprivileged children in Mamelodi.

The Foundation plans to host a concert in the hope of raising much-needed funds for HIV/Aids orphans. The logistics are currently

being finalised and the revenue raised will be used to build an orphanage for these individuals and for the payment of urgently required medical treatment.

Believe it or not, this man of many talents was once a light heavyweight boxer. “This journey in my life shaped me as a person and has made me who I am today. Boxing taught me discipline, honesty and to think on my feet. It is

business, Shabangu’s recipe for success during these turbulent times was threefold: efficient and effective planning, cutting down on luxuries and, most importantly, focusing on watering the roots of the business.

“Times were tough. It has taught us to be more disciplined and to examine our facts before acting on them. If you can survive a recession, you can survive any storm,” he says. “And as

“For me as an individual, the truth will always set you free”

a sport of strategy, and you need to outwit your opponent,” says Shabangu.

With honesty and discipline, he went out to seek opportunities. His first business venture was a mealie meal distribution outlet on the outskirts of Kwaggafontein. Soon after, Shabangu acquired land for development, and the Kamaqhekeza Plaza in Mpumalanga was born. Business was flourishing, and Roux Property Development Africa was becoming a household name.

To date, its completed projects have created employment opportunities for approximately 13 400 people. The portfolio of projects completed includes shopping malls such as Jabulani Mall in Soweto, Tsakane Mall outside Brakpan and Nkomazi Plaza in Mpumalanga. Other malls currently under construction include the Modjadji Mall in Limpopo and the Mbabane City in Swaziland is worth R1.5billion.

Although the changing economic climate threw many curve balls at industry and

the captain of your ship, you will remain on course and use your compass to steer you in the right direction.”

I ask the MD what the challenges have been that the company has faced and what solutions were put in place to overcome them. He is firm in his reply: “If I look back over the past year, the most difficult challenge faced by myself and my employees has been the rental deal of R500 million that has recently been in the news. There were misperceptions of who Roux Shabangu is and what he stands for.

“For me as an individual, the truth will always set you free, and it is important to realise that information is not always aligned, but you need to report on the facts and what is right.

“Although there was a probe into the deal at hand, it is important to recognise that the Minister of Public Works [Gwen Mahlangu Nkabinde] has honoured the contract, as it is legally binding; and Nedbank has stood behind me and they have truly proved themselves as a

bank of economic transformation. This unique institution wants more than just the 'bling, bling' – they want a true partnership and will guide you through the storm," adds Shabangu.

Roux Development Property Africa continues to gain momentum and has been approached by the Nkomazi Local Municipality and the Mpumalanga Department of Housing to assist in eradicating the backlog of housing in the municipality.

The company handled a project that encompassed the supply of materials for construction of houses. "The success of this project was the unique element established in a win-win model, which was to create a bridge between building material supply and the construction component, so that materials supply was readily available. This is in line with our philosophy, which is to provide tailor-made solutions to all our perspective clients," explains Shabangu.

The success of this project meant that quality houses were constructed and more than 5 000 job opportunities were created.

As we enter 2011, Shabangu is adamant that the property market will gradually begin to change, as according to a survey recently completed in the construction, letting, brick and steel industry, all are showing positive signs of recovery.

He says that 2011 may be a greater year for development. "Political stability within the borders of South Africa is crucial and plays a pivotal role."

Shabangu concludes: "When I was young, people called me a gambler. As the scope of my operations grew, I became known as a speculator. Now I am a banker. But I have just been doing the same thing all this time." ▲

*Leigh-Ann Cooper*



Roux Shabangu  
Managing Director

# Ulwazi Group

## Leader of the pack

**A**s a civil engineer by profession, Bongani Mabizela is no stranger to the world of business. As a vibrant entrepreneur, this dynamic executive leads a multidisciplinary group of companies by providing innovative solutions, championing the development of people and adapting himself to deal with future challenges.

Founded in 2007, the Ulwazi Group initially focused on engineering, but swiftly identified opportunities within industries, such as cleaning, security, transport, events management and catering. This wholly black-owned group of companies provides services to a broad spectrum of public and private sector entities.

Married with three children, Mabizela remains firmly grounded by his philosophy of making a difference to people's lives.

A very appropriate quote, "Behind every successful man is a successful woman", is true of the Mabizela family. As a director of the Ulwazi Group, Cindy Mabizela represents the inner core of the organisation. Bongani says, "Cindy represents my desire to make the most of my natural leadership ability and she unleashes the entrepreneur within me."

In line with this is Mabizela's three-pronged approach to business, which is to be honest, to be genuine and to be principled in all aspects of business and industry. "God is my CEO. Ulwazi is built on strong Christian values and this is displayed not only in my personal life but also in business," he says.

In order for all South Africans to prosper as a nation, Mabizela strongly believes that poverty alleviation and job creation are crucial. By adopting such a notion, a decline in crime would be imminent. Mabizela says, "Ulwazi is committed to job creation and as we embark upon business opportunities, we estimate that

these opportunities indirectly influence the lives of approximately 5 500 people."

The Ulwazi Group continues to promote its values in all aspects of business and life, and by implementing and creating mechanisms to deal with the issues that matter the most, this company is set to make a difference.

Ulwazi began operations in 2007 at a time when the world was in economic turmoil. The company faced continuous challenges in business. Mabizela explains, "Our formula for success was identifying and understanding the needs of our clients.

Continuously sourcing and retaining high calibre individuals ensured that, as a company, we possessed the right skills, with the right people and the right attitude.

"Although times were tough, we remained focused and I think we weathered the storms

reasonably well and have positioned ourselves within the market to pursue growth and success."

By adding value and shifting paradigms within industry, Mabizela and his team have created a one-stop shop with a basket of services. The diversified conglomerate has created the necessary synergies that complement each company and which allow for a portfolio of services within a specific target market.

"The real challenge for diversified companies is providing each entity with the necessary attention and being realistic with regard to expectations. As a company, I want to reiterate that the Ulwazi Group is not a company that will back away from a challenge. We face them head-on," says Mabizela.

This year has proved to be one of achievement and great success. The Ulwazi Group was

Values	Objectives
Empowerment	To honour God in all we do
Accountability	To help people develop
Integrity	To pursue excellence
Commitment	To grow profitably
Creativity	
Non-racialism	
Non-sexist	
Recognition and reward	

appointed to handle the security for the 2010 Fifa Soccer World Cup in Tshwane. This project encompassed the co-ordination and provision of security at the stadiums, fan parks and the training facilities of the teams based in the Jacaranda City.

The triumph of this project did not lie only in the appointment and execution, but in the creation of much-needed jobs. About 1 100 individuals were recruited to provide security services during the staging of the World Cup. Planning, resources, expertise and professionalism remained the order of the day and, as Mabizela says, “We are a world-class company and this created and afforded us an opportunity to compete and perform on the international stage.”

At the cornerstone of the Ulwazi Group is responsible corporate citizenship. As an active participant in community upliftment, it strives to address various social and spiritual challenges within the communities in which it operates. Armed with passion and the motto of making a difference, the group of companies actively engages the communities on all levels.

“Children are the future of our country. There is nothing that upsets me more than seeing a child who does not have anything and wants for something,” says Mabizela.

One of the many initiatives in which Ulwazi is involved is the Refilwe Orphaned Care Project near Cullinan. Established three years ago, the aim of this initiative was to provide orphaned children with at least one meal a day. As Mabizela proudly adds, “One hundred and fifty children are currently being provided with lunch and parental guidance from the centre. We have also donated much-needed equipment such as a gas stove, a gas cylinder, food and clothing items to the centre.

“We are honoured and privileged to have been given the opportunity to make a difference to the lives of these children and, most importantly, is the smile that has been placed on their faces.”

He continues, “The African continent is abuzz with opportunities as we embark upon 2011.” For the Ulwazi Group, the future is bright and prosperous and could include crossing the borders and establishing a footprint in Africa.



*Bongani Mabizela*

By continuing to set goals and remain focused, Ulwazi continues to climb the mountain of success by providing quality service to quality clients. It is a chain held together by all its links. “Ulwazi is about people and not about one person. If you build a strong team, you can build a lasting legacy,” concludes Mabizela. ▲

*Leigh-Ann Cooper*

### Ulwazi Holdings Group Entities

- Ulwazi Development Projects
- Ulwazi Protection Services
- Ulwazi Transport and Logistics
- Nondumiso Cleaning and Horticultural Services
- Ulwazi Events Management and Production
- Cindy's Kitchen and Catering Services



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Litha's famous signature gala events hosted at extraordinary venues around the country, their unique national and international conferences, high-profile brand experiences, media, social marketing and social mobilisation campaigns are all designed to benefit the client's business, the community and the environment.

Additionally, Litha's own social responsibility policy strongly reflects their commitment to greening and job creation.

"We seek to offset the carbon footprint of our operations and take care to conduct our projects in an environmentally responsible way. We offer our clients an opportunity to do the same by contributing a tree for every delegate that attends our events. For this purpose, our non-governmental partner of choice is the Wildlands Conservation Trust. They ensure that each tree purchased and planted in forestry restoration projects is looked after for a period of five years. We also contribute our time, talent and materials to Waste2Wow, a job creation design and manufacturing studio that recycles advertising banners and billboards, turning trash into creative and desirable eco-friendly wow items," says Andile Ncontsa, CEO of Litha Communications.

Furthermore, their business model cleverly integrates communication services with a wide range of CSI consulting services. One groundbreaking addition is creating platforms for thought leadership, trends and insights in the industry.

"Innovation is the only way to survive in an ever-globalising, competitive business and social environment. To survive or to even

just stay with the pack, organisations are now required to invent, improve, copy or perish. We provide cutting-edge public speaking and social commentary on complex socio-economic issues, the next "IT" trends and social issues.

We are independent and opinionated, and have the confidence and experience to promote and share ideas that become actionable distilled insights. We've also created a Litha blog where people can follow us," says Ncontsa.

Simply put, this is "doing well by doing good". For Litha Communications, this focus on socially responsible communication has attracted a myriad of clients from government and the private sector, both in South Africa and abroad. They include the Department of Arts and Culture, Department of Environmental Affairs, Department of Human Settlements, Department of Labour, Wildlands Conservation Trust, Robben Island Museum, National Home Builders Registration Council, the National Heritage Council, African World Heritage Fund, National Zoological Gardens, Old Mutual, SAB and the Kingdom of Bahrain, to name but a few.

**For more information visit [www.litha-communications.co.za](http://www.litha-communications.co.za)  
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# Miranda Mineral Holdings

## Not just another mining company

**M**iranda Mineral Holdings offers a unique proposition to both local and overseas investors as its broad portfolio of exploration rights offers exceptional opportunities for participation in markets as diverse as gold, silver, platinum group metals, heavy sands and coal.

The vast majority of these originate from the unbundling of Gold Fields South Africa in 1998, and were never adequately explored despite the fact that in some cases they date back a century or more.

Miranda is not a mining house; it is a mining exploration company that is going places and is out to become the leader in its field within southern Africa – the preferred partner of global mining and industrial corporations.

The company gained significant market credibility recently when it secured an impressive R98.2 million investment from the Dubai-based Global PS Mining Investments Company Limited (Global PS).

Ron Nel, forthright CEO of Miranda, exhibits an unbridled passion for the mining industry and the wealth of opportunities that his company has to offer, not just in terms of its mineral resources, but its ability to harness the best available talent to unlock shareholder value.

“We identify new projects that are commercially viable and forge strategic partnerships by vending these to interested parties who are then able to fully optimise their potential. Miranda is not a mining company per se, but we seek out and appoint the best industry specialists to operate these projects for which we receive a royalty.”

Nel is quick to differentiate Miranda from the traditional, dare one say top-heavy conventional mining house and is by comparison a lean and proactive operation.

“As a company we don’t operate with large specialist departments.

“We employ our own consultants on a needs basis.”

Ron uses the financial crisis of 2008 to drive home his point.

“Commercial and governmental spending stopped. We said we mustn’t stop, maybe slow down a little – but we have to keep working.”

While large sectors of the economy went into a state of industrial inertia, Miranda took the opportunity to strategise its numerous interests – setting up coal – energy, as its immediate priority.

In May 2010, the first ground was broken at Miranda Coal’s Sesikhona anthracite colliery in KwaZulu-Natal (KZN).

The open cast operation, which is the first of a planned series of coal projects, will in its initial phase produce an anticipated 70 000 tonnes of coal per month over a 52-month period, all of which is destined for lucrative export markets.

According to Nel, the intention is to commission a new mine every year for the next four years, to exploit resources held in previous discontinued underground workings.

Each will be a fully autonomous operation with its own processing plant and will require supporting infrastructure like improvements in rail facilities that will not only benefit local communities but other industries in the region.

“The potential for job creation and the upliftment of local communities is enormous,” says Nel, adding that Miranda’s initiatives have

gained enthusiastic support from traditional and business leaders including Chief Inkosi Mangosuthu Buthelezi and President Zuma.

They have welcomed the company’s entrance into the local KZN economy which, apart from providing much-needed employment, will involve community ownership participation in terms of black economic empowerment.

This will be an ongoing process as Miranda Coal continues to develop its resource base in the area and will over time benefit as many as 40 rural villages and settlements.

The company has expressed its commitment to corporate social investment in the region and Nel is particularly proud of the Kwakunje Cultural Village that was commissioned and operating at Miranda’s expense.

With the KZN projects well under way and progress likely to exceed expectations, Nel is naturally upbeat about the prospects for the coal division.

Furthermore, plans are at an advanced stage for the development of vast coal reserves in the Mmamabula district of eastern Botswana, which will be linked to the east coast via a direct rail through Zimbabwe.

These expansions into the energy and metallurgical industries, together with a strengthening of coal prices, fit well with Miranda Coal’s intended listing on the Hong Kong Stock Exchange during the third quarter of 2011.

While Miranda’s coal mining activities are, in Nel’s words, reaching “critical mass”, they are perfectly aligned with the company’s strategic alliance with Global PS.

“The significance of this deal for the company and its shareholders lies in the fact that the

capital will be used by Miranda to accelerate the development of its mineral assets without reducing our current focus on our coal mining activities in KZN.”

These assets will be developed on the back of rising commodity prices which will provide ample opportunity for investor participation in a company which is able to exercise a lexicon of mining rights, from andalusite to zirconium.

Nel believes that this will be the key to promoting the full value of Miranda’s resources which, in his opinion, has been seriously underestimated by the local investment community.

In a business career spanning over four decades, Nel has built a cast iron reputation for his abilities as a leader and entrepreneur blessed with an inborn ability to identify and maximise business opportunities. After leaving the air force in the mid-60s, he went into communications with Anglovaal and subsequently bought out Claude Neon from the Anglovaal Group, and distinguished himself as a turnaround specialist who could deliver the goods both at home and overseas.

His entry into mining came as late as 1997, through his involvement in a number of diamond ventures. As the saying goes, he has not looked back since.

It is perhaps typical of the man that when asked if he has entertained any role models in his career, his pistol-shot retort is Cecil John Rhodes!

On Rhodes Nels says, “He brought the modern world to Africa – he did it all on horseback, without telephones computers or electricity, he cornered the market in diamonds and every country in the world uses gold bullion.” ▲



“The potential for job creation and the upliftment of local communities is enormous”



## Balancing people, environment and profit is key to mining success



***The mantra for success at Richards Bay Minerals in the future is combining employee health and safety with the protection of the environment and attaining social transformation, production and financial goals.***

So says Elaine Dorward-King, newly-appointed Managing Director of Richards Bay Minerals (RBM) and the first female to head the world's largest titanium minerals producer in its 35-year history.

Dr Dorward-King tenaciously believes the profit factor of mining must be balanced with taking care of people and the environment if a business is to achieve long-term business success.

"Especially in a rural economy, sustainable development must be mining's legacy to the community.

"Sustainable development concepts must form part of the business strategy from project inception to provide economic return, protect the environment and encourage ongoing social and economic activities beyond mine closure," says the Ph.D. graduate in analytical chemistry from Colorado State University in the USA.

Dr Dorward-King has 25 years of leadership and management experience in strategy and implementation of sustainable development, safety, health and environment in the mining, chemical, and engineering consulting industries.

For nine years she was global head of Health, Safety and Environment for mining giant Rio Tinto which is a joint shareholder of RBM, one of the world's foremost producers of titanium minerals, high purity pig iron, rutile and zircon.

Paraphrasing Rio Tinto's philosophy on sustainable development in mining, Dr Dorward-King says RBM can only continue to generate long-term value for its shareholders by excelling in its performance on environmental and social issues.

"Paying attention to sustainable development contributes to earning a licence to mine from all stakeholders, especially the communities around our operations,"

Dr Dorward-King believes RBM is "well ahead of the pack" in terms of combining health, safety and environmental performance with financial and commercial success.

"RBM has an excellent track record in terms of balancing the various factors that contribute to successful mining.

"The communities where we operate fully understand what we are doing and participate in the benefits such as ownership, employment and the supply of goods and services."

RBM, with the support of major shareholders Rio Tinto and BHP Billiton, signed off its 26% Broad Based Black Economic Empowerment (BBBEE) transaction valued at R4, 5 billion in December 2009.

Equity of 24% has been sold to a consortium (BEE Holdco) which includes four host communities. RBM has committed to paying each of the four host communities a once-off endowment of R17, 5 million paid into a public benefit trust. A further 2% of the equity has been awarded to RBM's 1 800 employees through an employee share participation scheme.

## Richards Bay Minerals has done well to combine health, safety and environmental performance and community engagement with financial and commercial success.

Dr Elaine Dorward-King  
Managing Director of Richards Bay Minerals (RBM)



In terms of contributing to environmental management, Dr Dorward-King said RBM could justifiably boast how successfully it has rehabilitated mined areas.

“The manner in which we re-contour and rehabilitate the mined coastal dunes with indigenous vegetation as well as commercial forests that benefit the surrounding communities is well documented by international scientists as an example of world-class mining.

“Our rehabilitation programme has received awards for our investment in innovative environmental management practices that are making a real difference.”

Giving full credit to the RBM workforce for the company’s success, Dr Dorward-King said she will focus on increasing the diversity and capability of the workforce.

“Our operational success will be further bolstered as we continue to meet our customers’ needs in a safe way and harness the diversity of our people through technical and leadership training, transformation and empowerment.”

As an industry expert on workplace safety, Dr Dorward-King will continue driving a culture of safety at RBM with no shortcuts.

“Everybody must understand the risks of their jobs. We will strive towards a year-on-year zero harm, nil fatality workplace.”

Dr Dorward-King is also committed to the efficient use of natural resources – especially water – that are required to supplement the extraction process.

She believes the improved efficiency in the use of these resources is beneficial for both the mine, through enhanced capability for production, and the community in which they operate, through preservation of non-renewable resources.

Given her wide experience in natural resource management in mining, she was billed to speak on water challenges in mining at the International Council on Mining & Metals (ICMM) Corporate Social Responsibility seminar at the 2011 Mining Indaba.

“Water is one of the most controversial resources required for mining operations. Many of Rio Tinto’s mining and smelter operations in Africa are located where precipitation is scarce and water resources are not rapidly replenished.

“Expansion of existing facilities or creation of new facilities is frequently in competition with other water users due to the scarcity of water.

“The hierarchy in water usage is people, environment, agriculture and finally industry which includes mining.

“Thus there is an onus on mining companies to be responsible users of water by modifying their processes to use less water.

“Rio Tinto’s water strategy provides a framework for the responsible stewardship of water by addressing water-related business risks and improving performance across social, environmental, and economic aspects.

“The strategy recognises that we need to contribute to the Millennium Development Goals by improving our operational water management so that catchments where we work are protected in their water resources and biodiversity.

“We focus on ways to minimise the amount of water we remove from the environment, reuse it whenever we can, and return it to the environment meeting regulatory limits

“We also look for opportunities to help communities get access to water for potable water use and sanitation.”

Dr Dorward-King said while water was an essential input for mining, more importantly it was a necessary resource for all life. Thus the supply of water and all other natural resources must be safeguarded for ensuing generations.

“A mine itself is not sustainable as mining activities can be relatively short-lived. However, the impacts of mining are lasting and thus it is the sustainability of the local community and environment, and society and the planet, that are the measure of our actions,” she added.



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# Shaping Leading Minds for over 100 years!

The University of Pretoria (UP) is one of the premier universities in the country, as over 180 000 alumni would attest, the University of Pretoria is a place to set a firm foundation for career success.

The University of Pretoria strives to be a leader in higher education with international recognition for its academic excellence and quality. It provides an intellectual home for the rich diversity of South African academic talent.

## Academic offerings or programmes

The University has nine faculties and a business school – the Gordon Institute of Business Science (GIBS). As a leading business school GIBS has gained a number of national and international accolades during its short existence. GIBS's main focus is on preparing future executives and helping current managers upgrade their skills to confront the emerging challenges they face through academic and executive programmes.

In addition the University's Veterinary Science Faculty is the only one of its kind in South Africa.

At the University, 1 394 programmes leading to 230 different qualifications are offered. It also offers academic service learning programmes that benefit a number of communities.

In 2009, 13 055 degrees, diplomas and certificates were awarded at UP, including 4 683 postgraduate degrees (honours, master's, doctoral).

## Research excellence

The University of Pretoria is one of South Africa's leading research universities and has emerged as a leading research university on the African continent. UP produces the greatest number of doctoral graduates in the country across a wide spectrum of academic disciplines. The University regards postgraduate teaching and research as inseparable. It emphasises and encourages quality in postgraduate programmes that lead to research-based higher degrees.

The University annually invests approximately R350 million in research activities, with R290 million from external funders and R60 million provided from the UP's own funds for developing research.

## Student social development

UP encourages a balanced approach to student life and the advancement of sport, art, culture and music. Thus students develop into well-rounded, creative people, responsible and productive citizens, and future leaders.

- TuksSport is responsible for 30 sports clubs in which approximately 9 000 students participate, and hosts 10 sport academies in collaboration with the High Performance Centre (hpc), one of its kind in South Africa. hpc is a one-stop sports facility where high-performance national and international athletes and the public are provided with world-class training facilities, accommodation, medical services, scientific expertise and research.
- UP Arts supports five choirs and a symphony orchestra, and also maintains, amongst others, a conservation facility and drama workshop.
- Unique cultural and scientific collections are housed at the University, some of which are displayed in the four museums on the Hatfield Campus.

## Campuses

The University operates in Pretoria and surrounding area on six academic campuses comprising some 1 120 hectares of land and 655 buildings.

Having celebrated its centenary in 2008, the university is steeped in tradition and academic excellence which contributes to the country's future. Over this period the University produced more than 180 000 alumni; some who have become noteworthy leaders in their field in both South Africa and internationally.

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# Laureates

Congratulations to our 2010 Laureate recipients! You are in a community of great individuals, such as Marius Kloppers, one of our 2007 Laureate recipients, who are shaping our country and the world.

mediacheif3439/2



Ms Gillian Corken

Pioneer in the field of clinical research in South Africa and CEO for Africa of Quintiles, the biggest clinical contract research company in the world.



Dr Micki Pistorius

International lecturer and forensic psychologist, known worldwide for her work and research on serial killers.



Mr Faried Sallie

Managing Director of the Diamond Trading Company of South Africa and Vice Chairperson of SABCOHA, Northern Cape Branch, which aims to co-ordinate a private sector response to HIV/AIDS.



Dr Saurabh Sinha (Young Laureate Award)

UP lecturer and researcher, specialising in the field of microelectronics, in particular radio frequency circuits, as well as consultant for the company Business Enterprises at University of Pretoria. He is Managing Editor of the only accredited local journal of electrical engineering, the *SAIEE Research Journal*.



Prof Karin Skawran

Widely known as the doyenne of South African art historians and an expert on Byzantine art, she contributed significantly to establishing art education and the history of art in South Africa.



Mr Jack van der Merwe

Well known in South Africa as CEO of the Gautrain Management Agency which oversees the building and operation of the Gautrain Rapid Rail Link in Gauteng.

It takes an equal-opportunity university of international repute to turn dreams into reality. The Laureate Awards honour alumni of excellence and exceptional friends of the University of Pretoria. They come from all walks of life and have one thing in common: they change the face of South Africa and more often than not, the world.



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# Eastern Cape Gambling and Betting Board

Committed to ensuring gambling is regulated in the appropriate manner

**Who is the man behind the scenes at the Eastern Cape Gambling and Betting Board (ECGBB)? Chairperson Siphon Majombozi is well known within the circles of business and industry. This man of humble beginnings believes that actions speak volumes about who you are as a person.**

“I am a ‘recycled teacher’ and I am a stickler for maintaining high standards,” he says. This latter trait is reflected in the strategy that has been launched recently at a gala event, aimed at ensuring gaming regulation in the Eastern Cape maintains a high trajectory, with an emphasis on socio-economic development and responsible gambling.

The new look and feel of the ECGBB is sure to take both the organisation and the province to new heights. As a gaming destination of choice, the Eastern Cape offers a vibrant gaming industry that contributes significantly to infrastructure development, job creation and tourism.

“We will continue to secure investment for the province, and the ECGBB is committed to ensuring that gambling is regulated in the appropriate manner: gambling is fun, if played according to the rules. We want to offer a gaming experience which is unique,” says Majombozi.

This vision is supported by two strategic pillars, namely efficiency and empowerment. Armed with its vision and strategy, the ECGBB will strive toward ensuring gaming is conducted transparently, honestly and competitively – with the maximum contribution to society.

Established in 1997, the ECGBB has developed and transformed into a remarkable organisation. Since inception, it has conducted business at the highest standard, and developing and engaging strong partnerships has allowed it to grow into an efficient and effective gaming operator. By continuing to optimise revenue



*Siphon Majombozi, chairperson*

and to demonstrate organisational performance, Majombozi is adamant they will continue to grow in leaps and bounds and retain their key competencies in the future.

As an educated teacher and a trained administrator by profession, and a colonel in the Reserve Force of the SANDF, Majombozi sees himself not only as a business person, but also as a “busy body”, he says. He has an affiliated stake in a number of business enterprises and serves as a director for various corporations and state-owned enterprises.

As an astute leader, Majombozi has a wealth of experience and knowledge. He is quick to add, “Nothing ventured, nothing gained. If you do not experiment and try new adventures, you can surely not grow as a person.

“I would like to express remembrance to my Latin and English high school teacher, Mr Frank

Tonjeni, late principal of Cowan High School in Port Elizabeth. He always said, ‘Nihil experimentum, nihil habet.’ This means ‘Nothing experimented, nothing gained’. You need to set the scene to learn something or see something new – give it a chance.”

Hailing from Peelson in the small town of King Williams Town in the Eastern Cape, as a youngster Majombozi was exposed to cultural diversity as he commuted between the Eastern Cape, the Free State and Gauteng. This was further enhanced by his experiences of living in a number of African countries. During the apartheid years, he found himself in exile in unfamiliar territory. “My life experiences have made me who I am today. Times were tough and I had a family to support,” says Majombozi.

“I have lived in Lesotho, been a teacher in Tanzania, engaged in battle in Angola, lived in Zambia and eventually moved to Australia. But my heart was and is always in sunny South Africa. I am part of the Rainbow Nation.”

As an activist, he continued to fight for what he believed in, and his passion and motivation stood him in good stead. On his return to South Africa in 1994, Majombozi was appointed the National Director of the National Youth Development Forum. He was given the opportunity to implement a mandate of unifying the youth across the race and political spectrum. This was merely the beginning. Soon after, he joined Denel and later an opportunity presented itself for him to be part of a project in establishing the Maputo Corridor.

I ask Majombozi if he misses the world of teaching. He replies, “Indirectly, I am still a teacher at heart, but business is my first love. I take concepts and divide them into elements. I double-check – it is part of the communicator within me, as I am always in search of the perfect, polished product.

“At the ECGBB, education is an important aspect, and we continuously create the

necessary platforms to impart knowledge and learning to all our stakeholders. The tool we will use to translate our strategy into actions that are meaningful and tangible to all our stakeholders, and which provides measure and focus, will be our balanced Scorecard," he adds. The introduction of this balanced Scorecard will lead and manage the ECGBB.

Educational programmes are run by the ECGBB to create awareness with regard to responsible gambling. Majombozi explains, "The ECGBB continually runs adverts in the local and community newspapers in English, Afrikaans and Xhosa to raise the necessary awareness with regard to gaming, and highlights the importance of budgeting appropriately for these fun events.

"Regulating and legalising the gambling industry has assisted in exposing illegal gambling, as all stakeholders now have a vested interest in promoting an industry that is licensed, regulated and managed accordingly.

"There is a host of measures and standards in place to ensure that exposure to the public is minimised and, by educating communities, it assists individuals in identifying if there is a problem – these individuals have an opportunity to exclude themselves from the realms and registry of gambling and have the opportunity to

enlist the services of the National Responsible Gambling Programme," he adds.

Underage gambling remains a concern. To this effect, the ECGBB has designed a programme in conjunction with the Departments of Education, which is intended to address the youth in schools. Although these programmes are in the early stages, a pilot is currently being run to encourage the youth to make responsible choices.

Tackling the problem collectively ensures not only the success of such a programme, but it invites all stakeholders to engage actively in raising awareness.

The commitment and dedication of the ECGBB does not stop here. It supports a variety of outreach programmes, one of which involves sport. The ECGBB is associated with boxing, as this is one of the most popular sports practised and supported by the communities within the Eastern Cape. In order to enhance the socio-economic development of communities, the ECGBB sponsors boxing tournaments. By using these events as a platform, it is able to act as an enabler in creating awareness campaigns.

Majombozi explains, "I am making informed, responsible choices. I choose to box. This is the message that we send out to the public."

Last year was filled with glitz, glamour, awareness and hard work. The new year will see the implementation of a new logo, new strategy and new direction for the ECGBB.

"The highlights have definitely been the mobilisation of a R1 billion re-investment into the Port Elizabeth Boardwalk Casino by Sun International; R400 million re-investment into the East London Hemmingways Casino by Tsogo Sun. The redrafting of gaming legislation, and I hope that the legislation will be passed through during the next parliamentary cycle, as this will definitely enhance the gaming industry for all concerned and will iron out any discrepancies for the future," says Majombozi.

There is also a possibility of an exciting new development – traditional horse racing – as an additional gaming activity in the Eastern Cape.

In order to achieve distinction and ensure efficiency in its operations, the ECGBB's current and future stakeholders will need to embrace and support its new vision. "A journey of a thousand miles begins today, as our stakeholders hold hands throughout. In our mother tongue we say: 'Umntu ngumntu ngabantu – we do need your support!' concludes Majombozi. ▲

Leigh-Ann Cooper



From left to right: Economic Development MEC M. Jonas, ECGBB CEO M. Zwane, S. Majombozi, Ms B. Siwisa, Chair of Boardwalk Casino, and Sun International CEO, David Coultts-Trotter



Col Majombozi congratulates a graduate who completed a military veterans course



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