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Register for the 2011 municipal elections

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Why should you vote?

The reason is quite simple. Municipalities, i.e. local government, are responsible for the delivery of basic services to the local communities they service. When you participate in municipal elections your vote mandates a representative to make decisions on your behalf in the council.

Why should you register?

Our Constitution states that there must be a national common voters' roll. This means that the Electoral Commission (IEC) has to compile a list of the names of all the people in South Africa, who are eligible to vote and who have registered as a voter.

If you are not registered, you will not be able to vote.

Who qualifies to register as a voter?

A South African citizen who is –

- 16 years or older
- In possession of a green, bar-coded identity document

Where do you register?

To register you have to go to the office of the municipal electoral officer in your municipality during office hours. You have to register in person.

Your green bar-coded ID will be scanned into a portable bar-code scanner unit, which will then print a receipt. On the receipt you will see your ID number, the venue where you have applied for registration, as well as the date and time of your application. This receipt will be placed in your ID which will be checked when you vote. It is proof that you have registered.

Remember: *To vote in a ward by-election you have to be registered as a voter in the voting district where you live, and vote where you are registered.*

Who needs to reregister?

South African citizens who are –

- First-time voters (16 years or older)
- Registered voters, but have moved house

What is the IEC?

The Electoral Commission (IEC) is tasked with strengthening constitutional democracy, through the delivery of free and fair elections. Elections in which every voter is able to record his or her informed choice.

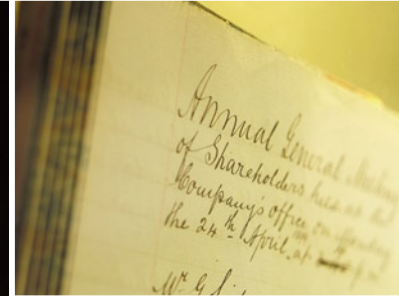
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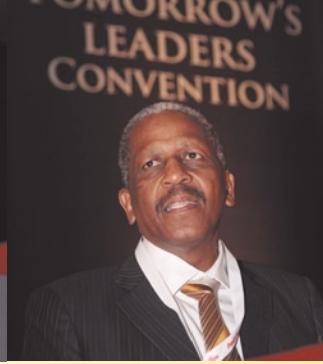
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Identify and reward leaders of true excellence."
 Tomorrow's Leaders 2009



Leadership

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A good word to describe Wendy Luhabe is “diverse”. She has done a bit of everything in various sectors: from the obvious, such as the cosmetics industry; to the unexpected – the automotive industry. *Leadership* spoke to her about her golden touch and her success in every field she entered.



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Leadership

This Month in History

1492 – Queen Isabella of Castile issues the Alhambra Decree, ordering her 150 000 Jewish subjects to convert to Christianity or face expulsion.

1692 – Sarah Good, Sarah Osborne and Tituba are brought before local magistrates in Salem Village, Massachusetts, beginning what would become known as the Salem witch trials.

1875 – Georges Bizet's opera *Carmen* receives its premiere at the Opéra-Comique in Paris.

1896 – Ethiopia defeats Italy in the Battle of Adwa, marking the first victory of an African nation over a colonial power.

1910 – Legendary Japanese director Akira Kurosawa is born.

1923 – *TIME* magazine is published for the first time.

1933 – The film *King Kong* opens at New York's Radio City Music Hall.

1938 – Oil is discovered in Saudi Arabia.

1956 – Pakistan becomes the first Islamic republic in the world.

1970 – Rhodesia declares itself a republic, breaking its last links with the British crown.

1979 – The first fully functional space shuttle orbiter, Columbia, is delivered to the John F. Kennedy Space Center to be prepared for its first launch.

1981 – Current ANC Youth League president Julius Malema is born.

2001 – The Russian Mir space station is disposed of, breaking up in the atmosphere before falling into the southern Pacific Ocean, near Fiji.



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Leadership

The soul of leadership

According to that old definition, leadership belongs to the few. In a group, the person selected to lead may stand out as the most popular, confident, or ruthless.

By these measures, not everyone can lead. When the strong and ruthless rise on the world stage, we find ourselves led by kings and generals, autocrats and dictators, power-hungry premiers and presidents.

History traffics in myth-making, which is based on personal charisma, and uses spin to evoke an aura of destiny. But these measures of leadership are flawed.

None of the qualities mentioned here indicate that a leader will actually improve the lives of those who follow him. Chances are equally good that such leadership will bring misery, conflict and oppression.

The old definitions of leadership exalt power, and the use of power has always been directly linked to its abuse.

Because leaders have turned out to be so completely unpredictable, and because so few great leaders have emerged from the ranks of those who have seized power, we have been led to believe that perhaps there is some invisible hand at work, selecting which leader will be great. But this is only more spin.

The criteria for inspired leadership do not need to be shadowed in mystery. In fact, they are simple: great leaders are those who can respond to their own needs and the needs of others from the higher levels of spirit with vision, creativity and a sense of unity with the people they lead.

You can be such a leader; the path is open to you. The only requirement is that you listen to your own inner guide. Once you step onto this path, you are on your way to becoming what I call a “successful visionary”.

A successful visionary makes his/her version manifest in the world.

Invisible seeds planted in the silence of your deepest awareness become tangible, visible realities. As they unfold, you will manage their growth with passion and energy.

Your purpose will be apparent to all.

The results you achieve will benefit everyone – you, the group you lead, and the world at large.

On a planet challenged on every side with ecological deterioration, everything you achieve must be sustainable, which means supported by awareness. This is an essential part of any vision of the future that draws on the soul.

An extract from Deepak Chopra's new book, 'The Soul of Leadership' (Random House Struik and Rider Books).



Deepak Chopra is heralded as one of the 100 heroes and icons of the century, and credited as “the poet-prophet” of alternative medicine.

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Leadership

The body language of leadership

It is a common observation that tall people generally assume the leadership role in a group. There are notable exceptions that may or may not confirm this statement, although a distinction could be made between those who grab power and those we select to be our leaders (Napoleon, Mussolini and others).

But it is not only height, knowledge, ego, empathy and communication that give us the person to regard highly, but another factor – posture.

The way we carry ourselves in walking, sitting, talking and relaxing relays messages to the room of observers. Not only that, it also tells much about the way we think of ourselves.

In a paper very recently published in *Psychological Science*, two research writers from Northwestern University in Illinois give insights into how important this aspect of our being affects our self-esteem, or reveals to others the inner core of how we feel.

Experimenting with 77 students, one test proffered a questionnaire ostensibly to determine their capacity as leaders. Randomly selected results were drawn up, which had absolutely no bearing on the value of their answers. Half were given results telling they would be leaders in the next round. The others were told they would be the underlings.

The total group was then asked to test out ergonomic chairs for five minutes. The half who were told they were subordinates sat with their hands under their thighs, shoulders hunched. The other half sat in a commanding position, legs wide apart, confident.

The set tests, of course, were red herrings to the real experiment: observing the posture of those who believed they were in either command or subordinate roles. The results were convincing.

Having tabulated results, the researchers then put the principles of posture on other related power-play profiles: speaking first in a debate; leaving a plane crash to find help; joining a movement for a noble cause.

Those who had shown confident posture assumed the active roles more often than those who had been in crouched positions.

The simple observation is that those who walk tall with chin up, chest out and shoulders back not only appear to respect themselves, but gain the respect of others.



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Leadership

Vote ANC—a better AFTERlife for all!

In my role as editor, I always endeavour to remain as neutral as possible when it comes to all things political. A closed mouth gathers no feet.

However, in the words of comedian and satirist Pieter-Dirk Uys, we live in a country that thankfully always throws us such material, that at times it is simply too juicy not to roll with.

I have no axe to grind with the ANC or President Jacob Zuma, but this one cannot go without comment.

In a speech that infuriated Christians and opposition parties alike, the president told hundreds of supporters in Mthatha in the Eastern Cape that only an ANC membership card would guarantee an automatic pass into heaven. “When you vote for the ANC, you are also choosing to go to heaven. When you don’t vote for the ANC, you should know that you are choosing that man who carries a fork... who cooks people,” he said.

“When you are carrying an ANC membership card, you are blessed. When you get up there, there are different cards used, but when you have an ANC card, you will be let through to go to heaven,” he said to wild applause.

“When (Jesus) fetches us, we will find (those in the beyond) wearing black, green and gold. The holy ones belong to the ANC.”

It is not the first time that Zuma’s remarks have led to a political storm. He angered Christians and opposition parties during the 2009 general election campaign when he repeatedly told ANC rallies that the ruling party would rule “until Jesus returned”.

The use of political religion often helps maintain its power base by instilling fear of some kind in the population. North Korea holds frequent air raid drills to emphasise the possibility of imminent invasion. In China, the government emphasises the danger of instability. The Stalinists maintained a state of panic by claiming that Trotskyist conspirators were sabotaging the Soviet Union. In Germany, the Reichstag fire, blamed on Communist terrorism, provided an opportunity for Adolf Hitler to declare a state of emergency. In the United States, the fear of communism or terrorism (as evidenced in the Red Scare and the War on Terror) has been used similarly.

In this modern age, it is unacceptable to wield religion as a political weapon; to emphasise the threat posed to society by some otherwise-recognised or hypothetical threat or whichever rival party or group it deems to be the most ‘demonic’.

The ANC spin doctors tried to water down Zuma’s prophetic words, but he struck a chord with so many uneducated voters who will believe he was literally ‘speaking in tongues’ from the good Lord above.

In many ways, Zuma’s religious beliefs – exacerbated and inextricably linked to the ANC’s ideology – makes the implicit explicit; the implied, direct; and the danger to South Africa’s democracy immediate.



ROBBIE STAMMERS
Editor

A handwritten signature in black ink that reads "Robbie Stammers". The signature is stylized, with a large, looping initial 'R' and a long horizontal stroke.

RAYMOND WEIL

GENEVE



INDEPENDENCE
IS A STATE OF MIND

Born to lead

Wendy Luhabe social entrepreneur extraordinaire

Highly successful in business, a champion of women's empowerment, chancellor of a major university, member or chair of various boards, author, speaker, recipient of various awards and accolades, and a member of prestigious international think tanks.

Add to this the titles of mother and wife and one starts getting the full picture of Wendy Luhabe, one of South Africa's most successful and visionary women. A pioneer in various respects, those who know her say she likes to think of herself simply as a social entrepreneur.

She is the woman who, in the 1990s, came to be noticed as the founder of Bridging the Gap, her first foray in social entrepreneurship; followed by her co-founding of Women Investment Portfolio Holdings (Wiphold) in 1993 when she was only 36 years old. The latter was listed on the Johannesburg Stock Exchange in 1999.

A self-made woman in every sense of the word, Wendy Luhabe was born in Benoni in 1957. Her family was later forcibly removed to nearby Daveyton. When she was 11, they moved to Cradock in the Eastern Cape, home of anti-apartheid activist Matthew Goniwe, who became a major early influence in her life as her maths and science teacher.

Luhabe studied at Fort Hare and Lesotho universities, graduating with a BCom degree in 1981. For about 10 years, she worked in various fields including human resources and marketing management for Vanda Cosmetics and BMW in South Africa, Germany and the United States.

Then she went out on her own, launching the human resources enterprise, Bridging the Gap, in 1991, and Wiphold two years later with Nomhle Canca, Louisa Mojela and Gloria Serobe. Wiphold was widely hailed as having revolutionised the role and participation of South African women in mainstream economic and investment activities.

She once told an MBA class: "I have always been involved in the empowerment of women.

"Wiphold made it possible to give these women more visibility and take power of their own financial independence. It encouraged a group of women to get involved in economic opportunities and become more active in the South African economy.

"It is not only about money, but aspiring women to greatness, whatever that may be.

"When you champion an idea that has integrity, it generates wealth."

Recognition for her pioneering and visionary work to promote entrepreneurial women in business was not long in coming her way. In 1999, just when Wiphold was listed on the JSE,



WENDY LUHABE

Leadership



Luhabe was honoured as one of the 50 Leading Women Entrepreneurs of the World in association with the US-based Star Group.

This not-for-profit organisation represents the world's most powerful and successful female entrepreneurs and promotes entrepreneurial excellence. She joined more than 300 women representing more than 56 countries who, since 1997, have been inducted as Leading Women Entrepreneurs of the World.

Soon companies were rushing to invite Luhabe onto their boards. Her past and present directorships seem to span almost the entire spectrum of major South African companies, including various appointments to the boards of Telkom, Southern Africa Fund Inc, BMW (South Africa), Tiger Brands Limited, Cycad Financial Holdings, JSE Limited and Prosperity Holdings.

On a number of boards she has served or still serves as chairperson (both executive and non-executive), including the Industrial Development Corporation (IDC), Vodacom Group, Women Private Equity Fund, Findevco, Vendome, the International Marketing Council of South Africa, Alliance Capital Management, and the Advisory Board of Trustees at Glenhove Fund Managers.

With an uncanny ability to rake in 'firsts', Luhabe in 2002 established another first in South Africa when she launched a R120-million private equity fund for women entrepreneurs and enterprises owned by women.

Also known for her passion for and work in promoting education, she was appointed chancellor of the University of Johannesburg in September 2006.

Luhabe is a Trustee of The Duke of Edinburgh's Award International Foundation, which was launched in the United Kingdom in 1956 by Prince Philip, Duke of Edinburgh at the instigation of Kurt Hahn, the educational pioneer and founding headmaster of Gordonstoun School.

The Award is a programme of leisure-time activities available to all young people between the ages of 14 and 25. Since 1956, it has given more than six million young people from over 130 countries the chance to set and achieve personal goals, and to learn about themselves and their community.

As if that is not enough, Luhabe is a member of the Helsinki Process on Globalisation and Democracy as well as a full member of the prestigious Club of Rome, an international think

tank on global affairs and the "fundamental, systemic challenges which are determining the future of humanity". The Club is recognised throughout the world for its early work on the relations between economic growth and the environment. It counts among its honorary members the likes of former Brazilian president Fernando Henrique Cardoso, former Russian

The book looks at the first generation of black executives in the 1970s, who had to face apartheid and being handicapped by Bantu education. It then moves to the next generation in the 1980s, when the number of black executives increased and then started including women with qualifications in commerce and finance. By the 1990s, the third generation

"I have always been interested in the economic upliftment of women – it's something I feel very passionately about"

president Mikhail Gorbachev, former Czech president Václav Havel, King Juan Carlos I of Spain, and Queen Beatrix of the Netherlands.

Not one to rest on her laurels, Luhabe attended various management leadership development programmes over the years, including the Management Advancement Programme (MAP) VI at Wits Business School. The University of Fort Hare bestowed and honorary doctorate on her.

Other accolades followed. The World Economic Forum in Switzerland honoured her as a Global Leader for Tomorrow. The Osaka Junior Chamber in Japan recognised her as Outstanding Young Person, and the Unisa Business School honoured her for contribution to Leadership in Practice. She has also received an Award in Recognition of Championing Women Empowerment from the Black Management Forum.

In 2002, Luhabe published her book, *Defining Moments – Experiences of Black Executives in South Africa's Workplace*. The book chronicles the stories of black executives over three groundbreaking decades against the background of changing socio-economic conditions as they prevailed in each of the three decades. As these stories had never before been researched and documented, they were in danger of being lost to future generations, hence her decision to write this important book.

found itself amid the dramatic political changes following the release of Nelson Mandela and the unbanning of black political organisations.

The book offers itself as a tool for both black and white professionals and businesspeople to bridge the gap between different cultures and nurture a better understanding of each other.

Flowing forth from the publication of this book, Luhabe established the Wendy Luhabe Foundation, which uses the profits from this book to fund the education of disadvantaged young black women, particularly from the rural areas of South Africa.

"I have always been interested in the economic upliftment of women – it's something I feel very passionately about. I strongly believe that when we empower women to be financially independent, we make an investment in the community because women most often plough their financial resources back into the communities in which they live," she once said in an interview.

Luhabe encouraged young entrepreneurs not to simply copy others, but to follow their passion, be unique and to depart from the mainstream. At the same time, she advised, they needed to exchange experiences and learn from each other, and to seek out mentors from whose experience they can learn.

She says she herself is inspired by ideas that drive her to achieve new things. Failure, she

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says, is experienced by all entrepreneurs at some point and should be a learning opportunity to do things differently and with wisdom.

Asked to address local and international delegates on the issue of leadership, Luhabe said that leadership should always have “a human face, particularly in the world we live in today where new leaders will change the game and say ‘we all matter even if we are different’”.

She said leadership should be used as a source to create innovation, and that “multiple-intelligent leaders who can create a global entrepreneur movement capable of creating new industries and new job opportunities during these difficult economic times” was required by the world.

According to Luhabe, business leaders should overcome apathy, fear, arrogance and ignorance, particularly when politicians fail the people. They should “do simple things passionately and consistently and inspire people to achieve new ideas” in order to solve problems.

A leader’s journey should be one mindful of empowering people to achieve greatness.

In this, she is particularly mindful of the role and position of the youth, and has frequently

Luhabe has described the work of Junior Achievement South Africa as championing an unprecedented institutional and systematic shift toward entrepreneurship.

Entrepreneurship, she said, can move a nation from a culture of dependence to one of independence.

Another issue about which she feels strongly is the high crime rate in South Africa and what can be done to address it. Delivering an address at the Action for a Safe South Africa convention some time ago, she urged that action should begin “with each one of us taking a stand against any form of violation in our own lives and the lives of others”.

“The old loyalties to one’s own religion or political ideology seem dangerously at odds with a reality that demands loyalty to the human species as a whole, rather than to one’s preferred segment of it. To think that ‘what is going on out there has nothing to do with me’ contributes to the state of the world as we perceive it today.

“Such thought deprives us from being responsive to what life teaches us. It provides an illusionary escape from the vast arena of

Sad and angry messages were being spread by South Africans across the world, while many skilled young South Africans were being poached by other countries.

“In particular, I look forward to living in a Safe South Africa, with all of you and being proud ambassadors of the brand once again; Alive with Possibility, just like we were in 1994,” Luhabe said.

“We must create a new language of compassion, tolerance, mutual understanding and mutual respect. Those in leadership positions need to choose their words and conduct carefully, lead by example and inspire us to greatness and hope. Failure in this regard is unthinkable.”

But, as with many successful people, controversy has not always eluded her and she has in the past been attacked by both the ANC Youth League (ANCYL) and the South African Communist Party (SACP) over some of her business activities.

In 2008, the SACP accused her of having a conflict of interests, as her company benefitted from a loan granted by the IDC, of which she was the chairperson. Luhabe countered that she had recused herself and had not been party to the decision to grant the loan.

On another occasion, the ANCYL accused her of using business platforms – in this particular case an event Absa was hosting – to raise money for the then newly formed opposition party, the Congress of the People (Cope). The party was formed by, among others, her husband, Mbhazima Shilowa – a former Gauteng premier who had broken away from the ANC.

But Luhabe rejected the ANCYL’s claims, saying she had merely been invited to an annual luncheon hosted by the bank’s chair at the time, Gill Marcus, and which had been organised long before the formation of Cope.

Apart from these two incidents – which, it seems were driven more by political opportunism than fact – Luhabe has managed remarkably well to stay out of the often controversial political spotlight of her husband, creating her own limelight in a very commendable way.

Finally, this remarkable South African woman is on record as saying that her parents, Stanley Garfield and Adelaide Boniwe Luhabe, brought her up to challenge assumptions and ask questions, and not merely to conform. “That is the greatest gift they gave me.” ▲

Stef Terblanche

“Crime and violence is the single greatest constraint toward positioning South Africa as a unique brand”

demonstrated her passion for the young, their well-being and their education through actions that speak louder than words. So, for instance, Luhabe put her money where her mouth is when, as a Junior Achievement South Africa patron, she allocated a grant of R100 000 from her Wendy Luhabe Foundation toward the Junior Achievement South Africa Entrepreneurship Academy Programme.

The programme is offered to Grade 11 pupils and exposes and educates them in financial literacy, entrepreneurship, economics, lifeskills and ethics, and places them in a 10-day company internship.

human behaviour where all of us are actors impacting on each other’s lives – whether we like it or not,” Luhabe said.

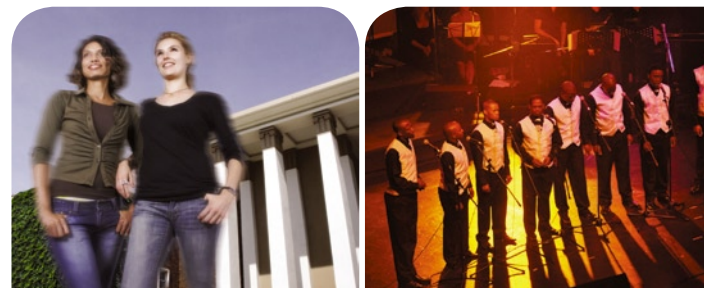
“Crime and violence is the single greatest constraint toward positioning South Africa as a unique brand – Alive with Possibility. Both internally and externally, our image is being badly dented by constant references to crimes of terrible violence, all too often beyond our comprehension.


“As South Africans, we are rapidly becoming our own worst enemies, with constant talk of victimisation, fear and distrust,” she told the convention.



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Vosloo regards the advent of the Internet as the most important innovation since the Gutenberg printing press was discovered in the 15th century

Tea with Ton Vosloo

Media supremo

At 73, Ton Vosloo cuts a tall, sprightly figure as he approaches to meet us. His dove-grey shirt sets off his full head of grey hair and jaunty burnt orange tie. “I’m wearing a tie today because Helen Zille will be visiting me later this morning,” he remarks dryly when we settle down for the interview. A quick look around his large but otherwise minimalistic office reveals the imposing presence of paintings by departed legendary South African artists such as Pierneef, Hugo Naudé, Irma Stern and Cecil Higgs.

Since 1997, he has been non-executive chairperson of the Naspers Group. “My job before was that of goalkeeper. Now I am the one who ‘massages’ the flock into the same direction,” he says when asked for the details of his current role in a massive media conglomerate.

Vosloo has received many accolades in his long career, including three honorary doctorates. He feels privileged to have been honoured in this way, but not the need to crow about it.

Naspers, located at the tip of the African continent and once regarded as a mouthpiece of the Nationalist government, has long since jettisoned its once tainted reputation in the eyes of many. It is now at the forefront and one of the 10 largest media companies in the world.

Larger, for instance, than *The Washington Post* and *The New York Times*.

Naspers was listed on the Johannesburg Stock Exchange in 1994 and, in February this year, surged through the R400 per share mark, which meant a market cap on the JSE of R162 billion – placing it 10th overall of listed companies.

Vosloo maintains he fulfilled one of the most important duties as chief executive officer

when he chose Koos Bekker to be his successor when he himself became executive chairperson in 1997.

He attributes much of the Group’s phenomenal success to Bekker, who initiated the incursion into the electronic media.

A true visionary, Vosloo had long realised the inevitability of diversification when the printed media’s main source of income – advertising –

would revolutionise the way in which people communicate.

“Newspaper circulation figures worldwide have dropped dramatically. The print media has been turned upside down,” he says.

“A tsunami of copy descends on the news desks of newspapers and magazines daily.

“Newspapers have to separate the substance from the chaff.”

“Newspaper circulation figures worldwide have dropped dramatically. The print media has been turned upside down.”

received a serious setback after the introduction of television in South Africa under a government monopoly in 1976.

First came M-Net, followed by various independent companies, for example MultiChoice, M-Cell, MWEB and SuperSport, to name only a few.

Vosloo and Bekker, as a team, attend regular meetings on behalf of Naspers in the 129 countries where Media24 has business units.

Vosloo regards the advent of the Internet as the most important innovation since the Gutenberg printing press was discovered in the 15th century.

He does not consider himself as particularly technologically savvy, but he knew instinctively that the advent of the international Internet

Vosloo adds that the *WikiLeaks* imbroglio has illustrated that the Internet has dealt a death blow to dictatorships.

He has been active in the media industry for 56 years, initially as a journalist, and from 1977 to 1983 as editor of *Beeld*. With his editorial policy firmly directed at reform and renewal, *Beeld* developed into one of the country’s most influential newspapers.

In 1984, he was appointed CEO of Naspers Beperk, and from 1992 to 1997 he became executive chairperson of the Group. Since 1997, he has worn the cap of non-executive chairperson.

Vosloo caused shock waves in this country, but earned fulsome praise internationally when, as editor of *Beeld* in 1983, he wrote an editorial wherein he propagated dialogue between the

government and the ANC. He wrote these words after the government initiated talks with the South West Africa People's Organization, which was banned at the time.

This was the era in the history of the Afrikaner press of so-called *verligte* (liberal) and *verkrampste* (Afrikaner nationalist) newspapers.

His perceived perfidy incurred the wrath of the Afrikaner establishment, but the *verligte* set welcomed his standpoint.

However, the late PW Botha was very angry at the time but, says Vosloo with a philosophical smile, they ironed out their differences of opinion many years ago.

As editor of a *verligte* newspaper, he admits he frequently felt alone during this difficult period. "But the buck stops with you as the leader, and all my instincts told me that what I had put on the table was inevitable."

Vosloo smiles the smile of someone who has lived through 'interesting times'. "Instinct makes you anticipate things. Later, your nose leads you. A newspaper man will always be cynical. You don't, for instance, simply accept official statements," he says.

He coined a word from the German language for these intuitive feelings – *vingerspits gevoel*.

Vosloo continues: "In the publication industry, you cannot afford to become depressed. You have to ride the monster, spread information into different directions. Naspers has never been fearful of renewal.

"Piet Cillie liked to quote General William 'Bull' Nelson of the American Civil War, who said something to the effect: 'If you want to win, you have to be there firstest with the mostest'."

Today, the Group is in control of 65% of its niche markets. "It isn't our fault that other media companies folded. It's a pity because we like competition," he quips.

The discussion inevitably leads to the current threat against media freedom in South Africa.

Vosloo takes this very seriously, and maintains that the media as a whole perhaps should have mobilised more firmly against this threat.

He claims it would be disastrous if the government should go ahead with the proposed media tribunal and legislation. "The day that happens, we will join the ranks of countries like Iraq and Egypt where freedom is not unassailable.

Then we can kiss freedom of expression – one of the important tenets of our highly regarded Constitution – goodbye," he says.

When asked his views on the subject of leadership, Vosloo pauses thoughtfully while stirring his lemon rooibos tea, and suggests that it may be an indefinable quality, something one is probably born with.

He did not follow the normal route of business degree courses, however, in 1970 he won the sought-after Nieman Fellowship to study at Harvard for a year – but he says running an organisation is an extension of what it takes to lead an editorial team.

Skill at conducting human relationships is also of cardinal importance. He has had to handle daunting crises, fire top leaders, fly certain people to head office and sequester them in a room until they sorted out their differences.

Vosloo places a high premium on loyalty – mutual loyalty between a leader and his/her staff. He believes that with people of integrity in key positions who are honest and fair, good corporate governance is a given.

When advising a new editor, he would say: "Open the windows, banish the stale air, bring in new thoughts. Be unorthodox!"

Vosloo has tried to remain accessible to his staff, even the most humble.

While chatting with Steve Mulholland recently, the latter said he takes lunch alone in the boardroom of the Newspaper Association of South Africa. Vosloo chooses to have lunch at the Naspers cafeteria when it fits in with his schedule. He says it is during such interludes that he gleanes important information that he would otherwise have missed out on.

He is proud of Naspers's efforts to uplift previously disadvantaged communities, its main focus being on literacy and educational programmes in Africa. In its past financial year, R45 million was spent on corporate social investment initiatives.

On the subject of black economic empowerment (BEE) and affirmative action: According to the 2010 annual report, "Naspers is one of the most empowered media companies for the third year running, according to the *Financial Mail* empowerment survey that reviews the top listed companies on the JSE for black economic empowerment."

Media24's broad-based BEE initiative, Welkom Yizani, has approximately 100 000 black individuals and groups indirectly owning a part of Media24 Limited. MultiChoice South Africa's two successful empowerment initiatives,



Phuthuma Nathi and Phuthuma Nathi 2, have approximately 120 000 black individuals and groups owning indirectly a share in MultiChoice South Africa.

Vosloo's advice to aspiring journalists and business leaders is contained mainly in two words: passion and energy. The one thing, he



He plans to travel, read more, enjoy music and all forms of art, and go for long walks with his wife, Anet Pienaar-Vosloo

emphasises, that no one must say to him is: “I don’t have the time.”

Preparation is enormously important. “Be curious and a good listener,” he adds, and one is reminded of tributes by many friends and colleagues who all speak of Vosloo’s unquenchable inquisitiveness and his ability to hear people

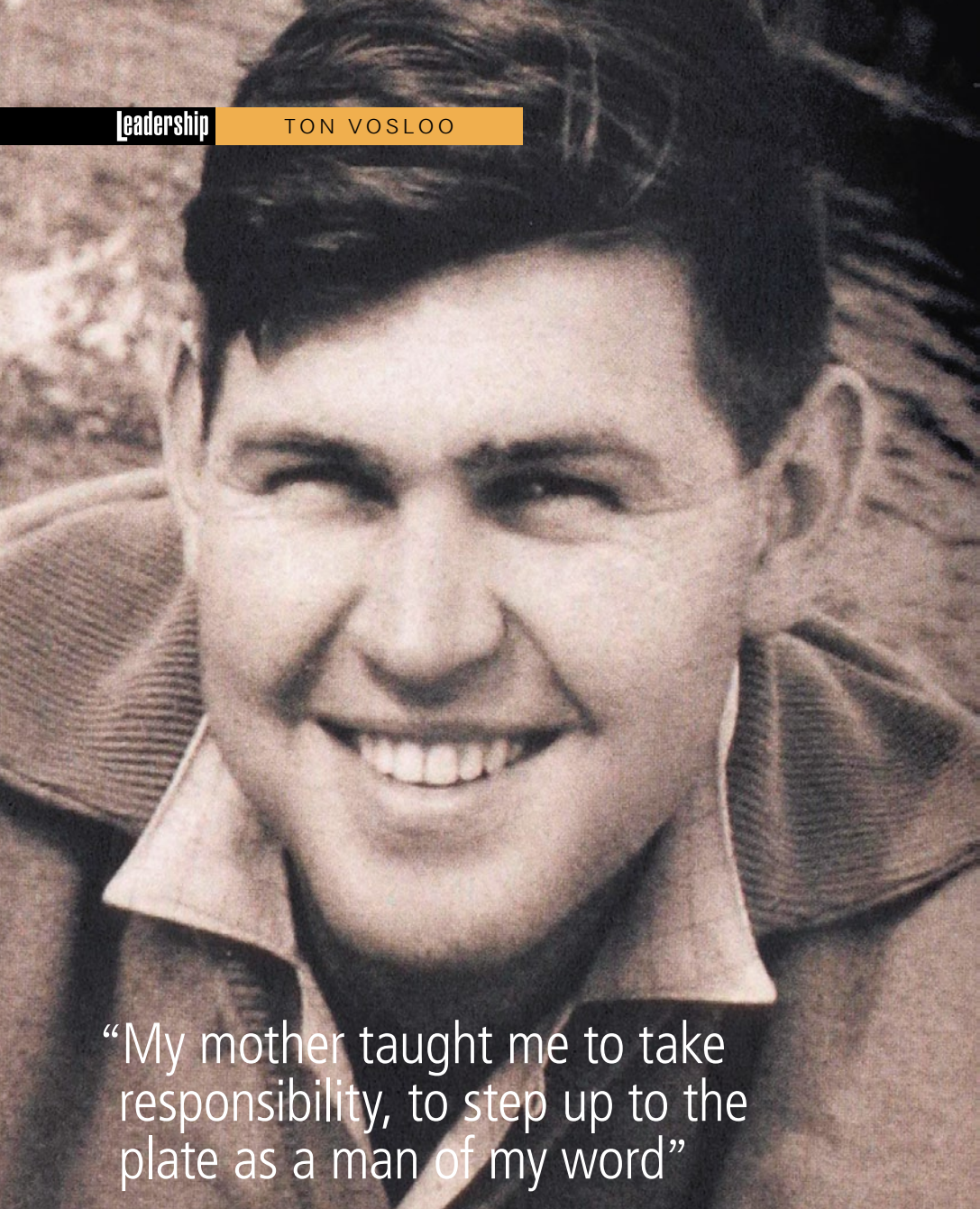
out. He does not become despondent, and the concept of stress in popular parlance is somewhat foreign to him. “Stress means adrenalin to me,” he says.

Vosloo, however, admits to a period during the 1990s when he did a fair bit of tossing and turning in bed at night. During this time,

he had to face perhaps the biggest personal disappointment of his professional life.

A group of four senior journalists had disregarded a Naspers board decision by confessing to the Truth and Reconciliation Commission.

The journalists were not aware that Vosloo had liaised in depth with Archbishop Desmond Tutu



“My mother taught me to take responsibility, to step up to the plate as a man of my word”

about Naspers’s position. The Group’s stance was that it had never been responsible for setting the Nationalist government’s policies.

He felt the journalists lacked the benefit of hindsight, and that Naspers’s role in combating the effects of the regime’s policies had not been acknowledged.

Vosloo experienced the action of the journalists as a personal slight. But never one to bear grudges, cordial relationships were ultimately restored and all four journalists went on to become editors.

One of the last things he accomplished before 1997, at the end of his tenure as CEO of Naspers, was to buy the other 50% of *Rapport*, which was retained by Perskor when the latter’s Sunday paper, *Dagbreek*, and *Beeld* were incorporated

under the banner of *Rapport* in 1970. This was a sweet deal for him, a day when he felt matters had been set right.

Vosloo grew up in Uitenhage in the Eastern Cape. The youngster was only six when his father died in 1944 from complications resulting from a war wound. He did not live to see his daughter, Joan, who was born four months after his death.

Vosloo says of his mother, Tant Hetta, who died 20 years ago at 86: “The first half of her life was very hard. She lost her husband, and two years later her son, Freddie. She had to work hard to raise my younger sister, Joan, and me.”

He chuckles when he says his mother never mollycoddled them. “I may have grown up in a

female-dominated household, I didn’t learn to ‘slay the dragon’, but I did have to buy the meat every day for the family before I went to school in the morning! From the age of five to 13, I sold *Die Oosterlig* (now *Die Burger-Oos*) at the station afternoons after school for pocket money.

“My mother took me to the library when I was a small boy – there were only English books available there at the time – and I became an avid reader from a very young age.

“She was noble of character,” Vosloo says, with unmistakable tenderness. “She taught me to take responsibility, to step up to the plate as a man of my word. She was a strong role model for my later life.”

Are there others who influenced or inspired him, personally and professionally?

He mentions four pivotal people, all of them journalists, fine people no longer with us, who became his mentors: Schalk Pienaar, editor of *Beeld*; Cillié, chairperson of Naspers; Dirk de Villiers, general manager of *Nasionale Tydskrifte*; and Rykie van Reenen, veteran author and journalist.

When we enquire about his plans for the future, Vosloo tells us he has two more years to go before he has to retire. He will continue to support the issues that are close to his heart, such as the preservation of the Afrikaans language, the Cape Philharmonic Orchestra and the environment.

He plans to travel, read more, enjoy music and all forms of art, and go for long walks with his second wife, Anet Pienaar-Vosloo. Twenty years younger than he is, he describes her as a dynamo who does not allow him to rest too much.

He is close to his only child, a daughter named Nissa, from a previous marriage. Father and daughter share the same sense of humour.

“One remains curious about many things. Life is there to be seized,” he says. “I also want to write a book about my life.”

Having been a journalist in the days of Hendrik Verwoerd and having reported on many important events in South Africa’s history for more than half a century, doubtless that his memoir should make interesting reading.

Then Vosloo adds: “But I don’t have the time right now.” As soon as the words are out, he emits a hearty laugh – realising he has just uttered the response he loves to hate. ▲

Estelle Neethling



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A good sport

Greg James has scored in a myriad of roles

From closing \$100-million coal deals across the world from his offices in Switzerland, to financial investment portfolios and the largest player sport management company in South Africa – Greg James certainly does not do things in half measures.

Not only has he been able to conquer the business world successfully, but also he has managed to combine his business instinct with his passion for socio-economic transformation by founding the JAG Sports and Education Foundation and acting as chairperson to The Sunflower Fund.

James certainly comes across as a person who believes one can reach whatever goals one sets for oneself.

This is drummed home when you put into perspective that a decade ago, he was smoking a pack of cigarettes a day and weighing in at a hefty 120 kilogrammes. Last year, this lean, fit figure before me completed the grueling Two Oceans Marathon, the painstaking Ironman South Africa and the incredibly tough Cape Epic mountain bike race – all within one month!

James obtained his BCom degree from Rhodes University in 1988 and qualified as a chartered accountant in 1990 while serving his articles at then Price Waterhouse in East London. He subsequently held the position of senior audit manager at this firm.

“When you’re 26, you think you can run the world, so I thought I could run Price Waterhouse at that stage in my life,” James admits with a grin. “I started getting a little bit restless, and as much as I enjoyed my time at Price Waterhouse, I knew there were bigger

things in store for me; and East London had become a bit small.”

So he headed off to The Big Smog in Johannesburg where he acquired a position in commerce for one year before his big break came with the appointment to Glencore International in Switzerland.

This was to be the beginning of The Big Time for James. Under the close tutelage of fellow South African Ivan Glasenberg, he managed mergers and acquisitions in the coal division.

“The only thing I knew about coal when I began there was that it was something you threw on to your fire,” says James honestly.

But Glasenberg had a firm plan and loads of belief in James. Under this dynamic duo, coal assets in Colombia, Australia and South Africa were added to Glencore’s portfolio.

Over an eight-year period, Glencore became the world’s largest producer of export thermal coal in 2001.

In addition, James successfully brokered the deals that saw the sale of coal mines in South Africa and Australia to Xstrata. These sales led to the firm’s listing on the London Stock Exchange (LSE).

He achieved a merger of Glencore’s Colombian coal assets with Rio Tinto Colombian coal mines and upped its annual rollout from three million to 30 million tonnes. Furthermore, he successfully led negotiations with the Colombian Government to gain access to the rail and port infrastructure in the country.

“Ivan had a huge influence on my life in terms of mentorship,” explains James. “The word ‘no’ did not exist in Ivan’s vocabulary and hence it does not exist in mine.”

He admits it was a great confidence booster to have Glasenberg believing in him. At the age of 30 years, James was buying coal mines for \$80m to \$90m but, a decade later, deals of \$600m to \$700m were an average day at the office.

“You don’t think in the millions or billions. You have to look at the end goal. You need to know where you want to go, and it’s never going to be a straight line,” admits James. “There will always be challenges and obstacles along the way, but one is either a doer or a talker.”

Speaking of obstacles and challenges, this was when he realised he was incredibly out of shape and that he had to make some serious

lifestyle changes. His kids were young and he wanted to be a good example for them.

James had always been pushed to strive academically by his father and grandfather, and sport had to take a back seat. He had been an accomplished rower at Selborne College in East London in his youth and enjoyed the odd

“There will always be challenges and obstacles along the way, but one is either a doer or a talker”

rugby and cricket game, but had not competed at any higher level than that.

After years of drinking beer and eating hamburgers in Switzerland, James set himself a new goal – one that was not business-orientated this time.

With his new positive frame of mind, he decided to set the bar high and that he would train for the big one – the Ironman. It took him four years and loads of marathons to qualify, but he finally beat the Ironman in 2004.

“I realised then that I could do anything, and my body had changed shape; my whole well-being was excellent,” he says.

James recalls that early on in his career at Glencore, Glasenberg had told him that most people move on at 40 years of age, and so it came as no surprise to him that when 40 came around, he felt the need to move on.

“It was quite hard to leave. Glencore had been my life for 11 years, and at that point in my time I was spending more time with Ivan than I was with my own wife,” admits James.

“However, I wanted to return to South Africa. I had learnt so much and I wanted to come back home and give something back.”

On his return, he completed the listing of Central Rand Gold, a South African gold exploration company on the main board of the LSE in November 2007. This is the first gold exploration company that has been listed on the main board of the LSE. The company raised a total of £75m.

He then set up the Sagitta Group, a diverse private equity company. James and his team offer expertise in financial management, corporate finance, mergers and acquisitions and business turnaround.

With the fundamental change in his lifestyle over those past years, and the fact that so many

of his friends and colleagues had noticed the change in him and all started training with him, he realised that the power of sports and team spirit could bring about positive change in the country.

In the years before his return, James had started supporting the New York Road Runners Club. He had been planning to run the New York Marathon when he saw it had an association that ran youth programmes to foster healthy, fit and motivated kids by bringing free and low-cost running programmes to schools and community centres.

This got James’s creative juices flowing and he started pursuing a similar idea back home.

However, he found this road a difficult one to get others involved on. “There was a lot of talk, but no action, sadly,” he says, clearly frustrated.

Then he met Tegla Loroupe, a long-distance track and road runner, and a global spokeswoman for peace, women’s rights and education. She still holds the world records for 20, 25 and 30 kilometres, and previously held the world marathon record.

She started the Peace Foundation in Kenya where the Northern Kenyans and Ugandans are killing each other over land and cattle.

Loroupe initiated a Peace Race that would get warriors from both sides to run together. While they were involved in the race, they realised how similar they were, and through the power of running, more than 300 of them lay down their arms.

James explained to Lorupe that he wanted to do the same type of good through sport in South Africa. “I knew this could work on the same principle back home to keep kids away from crime and drugs,” he says.

Lorupe said she would help if James could help fund the school and orphanage she was building in Kenya. He helped out immediately and Lorupe set up a meeting with Elana Meyer, the South African Olympic runner

Meyer had just finished competitive running, and she and James realised they had exactly the same passion.

James then got hold of the executive director of the New York Road Runners Club that he had supported loyally for so many years and told them of his plans. They immediately offered help in setting up the training programmes and systems – and the JAG Foundation was finally born in early 2007.

“Through our Foundation and the alliances we form, we make a difference to the young people through value and community-based sporting and educational programmes,” explains James. “We motivate and give the young people a sense of pride, belonging and achievement to overcome the challenges they face to strive toward their dream.”

The JAG Foundation seems to be getting bigger and bolder each year, and James has been able to enlist the help of people such as Ashwin Willemse, the Springbok wing, whose own background was engrossed in drugs and gangs; and the seven-time Tour de France winner Lance Armstrong even came out to South Africa for JAG in 2010.

JAG started off with a mere 2 500 kids and that has risen to a running programme of 20 000 youngsters three times week, rugby clinics and a host of other sporting codes.

“Sports development goes a long way to uplifting a country. Not only is it a unifying force among members of a community, but it also contributes to a sense of pride in one’s identity as a South African,” says James.

“The most important thing is that we’re getting the kids off the streets, keeping them active and introducing them to an alternative quality of life away from drugs and gangsterism.”

His next step seemed to fit seamlessly into his portfolio from a business perspective and a social aspect, and from his passion of transforming lives through sport – this being the business of player sport management.

“It actually was not by accident that I ended up getting involved in sport player management,” explains James. While he was still living in Switzerland, he befriended a former Canadian ice-hockey captain who had injured his knee and could not play anymore. He had played for 20 years, and asked James to advise him financially, as he had nothing but a house to show for it. James was astounded that professional sports people could make all this money, but end up retired without anything to show for it.

On James’s return to South Africa, he met Jake White through a mutual friend, and spoke to the former Springbok coach about his dreams of helping players plan and strategise their careers so they could reap the rewards and maintain their lifestyle for their entire lives – not only their playing years – if it were done properly.

White thought it would be a great idea for James to get together with his agent, Craig Livingstone, who largely pioneered sports agency in South Africa after the 1995 Rugby World Cup, when rugby became professional and his company was called ProSport.

“Craig and I got together and I started helping him advise his players,” says James.

“The players here had to deal with about 10 different people on a number of different issues and did not really have one entity helping them plan, strategise and execute sound business investments. So their actual game on the field was being effected by circumstances off the field.”

He had learnt from his years at Glencore that sound financial advice and sound business strategies would inevitably lead to sound financial returns.

“So many of the professional players were been hoodwinked into fly-by-night schemes and then they were losing money hand over foot,” says James. “I realised there was a great gap in the market to offer players a one-stop shop that could cater for all their needs.”

After two years of James’s involvement with Livingstone, the former was asked if he wanted to buy the company. “After two years of involvement and putting systems into place, it made viable sense to do so,” says James.

That was in 2008, and ProSport International is now the largest sports agency in the southern hemisphere, providing exhaustive player management and marketing services to the

biggest names in sports. It has a global footprint with offices in Johannesburg, Durban, Cape Town, London and Athens and associate offices in France and Italy.

James’s face lights up when he speaks about ProSport as much as it does about his labour of love – the JAG Foundation. Most men would love to be spending their days mingling and working alongside the top sports people in the world.

“We do players’ tax, their financial planning, we manage their cash flow and, with some of them, we manage property portfolios. They don’t need to go anywhere and can happily place all their focus on the next game at hand,” he says with obvious pride.

James loves his role as chairperson of The Sunflower Fund. It is a non-governmental, non-profit organisation based in Cape Town, with a vision to give all South Africans diagnosed with leukaemia and other life-threatening blood disorders the chance of life – irrespective of their race and financial circumstances.

“They are an exceptional bunch of people with hearts of gold, and I am very proud to be associated with them,” he says with a smile.

“They have already raised R10 million this year alone.”

James helped the Fund streamline its systems and put financial models in place that have reaped the rewards for The Sunflower Fund.

So what is next on James’s cards? “The Cape Epic!” he shouts out. “I am not going to do three events in one year again, so it’s only the eight-day Epic cycle this year.”

James’s family is very important to him, so he gets up and trains at 4 a.m. and then is back home to be with his family for breakfast.

“The family knows the Epic is a huge commitment, and I need to make sure they are aware of the benefits and that we are all reading from the same hymn sheet,” he says.

“It’s the same as in business. If you don’t tell people what’s in your head, then don’t expect them to follow the same line as you – so I do it with everyone in my life.”

“I have learnt that I never used to do that,” James says with a laugh.

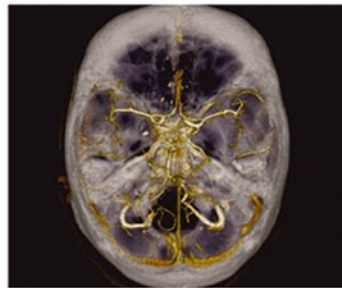
“You learn from your mistakes. If you’re not making mistakes, then you are doing something wrong,” James concludes.

Now I think that is quite epic. ▲

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A close-up portrait of David Mohr, a middle-aged man with short, graying hair and light blue eyes. He is wearing a dark blue suit jacket over a light blue shirt and a yellow and blue checkered tie. He is looking slightly to the right of the camera with a slight smile. The background is a plain, light-colored wall.

“One must be a logical thinker at all times. Many observers complicate matters, and then become entangled in their own analysis”

The economic soothsayer

David Mohr keeps it simple

Dave Mohr saw it coming, but his public red letter-warning did not endear him to a universal audience who had an opium dream of economic Utopia.

Predicting an international recession during 2007 was hardly what the global village wanted to hear, particularly during the high summer of the residential boom and an annual South African growth rate of close to 5%.

Now, more than two years after the economic implosion, the global economic community knows it was hardly an acrimonious cry of “wolf, wolf”.

And he has received the accolades for his ingenious insightfulness and forthright economic forecasts.

Mohr, chief investment strategist of Citadel, was recently announced as Reuters Economist of the Year for 2009.

Reuters publishes an *Econometer* every month, which is a medium-term view of expected economic conditions in the country. It is an index of six weighted indicators that include gross domestic product, consumer price index, dollar/rand exchange rate, repo rate, producer price index and the 10-year bond rate.

Reuters asks economists to contribute their forecasts on the indicators, and collates their views to compile the index.

The *Econometer* has been running for more than 10 years and is a highly regarded global market indicator.

The Central Bank looks to the *Econometer* to gauge the overall views of analysts, and

it features regularly in the Monetary Policy Committee’s statements.

Mohr’s expectations of the economic variables were closest to the actual data in 2009, which secured him the award.

He previously received the coveted *Sake24* award as Economist of the Year in 1992 as well as in 1999.

Mohr, a former chief economist of Old Mutual, found himself at the epicentre of an economical hurricane in 2008.

The prelude to this “category-4 storm” was that South African interest rates increased repeatedly throughout 2007, resulting in an accrual of household debt. Few observers inquired about the adverse effect on expenditure in the future.

At the end of 2007, it became clear that because of the sharp increase in debt and interest rates, which could not be accounted for by the increases in basic salaries, had to strangle the future expenditure.

Emotional investment strategists and economists figured that because of the property boom, these levels of debt could be absorbed.

With the perfect 20/20 vision of hindsight, they were wrong, of course, and Mohr and Citadel warned of an impending recession – the first time since 1992.

“It created a storm, and we were seen as pessimistic,” said Mohr.

A pivotal factor that enabled him to be proactive and a perennial top performer has been his ingenious grasp of how economies internationally function, a continuous assessment of the status quo, as well as a KIS (Keep It Simple) mentality.

Asked to explain the KIS mentality, Mohr said: “One must be a logical thinker at all times.

“Many observers complicate matters, and then become entangled in their own analysis.”

“One also has to be cautious not to project what occurred yesterday and today, into the future.

“One of the challenges in our industry is to convert the sea of statistics into useful information. Because you are confronted with such a variety of information, you might not be able to see the wood for the trees. You have to use logic, and do it unemotionally,” he added.

It was William Shakespeare who penned the immortal line that “some are born great, some achieve greatness and some have greatness thrust upon them.”

Whether Mohr was born with great economic insight, achieved it, or had it thrust upon him, is unclear, but that he benefited from true in-house mentoring is true in more ways than one.

One of his lecturers at the University of Stellenbosch, where he completed a master’s degree in Economics, was Professor Philip Mohr, his elder brother.

Prof. Mohr is a man with a practical mind, and his ability to convey truths in simple and logic ways for students made him an extremely popular lecturer, and one of the young Mohr’s greatest mentors.

Mohr is no devil’s advocate or pessimist. He sees a spring of hope in 2011 when others are predicting a winter of despair.

Currently, there is a mounting international debate on whether labour markets will recover, as massive percentages of joblessness were incurred during the economic recession.

Many observers claim the private sector will not invest and will not employ more labourers.

Mohr disagrees. The private sector, he said, is driven by profit margins. So if one sees profit margins improve, the probability improves that the private sector would employ more people.

The chances also increase that the private sector will aggressively invest in new projects and industries.

So, once the profit margins improve, and the state of financial health of the company improves, it makes it a more lucrative move to pursue new projects and personnel aggressively.

“The company profits have improved tremendously the past year, and the economic implications are that if there are bigger profit margins, the private sector will invest more, with resultant bigger growth,” he added.

Asked what gross domestic product growth South Africa could expect in 2011 compared to the 2.8% in 2010, Mohr claimed South Africa may experience growth of close to 4%.

“Our growth should surpass 2010. What will help us is that commodity prices are strong, interest rates have fallen to the lowest in 30 years – which alleviates the burden for consumers – while the international economy should be superior to 2010,” he said.

“We have been through the worst crisis, a bank crisis, a housing crisis and a state debt crisis in Europe. Most of these economical disasters are behind us.

“Even the Greece crisis in Europe in 2010 did not derail economic growth last year. It demonstrates the capabilities of the international economy to recover, even when a crisis is looming. The international economy enjoys vibrant health,” Mohr added.

“We have weathered the storm. And consumers in the United States have paid back more than half a trillion dollars, and they currently save 6% of their household income.

“America will record reasonably strong growth, and the emerging market might register the same growth than in 2010,” he forecast.

“Growth will be driven more by the private sector than previously. Authorities have attempted to stimulate the economy internationally, from China to America, but cannot afford to do it continuously. The private sector must take centre stage in driving it.

Mohr continued: “I am confident that the private sector could perform well because of the profit margins of the private sector

internationally in 2010, and the local private sector that is improving.

“The lifeblood of the private sector is the profit margins, and if that increases, it creates the fertile breeding ground for economic growth.”

Mohr does not expect the South African consumer to play a more critical role in the country’s economy in 2011, compared to 2010.

The economic upswing in 2010 was due to improved consumer spending, he added.

“Consumers will still play a big role, but it won’t necessarily be bigger in terms of the growth rate compared to last year.

“Investments by the private sector might play a more pivotal role during the course of 2011 to the economic growth.

“Strong commodity prices could play a role as well. The growth in 2011 will be more balanced, and will rely less on consumer spending than last year,” Mohr said.

Consumer spending prospects will be enhanced by the low interest rates, while inflation will remain low – between 3.5% and 4.5% in 2011.

Salary increases will be higher than the inflation rate, which put real purchasing power within the grasp of the consumer.

“We also believe that more employments or enrolments will be at the order of the day, and there is nothing that stimulates consumer spending like when more people are been given jobs,” said Mohr.

He stated three factors that would catapult the interest rates to about 6% from the current levels of 3.5%: stronger consumer spending, the fact that the rand may be slightly less vibrant than before, as well as a slightly higher inflation rate internationally.

South Africa has a low income-tax contributing base of 5.6 million people, while 13 million South Africans are living on social grants.

Asked if this is a source of concern to the South African economy and prospects of growth, Mohr said the greatest concern is that 25% of South Africans are without jobs, while such a massive percentage of people earn such a small income that they cannot pay tax.

Poverty has been highlighted as one of the biggest reasons for deaths in the world, with almost 26 500 people dying per day because of reasons related to poverty, while 2.6 billion people internationally live on \$2 or less per day. (Source: Richard Stearns, *The Hole In Our Gospel*)

Mohr said that to explain that phenomenon in South Africa, one would have to look at a basic diagram of the percentage of highly skilled people locally, versus partially skilled labourers and completely unskilled people.

There is a small percentage of highly skilled South Africans. These include your entrepreneurs, your innovative people who create jobs for others.

The diagram almost resembles a clock, and it is the wrong way round.

Instead of a major percentage of unskilled people, as you have in South Africa, the ideal scenario is to have a large percentage of highly skilled people at the top who could create much-needed jobs.

“What is a source of concern is that this structure, in terms of highly skilled, partially skilled and unskilled South Africans, has been in operation since the early 1970s, when Prof. Jan Sadie portrayed it to us while we were students in Economics at the University of Stellenbosch,” Mohr added.

He said the greatest challenge for the South African economy, and specifically the labour force, is that this country is part of a world economy with shrinking boundaries.

“It becomes more and more integrated: The trade between countries is increasing rapidly. If you don’t remain competitive in terms of your skills, and if you don’t deliver your skills at a competitive price, you will be left behind by the developing world. You have to test yourself against international best practice,” Mohr stated.

“Developing countries such as India and Bangladesh, with a combined population of 1.5 billion, will be competing increasingly for available jobs.

“People are competing for overseas jobs because of broadband Internet access. It is not extraordinary to see an international shares portfolio manager based in Denmark or Norway,” he added.

“Furthermore, work ethic is important. Americans, for example, work very hard and have few holidays; so if you want to beat the competition, you have to ensure your skill level and productivity are superior to theirs.

“If there is no state intervention, unskilled labourers with a poor work ethic might be left vulnerable,” Mohr warned. ▲

Fanie Heyns

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Empowering our country

**Zibusiso Mkhwanazi,
chairperson of
KRAZYBOYZ digital
speaks out**

For what he has achieved, some people may say Zibusiso Mkhwanazi has achieved far beyond his age: He has been awarded the *BBQ* Young Business Achiever award, was the IT Personality Finalist in 2007, has received two Africa Achievers awards for Top ICT individual in Africa and Top ICT Young Entrepreneur in Africa – both in 2008. Most recently, he was honoured by the World Economic Forum (WEF) as the Young Global Leader for 2011, playing in the same league as the senior executives of Facebook and Google, who have also been honoured by the WEF.

“Sometimes I wake up in the morning and pinch myself – I still can’t believe that this is my life,” says the 28-year old, with a chuckle.

In 2001, at the age of 17, Mkhwanazi – together with 20-year-old friend, Neo Mothlabane – started Csonke.com, a digital



advertising agency, with start-up capital of only R2 000 and a goal to be in the top five information technology (IT) companies in the country within five years.

With the capital they had, they scanned the market for opportunities and decided on kick-starting the business with various Web development services.

Neither of them was a designer, however, so they approached design students at the former Technikon of Witwatersrand and used their work to market their company.

With the little capital they had, they focused on landing a big client. Eventually, they got the first one – Mazwai Securities, now Renaissance BJM, and that was merely the beginning of their growth.

In January 2007, Csonke.com bought 30% of KRAZYBOYZ digital, with a further 25% in share options, forming what has become one of the largest black-owned digital advertising agencies in Africa.

The spirit of entrepreneurial expansion and strong ethical business values have seen the company grow to servicing large blue chip clients, including the *National Geographic Channel*, FOX Television, Converse, Business Connexion, Foschini, Legacy Group, Eduloan, Hertz car rental, among others.

“The merger with KRAZYBOYZ digital was based on a very simple principle: that when we started the business in 2001, our goal was to be in the top five in five years, and the KRAZYBOYZ deal amplified us and was, in a sense, the catalyst to achieving that goal,” recalls Mkhwanazi.

“Since the merger, we have seen the company grow from strength to strength thanks to the entire board and management, and I would say culture issues have played a significant role in this growth.

“You see many businesses fail in such partnerships or business deals because they focus too much on the money issues and the contracts etc., and ignore the basic principle of creating a unified organisational culture within the company,” he adds.

Mkhwanazi explains that before merging any two entities, one needs to first marry on culture, and if the organisational cultures do not marry, the business starts developing cliques and groups, where certain people are aligned to certain people and others to other people and so on, and you lose the sense of a common shared vision. Once you lose that shared vision, it is likely that the partnership or the deal will fail.

“Once you get the culture right, everything else comes secondary, and that is how we’ve managed to glue the two companies together.

“Even in addressing issues that existed in individual companies before the merger, we pulled everyone together by marrying the culture and making it one,” he says.

Last year, KRAZYBOYZ digital had a 100% pitch win rate, and the company did not lose any pitch for new business. “I have not done this by myself,” says Mkhwanazi. “I believe in God’s grace, and that’s what has contributed to the success of this business: God, lots of prayer and good people.

“A company is about people, and leaders need to start genuinely treating people well because when you treat people well, so that even when people work in your absence, they do the work as well as they would if you there.”

He adds, “The grace of God and the ability to listen have been the greatest teachers in business.”

With a national diploma in Information Technology from the University of Johannesburg, Mkhwanazi explains that he actually does not have formal education in business management, for example, and every day he steps into the office is a new opportunity for him to listen and learn more about his industry.

“I take time to listen closely to what people say, and I always learn something new from every encounter and experience – and that’s why I rely on good people for the success of my business. We have this philosophy that success is always shared success because we all contribute toward that success and we live by it, working together,” he says.

“I don’t take shortcuts in my business, so when I do things, I do everything properly and thoroughly and I try do the right thing all the time. I believe in the values of ubuntu and the principles of Christian entrepreneurship – a philosophy we use throughout all our businesses and community-based projects.”

According to Mkhwanazi, to truly make head-way in job creation, skills development and the creation of more black entrepreneurs and entrepreneurial opportunities, businesses in South Africa need to relook where we come from, where we want to go and what we want to achieve as a country, and apply some of the good old-fashioned values in business conduct.

“Let’s not just talk about the values of ubuntu – show ubuntu in your behaviour and interaction with your team, show that you have Christian values or humanitarian values, or genuine empowerment values, create the jobs you promise to create, give entrepreneurs support, do and show by action,” he avers.

Mkhwanazi notes that South Africa’s greatest challenge currently is that many companies have lost the values of ubuntu because they are too busy trying to meet the requirements of a broad-based black economic empowerment scorecard, that they have forgotten what genuine empowerment is about, what true leadership is about – and not capitalist tendencies – and that is why we have the huge skills gap in digital advertising.

“I have this principle that whatever decision you make, it should not only be about the business. Decisions should go beyond just the business benefits and capitalist gains.

“While all these things are ‘nice to haves’, how do you enjoy the benefits of the economy when there are so many unemployed people, and so many people in disastrous social conditions?”

Mkhwanazi says that certain decisions in business should be taken more seriously to reflect the situation in which we find ourselves as a country economically, and not only based on business need and requirement.

He firmly adds, “I’m raising a red flag on the issue of transformation in the digital industry and entrepreneurial investment. There needs to be more giving back from corporations.

“We shouldn’t need charters and scorecards to give back – it should be the thing that we do because we are all passionate about our country and about genuine empowerment.”

Mkhwanazi says that the two big reasons we have not seen much growth in entrepreneurship in South Africa is because, firstly, there is still not enough support for and encouragement of entrepreneurship in the country, particularly from business which, he believes, should be playing a more supportive role in investing in start-up companies.

Secondly, many people are still trapped in the ‘jobs mentality’ way of earning money, and most have become secure and comfortable with simply being in a job, so much that there is much fear around starting a business.

“I believe that the willingness of big business to invest in start-up businesses can play a fundamental role toward increasing the volume of entrepreneurs and employment in the country,” he says.

“In the long run, the investment will have a ripple effect because if you have entrepreneurs in the country, it means that, for one, the crime rate will go down. We’ll also get to address some of the social issues that actually contribute to crime and other social ills that we have in our society.”

He speaks from experience. In 2006, he started a non-profit community development training institution in Vosloorus – the Mkhwanazi Academy for Christian Entrepreneurship (MACE) – which is also a 20% shareholder in The Red Quarter brand design agency.

The institution’s objective is to train the youth from townships and previously disadvantaged communities, and tapping into talent in townships and creating awareness of entrepreneurial opportunities and employment opportunities for these young people.

The Academy has established a working relationship with the Wits Centre for Entrepreneurship in the Wits Business School.

In the fourth quarter of the year, Mkhwanazi plans to introduce another leg to MACE – digital advertising and marketing skills training in the townships, which will be done in partnership with his marketing agencies.

MACE relies on sponsorships and partnerships to support talented and passionate young people in townships toward reaching their potential and enabling them to make a profit from areas of their skills passion.

The primary objective of MACE is to nurture skills in the advertising and marketing space, focusing on traditional and digital advertising.

With this new expansion, Mkhwanazi will be able to provide training in search engine optimisation (SEO), social media, digital marketing skills, copywriting, graphic design, publishing and much more.

“For this part of the training, I’m going to identify young people, even matriculants, who have a passion for technology and have not been exposed to or given the opportunity to explore their passion as a career path. I’ll be looking for people who understand and enjoy interacting on social media platforms and who have a genuine interest in technology and don’t know what to do with their passion,” he says.

Mkhwanazi highlights that in the field of advertising, junior people can be used to run live accounts if managed by senior staff, and corporates need to buy into this idea and start considering using these young people for some of their accounts to play a role in genuine empowerment.

Most digital agencies still use white people for internships because the will to use black interns is not there and, again, there are still very few black people in the digital advertising space.

Mkhwanazi notes that the digital advertising industry is one of the fastest growing in the marketing world: It is a half a billion rand industry (this figure excludes what is spent on *Google*), and yet still remains a white-dominated industry.

He says that in places such as the United Kingdom and other European countries, digital advertising spend is growing rapidly, surpassing magazine and even television advertising.

In South Africa, digital advertising is growing at a very rapid growth, and given the definite

lack of black skills in the industry, much work needs to be done to effect transformation in this industry.

“In my experience, I still haven’t met a black digital strategist, or a prominent black SEO practitioner – and this raises concern,” says a pensive Mkhwanazi.

“We need to seriously start looking out for and nurturing talent in black communities and create a pool of skilled black young people to enable them to also enter various industries as these, which are still traditionally run by white agencies.”

He is currently in talks with key industry leaders to influence the education system and the integration of digital advertising in public education institutions as, he says, digital advertising still has not been embraced in South African public institutions.

With a 17-year-old adopted son, Pontsho, you would understand why Mkhwanazi is passionate about developing skills among the youth and imparting knowledge.

His empathetic demeanour and strong Christian values may be the biggest contributors to the success of his business.

He has a warm and energetic voice, assertive in his tone and very passionate about the subject of transformation in the digital advertising industry. It is clear he has loyally devoted himself to truly making a difference in the approach to entrepreneurship in South Africa and transformation in the digital advertising space.

When asked what book he is reading currently, Mkhwanazi says: “The Bible. It’s the only book I read.” He mentions that the one non-religious book he really enjoyed was *The Art of War*.

Where to from here?

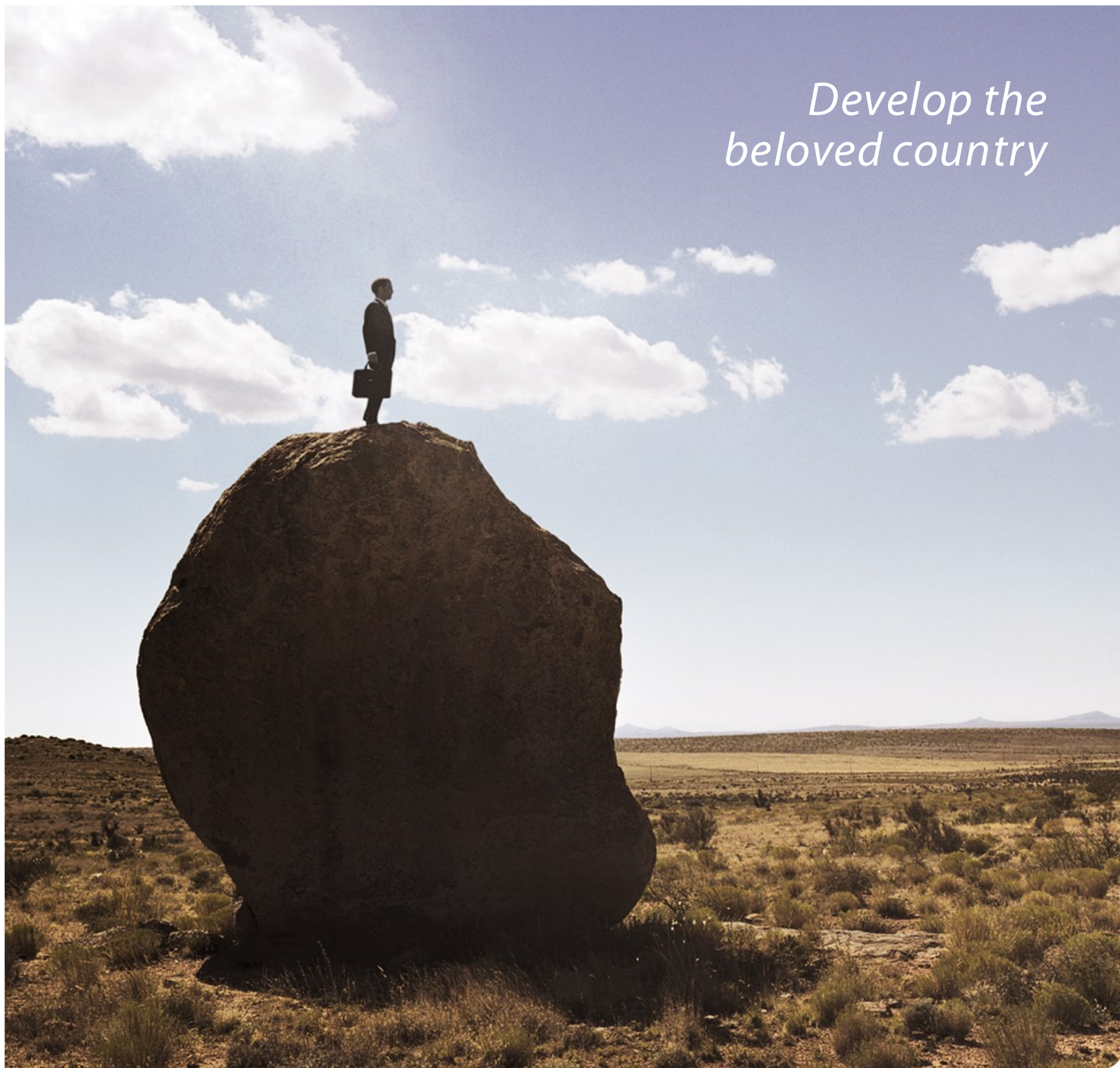
“I want to grow the foot in the advertising and marketing industry by growing an African-owned agency network. My community initiatives rely on the success of the business, and the objective is to grow the community initiative as much as possible,” he says.

Furthermore, he would like to diversify into energy. “I believe in the principle of investment: If it makes financial sense, then it’s possible.

“I’m a marketer, and with good people around me, I can definitely add a lot of value in that industry,” says Mkhwanazi. ▲

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KickStarting entrepreneurs

SA Breweries is harvesting new homegrown talent

South Africa is sitting on an unemployment time bomb. Figures by the SA Institute of Race Relations show that 25% of South Africans are jobless and that the unemployment rate among youths is standing at a whopping 51%. Stimulating entrepreneurship, many experts claim, is key to tackling this problem. One of the initiatives that do just that is the South African Breweries KickStart project.

To get people to start their own business is a double-edged sword. On the one hand, it makes these future entrepreneurs productive, while it enables them to create jobs and hire otherwise jobless people.

The SAB KickStart initiative provides business training to young people who have set up their own business, but are struggling; or youths who are planning to run their own business. After two weeks of training, participants are required to showcase their business plans during a competition. The winners are awarded with grants, which will enable them to put their plans into practice.

Since its launch in 1995, 22 936 young entrepreneurs benefited from the programme in which SAB invested over R51 million.

Approximately 3 200 small businesses have so far been established.

During the initiative's 15th anniversary celebrations last year, four KickStart entrepreneurs – each the cream of the crop of their respective years – were placed in the spotlight and received additional prizes: Antonio Pooe, Trevor Müller and the Rani brothers – Luvuyo and Lonwabo.

Leadership spoke to them about their business, goals, vision and aspirations for the future – among other things.

First place: Antonio Pooe (Sebokeng / KickStart Class of 2007)

Hackers, spammers, manufacturers and distributors of viruses, e-mail and phishing scams are some of the threats we face in the current digital age.

As South Africa is the continent's largest economy in terms of national gross domestic product, as well as the heart of the continent's financial sector, cybercriminals frequently target South African individuals and companies.

Exactech Fraud, founded by 31-year-old Pooe, specialises in computer forensic services, virus attacks and cybercrime.

During KickStart's anniversary celebrations, Pooe was crowned the Ultimate KickStarter and was given a first prize worth R150 000. Two years ago, he took home a R90 000 grant.

"My company provides digital forensics, fraud prevention and operational risk management services to companies and private individuals," he explains. "We chase hackers and trace people who develop and spread viruses, and we retrace people who are responsible for phishing scams. We also recover lost data."

Pooe came up with the idea for Exactech when he was studying Information Technology (IT) at the Vaal University of Technology.

"I always had a liking for technology. It all began with a simple interest in playing computer games. Then I started writing them," he relates.

"I always wanted to do something challenging and out of the ordinary. That's when I discovered the forensic side of technology."

"I've also always wanted to run my own show.

"Freedom has been my main driver. I have always wanted to express myself and enjoy life freely. In that sense, full-time employment has never really worked for me. It is like a concentration camp to me," he adds.


After making the decision to start his own business, Pooe had to overcome several challenges. "Putting together a working plan and to put my concept into practice was one of those challenges," he recalls. "Then, I had to think of how I would get hold of the necessary funds to build a basic forensic technology lab, which is the epicentre of Exactech.

"Last but not least, I had to convince big corporations that this young business could deliver and compete in the same space as the giant auditing and legal firms."

Setting up a business was one thing, keeping it going was something else. "The first eight months were challenging and depressing at times," says Pooe, who ran his business from home and by himself for the first four years.

"It's no fun to go without a penny coming from the business for almost three quarters of a year.

"My values, character and commitment to the business have really been put to the test, but I kept going."

A man in a dark suit, white shirt, and patterned tie stands in front of a wooden staircase with ornate balusters. He has his arms crossed and is smiling slightly, looking towards the camera. The background is softly blurred, showing the wooden structure of the stairs and a window with light coming through.

His efforts bore fruit. Currently, Exactech is employing 24 highly specialised IT experts and it has offices in Gauteng, KwaZulu-Natal and Cape Town. “Our clients are from across the world: Africa, the Middle East, Europe and North America,” Pooe adds.

He entered the 2007 KickStart competition for financial reasons. “I entered to raise capital to buy basic tools for the forensic lab.

“I did not have the money for it myself. In that respect, KickStart and winning the 2007 competition served as one of the vehicles to fund the business.

“It was actually my wife who told me about KickStart. I have her to thank for what has come from that decision,” he says.

The initial prize he won in 2007, an amount of R90 000, was spent on equipment.

“The R150 000 we won will be invested in expanding the company,” Pooe says. “I intend to establish a presence in other African cities in the near future.”

He has some very simple advice to young South Africans who are contemplating to start their own company. “If a business idea is keeping you awake at night, you should put everything else on hold and focus on making that plan a reality,” he stresses.

“There are millions of South Africans who are thinking about how they can improve the quality of their lives. Your idea could be taken from you, while you are dreaming.”



SILULO
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Second runners-up: Luvuyo and Lonwabo Rani (Queenstown / KickStart Class of 2008)

After matriculating, Luvuyo – born in 1974 in Queenstown – decided to leave the Eastern Cape. “My options back home were limited, despite having a high-school diploma. That is why I took the plunge to explore my options in the Mother City,” he recalls.

“I decided that I wanted to become a teacher and so I enrolled at the University of the Western Cape.

“After obtaining my degree, I started teaching in Cape Town’s Khayelitsha township. I did this for about three years before I decided to start my own business. That was in 2004.”

His entrepreneurial trigger was the plan by the Department of Education to put more effort in promoting the use of computers and IT in schools.

“There was, however, one problem: only very few teachers in the townships had access to computers or knew how to use them,” Luvuyo explains.

“I identified a gap in the market, and so I resigned from my job. I found a supplier of second-hand refurbished computers and started to sell them to schools.”

Over time, the nature of the business, which Luvuyo called “Silulo Ulutho” (meaning “bringing value”), changed.

“When a shopping mall in Khayelitsha opened its doors, I enquired about renting a space to open an Internet café. There was no Internet café in this township at the time,” he relates.

In the meantime, Lonwabo, who had also moved to Cape Town and was working for a cellphone company, decided to quit his job and join his brother. “We come from a business-orientated family. My mother had a small business at home, for instance,” he says. “We were brought up by entrepreneurs.”

“In the beginning, it was difficult to keep our heads above the water. Things changed bit by bit when we started to organise training

courses in computer literacy. People wanted to use the computer and the Internet, but did not know how, and so they stayed away.”

In 2008, the Rani brothers applied for a spot in the SAB KickStart programme, in an attempt to grow their business. “We wanted to expand our business, but we did not have the money,” Lonwabo recalls. “We were so happy when we won and were given R110 000. This enabled us to open two more shops. With the revenues, we grew bigger and bigger.”

Currently, the brothers are running 12 Internet cafés and five training centres in various parts of the Western Cape Peninsula, including in Strand, Gugulethu, Khayelitsha and even in Paarl.

“Last month, we won another R150 000,” says Lonwabo. “This money will be used to expand our reach. We want to open Internet cafés and training centres across the country, including Johannesburg and the Eastern Cape.”



Second place: Trevor Müller (Cape Town / KickStart Class of 2003)

It all began with a small family enterprise run by his late father, called Imvelaphi Food Supervision.

Ten years later, the company – which now goes by a different name – is a large player in the food supervision industry.

“The Indibano (‘coming together’) Group includes a chain of delis and cafés in the corporate environment as well as a corporate catering business and iCafé. This is our latest addition. It is situated in the heart of Cape Town, on the ground floor of the Media24 building,” says Trevor Müller.

“Food has always been a big part of our upbringing,” he recalls. “My dad was an executive chef and my brother, sister and I helped out in his business after school, during our weekends and over holidays.

“After my dad passed away, we decided that we wanted to keep some of his catering commitments alive. We all grew up in the food and catering industry and we were very passionate about the product.

“In 2001 Mark, Jill and I gave up our full-time jobs, we renamed the business to make it our own, and started building our dream,” says Müller.

One of the main problems they encountered, like many of their entrepreneurial counterparts, was finance. As a result of limited access to capital, the business struggled financially.

“There are high costs involved in starting a business, despite the fact we already have a very solid base in the form of our late father’s work,” explains Müller.

“In order to grow, we had to buy delivery vehicles and all sorts of equipment. That is why we decided to enter the 2003 KickStart competition,” he notes. “This was, in many aspects, good for us, as it forced us to revisit both our business plan and company structure.

“As a result, our road map became clearer.”

In the end, Müller and his siblings won the 2003 competition. The R110 000 prize was invested in new delivery vehicle and a walk-in fridge. “When we won, we were turning over R200 000 a year, so R110 000 was a lot of money to us,” Müller explains.

“The new assets we bought gave us the capacity to take on new business, to further grow our company and hire more people. We now have over 140 employees as we speak.”

“Apart from a catering business, the Indibano Group has opened various coffee shops and deli

outlets, serving the corporate headquarters of companies such as Old Mutual, Allan Gray, KPMG and Media24,” he says.

The past years, and 2009 in particular, were not easy. “Trading conditions have been tough for all players in the market,” Müller states. “We have felt the pressures as much as anyone else; and as much as we’ve grown, we still need to make sound business decisions for the future.

“So far, we have done well. We have grown the business to be sustainable, with a lot of attention to compliance, governance, quality assurance and management, policies, procedures and standards. Above all, we take great pride in the fact that we have created much-needed job opportunities in our country.”

Winning the second prize during KickStart’s anniversary was a big surprise, and Müller is grateful for the opportunity. “As we enter a new growth phase, we need a new kind of advice and mentoring.

“In some ways, it would be good to have the SAB KickStart experience all over again.

“There’s no doubt that our success can partly be accredited to this initiative.” ▲

Miriam Mannak

He basically threw away his university education and successful career to start the Starfish Foundation



Farr and wide

On a journey to find South Africa's best

If someone pointed out Anthony Farr to you in a crowd, say, at a cocktail party, and said he was an accountant, you would not find it hard to believe. He just has that look. Fairly nondescript, tall, with slightly balding sandy blonde hair. Dead average; the cynics and socially insensitive may even say boring.

The mean-spirited may even go so far as to call him milquetoast. And if you struck up a conversation with him, talked a bit about his background, you would feel quite confident that your initial impression was spot-on. A late 40s, upper middle-class white male, with good-to-great schooling, who studied a finance-related field at tertiary level and probably took his skills overseas, probably in the United Kingdom. And you would be right: Farr fits that bio more or less accurately. Except that he is in his late 30s. But you could be forgiven for that minor error, since he does have the look of an experienced professional.

By this point you would probably have written him off as unremarkable. Farr's demeanour would not help mitigate your impression.

As your conversation progresses and he mentions his former career in merchant banking with Standard Bank, he would not seem all that impassioned by it himself.

Again, this is not that unusual a trait in the modern, corporate professional.

But then you would ask Farr the magic question: "So what are you doing now?" And it would all change.

"I'm the CEO of the Allan Gray Orbis Foundation," he would say, with a sudden

unexpected sparkle in his eye. Your interest piqued, you would dig a little deeper and discover that he "basically threw away" his university education and successful career to start the Starfish Foundation.

as a tool to help them in their endeavour to help others.

It began initially as a volunteer activity, each member putting forward the time and money when they could. As Farr describes it, it was

"I couldn't see how we could become the great nation that all of us dreamt of if we had two million children who didn't know what it meant to have a mother or a father"

Having been returned to South Africa by his employer Standard Bank, Farr became much more aware of how desperate the situation on the ground was for many South Africans, and he had a personal awakening of sorts.

"I was exposed to the reality of the situation of some of these young children, and as passionate as I was about South Africa, I couldn't see how we could become the great nation that all of us dreamt of if we had two million children who didn't know what it meant to have a mother or a father," he says.

The Starfish Foundation had its genesis in a London coffee shop, where Farr and a few friends decided to help those less fortunate than themselves. They started the charity

exciting seeing a committed group of young, professional South Africans contributing to the future of their country.

The charity had an encouraging and successful first few months, but it became clear that the volunteer system had a definite ceiling and would not be sustainable.

After much soul-searching, Farr abandoned his high-paying, successful job in merchant banking. He settled in the beautiful Valley of a Thousand Hills in KwaZulu-Natal, with the aim of first trying to understand what the issues on the ground actually were.

His rationale in investigating more in-depth the situation on the ground was to avoid "the kind of situations where well-intentioned

people were wanting to help with their giving, but it wasn't having a long-term impact. We wanted to apply the full force of our passion and our intellect to this challenge, rather than just giving money," says Farr.

That insightful beginning has seen the Starfish Foundation become a majority charity, with chapters across the globe – all supporting almost 28 000 children across South Africa.

Farr's involvement with the Allan Gray Orbis Foundation began in 2005, with a phone call from Allan WB Gray, the founder of Allan Gray Limited and Orbis Investment Management.

"I got very excited because I was hoping that we had some billionaire who was looking to work with Starfish," Farr recalls.

Gray's purpose, while altruistic, was a bit different and much more far-reaching. He had a vision to move beyond the typical charitable organisation's aim of providing relief from poverty and hardship: his aim was to seek out the future leaders of the country so that they could effect real change in the long term.

And he had identified Farr as the man to fulfil that vision.

"It's funny because I was thinking along a very similar line a few days before (that phone call)," says Farr.

While working at Starfish, he came to the conclusion that organisations such as these serve as a safety net – closing a gap where society had failed the individual. To really remedy the problems faced by the kids he was helping, change needed to happen on a much higher level.

"But I had no idea of what that meant or how to take that thought forward, particularly within the Starfish context," Farr relates.

So it was fortuitous that while he was wrestling with that question, Gray would seek him out.

As the CEO of the Allan Gray Orbis Foundation, Farr has taken on the bold task of identifying and nurturing a future generation of South Africans by giving them access to high-quality education.

But it goes much further than offering underprivileged South Africans the schooling opportunities they might not otherwise have had. Farr is no less than a modern Chiron looking to instruct the future shapers of our nation – as he puts it, "the high-impact individuals who actually change the world".

Farr is, essentially, on a journey to find the future Nelson Mandelas, Nikola Teslas, Christiaan Barnards, Wright Brothers, Mozarts, Marco Polos and Mark Shuttleworths of the world.

But this begs the question: How does the Allan Gray Orbis Foundation actually plan to do this?

"We believe that if we find the right people – if we give them the right education, the right opportunities, the right skills experience and then ultimately the right funding – they can

“We find
youngsters
who have
amazing
potential”

have an explosive impact on the future of our country," says Farr.

With that in mind, the Foundation has a programme whereby it actively goes into all communities – both affluent and destitute – and interviews young people; as best as it can, it tries to identify the ones with the potential to effect long-term positive change.

"We find youngsters at the end of their primary school who have amazing potential. Even at the age of 12, some of these kids walk into an interview and just blow you away with their sense of what is possible in their lives and what impact they want to have," says Farr. "Yet, because of their circumstances, they would never be able to."

Once these kids have been identified, "we put them in the best schools in the country with all the support that they need to succeed and achieve," he says. "That transition puts them onto an entirely transformative academic trajectory."

Interestingly, the Foundation does not only focus on the obvious academic lines such as maths, engineering, medicine, law and financial systems. There is a holistic view: the arts and social sciences are recognised as relevant for a community's well-being.

Farr explains that the Foundation is making an attempt to do more than simply ensure a bright economic future: "We have Humanity students in there who are activated by issues of ethics and philosophy and politics. They shift the conversation in the group around things that are actually relevant (to people on the ground)."

The flagship programme of the Foundation is the Alan Gray Fellowship, "where we literally scour out the nation" in search of individuals who have a real passion and sense of purpose and vision for the country.

Farr and his team correspond with literally hundreds of schools from all corners of the country, sifting through thousands of applications in an attempt to find up to 100 individuals a year who would benefit from a university education.

As a show of the Foundation's belief in taking the long view, once these fellows actually graduate for university, those who conceive innovative, entrepreneurial ideas can be assured that the money to fund those ideas will be available to them.

Graduates of the Allan Gray Orbis Foundation programme are automatically eligible for consideration to receive venture capital financing from E² – which is essentially a venture capital firm that works in conjunction with the Foundation – should they, at any point in their lives, decide to start a business or social entrepreneurial venture.

In effect, Farr and his benefactor Gray have taken a gamble. There is no guarantee that what they are doing will succeed. But Farr explains: "History shows that it's actually a few individuals who are going to make that contribution (that changes the world)."

And it is Farr's mission to ensure individuals with that potential are given the opportunities to succeed.

By this point, you would not even have realised that you have been completely taken in with this "boring white accountant". His passion and enthusiasm has overtaken you. The subdued, soft-spoken nature of the man could not have been further from the truth.

Which is not unlike Farr's mission itself: to look beyond the surface of South Africa's youth and give them the opportunity to answer a magic question that will change everything. ▲

Zaid Kriel

TEAM MEMBERS OF THE MONTH



Sizwe Khumalo
Store Manager



Elene Smith
Customer Services



Jim Davis
Glenrand M-I-B


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Some of the key elements of their message include encouragement to always speak possibility and avoid being enrolled by others into a downward spiral of negativity, and not recognising possibility

The definition of Good Conduct

Leading with music

He is the highly respected conductor of the Boston Philharmonic Orchestra, and she an equally respected psychotherapist and executive coach sought out by large corporates, and who constantly seeks to invent new paradigms.

But to millions around the world, Benjamin and Rosamund Zander are better known as a powerful team of motivational speakers who inspire with their message of “possibility”.

No strangers to South Africa, they recently returned here at the request of Dr Louise van Rhyn, chief executive officer of Symphonia for South Africa, a not-for-profit organisation “with a mission to strengthen the fabric of South African society”.

While here, they engaged in presentations, workshops and the launch of Symphonia’s DVD, *South Africa – Alive With Possibility*. The DVD is one of Dr Van Rhyn’s projects to mobilise South Africans to become actively involved in making the country one that works for all its people.

“What we came here for was to reactivate and re-energise the possibility way of thinking,” Ben told me when I caught up with him and Roz over breakfast at their Cape Town hotel.

“South Africa had started with a gigantic big ‘yes’ that resonated around the whole world.

“Before that, everybody had thought there was going to be a bloodbath.

“South Africa is in a very interesting place.

“This country is based on the idea of ‘alive with possibility’. It’s not dead on possibility, and it has not given up on possibility. It just needs to be reactivated.”

At this point, Roz comes in: “It’s going through a period when people could say, ‘Oh, this is the

story, it (South Africa) went up like this, and it quit.’ But we have a different story.

“It is going through adolescence.

“Someone said to us the big problem here is about entitlement, that people think if they are entitled to something, they simply take it without going through the steps. That’s adolescence, the same as with teenagers.

“Why not love it? Because you see, it’s going through something. And if you have the story that it is adolescence, then you know each year they are growing up, especially if you love them, you love the process – and if you offer support and allow things to fail, you’ll be fine. But if you decide that this means there is a sudden break or think it was not worth it, or nothing ever happened...”

At this point, Ben interrupts: “We don’t allow those thoughts,” he says.

“So we frame it in something you can get access to and move forward on, and you can do that with anything,” Roz adds.

The conversation indeed sums up the way they work. Always a two-way conversation, a testing of concepts in a laboratory of ideas, always searching for possibility in whatever they are confronted with at any given moment.

Roz, the creative thinker, will develop the concept, invent the new paradigm; and Ben, the highly energetic performer, the showman, teacher and communicator, will take it to their audiences to share with them its significance.

Although Roz joins him on stage for the second half of their presentation, her presence is somewhat more subdued, more graceful, or tranquil.

Ben is the energetic performer, racing backward and forward across the stage, getting the audience whipped up to sing “Ode to Joy”,

Beethoven’s ninth symphony – stabbing a pen at his flip chart, bounding up an aisle to interact more closely with members of the audience, attacking his piano, conducting his audience.

What comes to mind watching him with his boundless energy, his shock of white hair and his trim body dressed formally in black, is that he could be the philharmonic world’s answer to rock’s prancing, bouncing, running Mick Jagger.

Ben likens the story of their lives and their development together to the book *Pilgrims’ Progress*, in which the hero is saved through religion.

Coming from a world of music, he met Roz, who turned him on to her world of ideas and creative thinking.

“I was saved through Roz,” he says, to her great amusement. “This (their model for transforming lives) is like a religion without a belief system, but it has the place of religion and provides possibility, which is a way of thinking that actually provides the entire spiritual gamut that human beings require in order to be effective in the world without any dogma or faith.”

Ben uses the analogy of Roz as his teacher, and himself as “a very good student”. “Roz is a tremendous thinker and a tremendous creator, and I am a very effective proselytiser like John the Baptist,” he says.

It was not music that brought them together, but their interest in life, they say. Both having been married previously, they were introduced by mutual friends who thought they had much in common. And, indeed, they soon found they were kindred spirits, and have been together for 34 years.

Although legally still married, they have been living in separate homes for many years, yet remain devoted friends and partners, supporting everything the other does.

“We remain extremely close and passionate about each other’s commitments,” says Ben, with Roz in agreement.

Roz describes herself as a 15th generation American who “came over on the Mayflower”.

She grew up in Boston, a child enchanted by the creative side of life, playing the violin, painting and writing. She went on to earn a degree in English Literature and several degrees in Psychotherapy.

“My main job is psychotherapy. Out of that, and out of what I call constructivist therapy – that is the way of listening to people’s stories and how they construct their reality – came a lot of this work,” she says. “I am now a creative thinker, I think about how human beings develop, and I play games with myself, and that’s all part of the work we do.

“I thought of myself as a free thinker and a creative thinker, but with intellectual rigour behind it – and that is something we have in this model.”

“What I cover is a kind of clarity of thinking, together with Ben’s incredible energy and performance and the way he gets communities to work together. That combination is what I think is unusual about us.”

But what is this model she talks about?

In their presentations and in the book, *The Art of Possibility* – a best-seller translated into 16 languages, which they co-wrote after an offer from the Harvard Business School Press – they premise their model on a number of practices, the fundamental one of which is summed up as “it’s all invented”. Everything people believe and do is based on preconceived assumptions, a framework containing a life story that has been invented and into which people fit. They then encourage people to invent their own story, a new universe of possibility, to shift the framework – or the paradigm, as it were.

Instead of measuring life in terms of success and failure, a person should recognise his/her own participation in life as a contribution.

Ben and Roz use the analogy of a silent conductor to show how a leader does not have to stand on a podium, but can sit on any chair.

They go on to show how frameworks that bring forth possibility can be invented and sustained and how, instead of thinking in terms of “us

and them”, people can engage in enthusiasm and deep regard to tell “the we story”. Much of the book and their presentations are filled in with fascinating and uplifting stories and personal anecdotes, many of these from Ben’s childhood as a Jewish boy growing up in post-war London and his later life as a musician and conductor.

Ben’s father, Dr Walter Zander, a lawyer in Berlin, brought his family to live in Britain after the Nazis rose to prominence in Germany. His passion was that each of his four children should have a good education and, indeed, each of them made their mark in their chosen fields.

“I became a musician very early and left school at 15 to become a cellist,” he says.

Several of his compositions came to the attention of Benjamin Britten, who gave him lessons.

“I then went to study under the great Spanish cellist Gaspar Cassadó in Florence in Italy and travelled all over the world with him.

“Conducting followed naturally, me wanting to paint on a broader canvas,” he says.

Ben completed his cello studies at the State Conservatoire in Cologne, Germany, where he served as an assistant to Cassadó. Returning to England, he completed his A levels and then studied Literature at the University of London.

A scholarship took him to the United States, where he lives to this day.

He got his first job as a conductor, telling a lie “which was not really a lie”. At an interview for a job in an orchestra, the lady who had interviewed Ben remarked in passing that they were looking for a conductor and asked him whether he knew of anyone. He replied that he would like the job. When she asked if he was experienced, he said: “Very experienced.”

“Which was true. I had just not ever conducted an orchestra. But I was a very experienced musician and teacher. So I got the job.”

“I became a conductor of the Boston Civic Orchestra for seven years and then I was fired.

“The entire orchestra resigned and followed me and we formed the Boston Philharmonic,” Ben relates. He has been conducting the latter for 33 years.

What followed was a life committed to conducting and teaching music, with room for nothing else – until he met Roz. She introduced him to a new world, highly intellectual and thought-challenging, involving art, nature, the environment, and much more. “Things I had never before had any idea of,” he says.

“What then emerged for us was a development of thinking about what it was to lead people. Roz was leading people in therapy and I was leading people in the orchestra.”

Thus they embarked on their journey of possibility, seeking to find new frameworks in order to turn extraordinary accomplishments into everyday experiences.

Some of the key elements of their message include encouragement to always speak possibility and avoid being enrolled by others into a downward spiral of negativity, and not recognising possibility. They hold that people should be given a possibility to live into, rather than having to live up to, an expectation.

Ben says for many years, however, he had himself missed the point and lived the life of a dictatorial conductor.

“The normal assumption that is made about leadership is that the person in charge makes things happen. Therefore he is in charge, has to be obeyed and is a dominating, fearful figure. That was the model I was brought up with.

“Then I suddenly had this kind of blinding realisation that however powerful the conductor is, he has no power other than the one he can create in the player. And that, of course, is a very powerful shift,” he says.

Ordinary things in life can be transformed if you challenge your assumptions about them, say Ben and Roz. This was aptly demonstrated in a short video recording they showed their South African audiences on their recent visit.

In it, Ben visibly transforms a youthful group of Mexican musicians during an impromptu visit. He uses his infectious energy and the extraordinary techniques by him and Roz to transform an almost listless group of child violinists into a lively orchestra, playing their music with newfound passion.

“I tried to punch through the resistance children have to expressing joy and enjoyment when they are doing something difficult, in this case playing the violin. And it worked,” says Ben.

“And then, through an extraordinary series of coincidences, that programme went from 23 children to 5 000 children and 27 orchestras in a matter of three years.”

Finally, their message for South Africa is: “We are all playing and singing together in one huge symphony of possibility. Be the music that the world wants to hear.” ▲

Stef Terblanche



Business Opportunity

In keeping with the technological advances in business, Oneserv is offering clients a unique hassle free business opportunity.

Oneserv, a member of the Onesys group of companies, launched an exciting, new innovation in the financial services industry. By taking advantage of this unique business opportunity, entrepreneurs and business minded people can earn a 30% return on their capital investment in their own business. This amounts to a return of R300 000 per annum on the minimum start-up capital of R1 million.

The Oneserv business model is actually really simple. Oneserv uses their existing technology and staffing infrastructure that currently manages a short term loans market of over R200 million per month as a launch pad to invite entrepreneurs to apply their capital to this market and jointly benefit from the income derived.

Current credit providers particularly like the fact that their investments are virtually risk free, as Oneserv undertakes to buy back any non-collectable payments that may be incurred during the course of operating a short term loans business through the Oneserv network. These business owners retain full control of their assets and don't need a branch interface or staff complement. The Oneserv processes and systems provide a comprehensive turnkey set-up.

According to Emile Aldum, one of the founding directors of the Onesys group, you don't need any prior knowledge of, or experience in, the financial services sector to have your own credit provider business. "We take away the administration of personnel, regulatory compliance and day-to-day branch management. This "hub and spoke" strategy means that our customers are at the centre of our existence. When the National Credit Act came into effect at the beginning of June 2007, we identified and analysed every point in the credit life cycle, and developed viable commercial solutions around each one. Today, we're the only service provider in SA with a 360° offering. We originate, manage and collect your loans. It's a total business solution driven by technology.

"What's more, many companies in our group supply critical services to well-known brands in the financial services industry. This confidence in our capability demonstrates the integrity and professionalism of our businesses."

Aldum confirms that the operational workings from the business owners' point of view are minimal. SAMultiLoans, a group company, originates the loans and assesses the borrower. The approved loans are then awarded to the credit provider for pay-out. An important fact to keep in mind is that the debtors book remains the asset and guarantee of the credit provider. "The whole business is web-based, so it can be managed from anywhere in the world and at any time. As such, our offering is perfect for people in a wide variety of situations."

Aldum invites anyone who's interested in a credit provider business to contact Oneserv directly. "We have some incredible case studies and success stories, which we're happy to share. Give us a call or visit our website, and we'll ensure that you become part of our 119 strong credit provider's network.



Emile Aldum, CEO and one of the founding directors of the Onesys group



Finding Jupiter

Around the world on two wheels

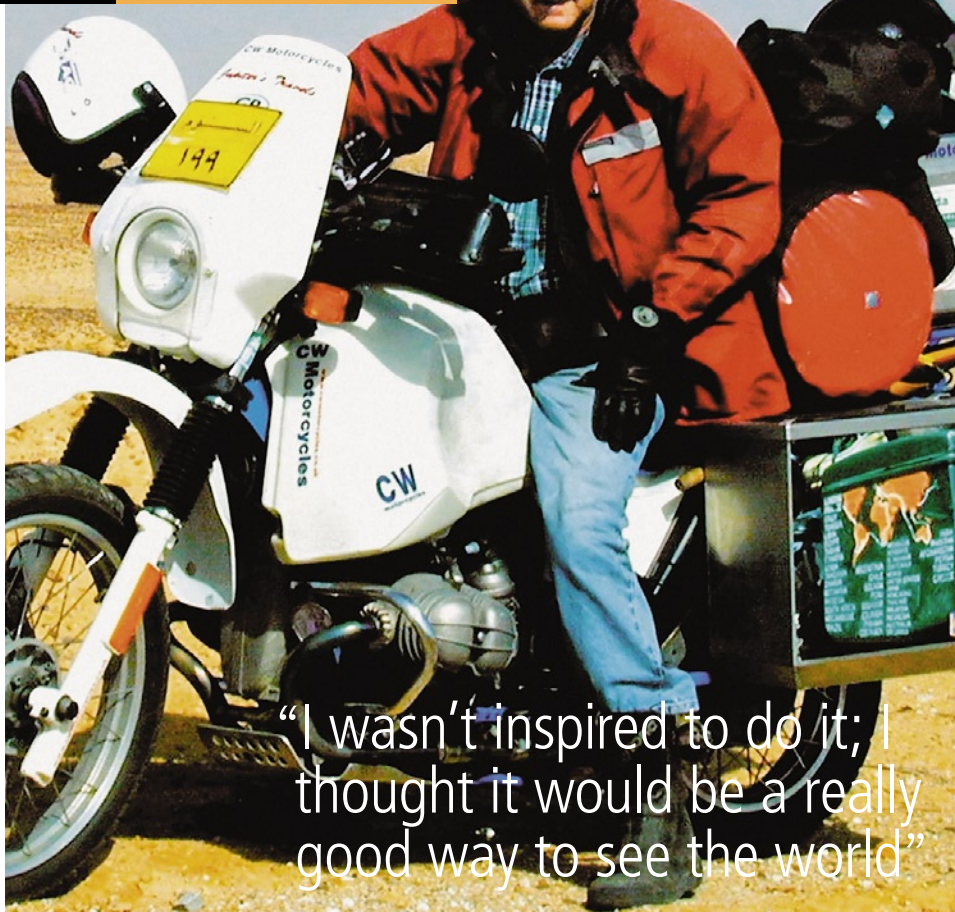
A sports car and a 25-year-old blonde would suffice for a mid-life soother for some, but for motorcycle adventurer and best-selling author of *Jupiter's Travels* Ted Simon, a rickety Triumph and a lust for the unknown fuelled his journey of self-discovery, spanning the width of the globe (103 000 kilometres and 45 countries) and four life-changing years.

What makes Simon's story that much more extraordinary is that 29 years on from the original circumnavigation in 1972, he would do it all again at the ripe age of 69, retracing his every step in 2001.

His second trip utilised a better equipped BMW R80GS, which roughly followed the same route as his 1972 trip – completing the journey in three years, which was illustrated in the follow-up book detailing the journey and apparent negative changes to the world between trips: *Dreaming of Jupiter*.







“I wasn’t inspired to do it; I thought it would be a really good way to see the world”

Simon worked extensively as a prized writer and editor in the United Kingdom and France prior to his globe-trotting, becoming features editor of the *Daily Sketch* (now *Daily Mail*), and later founding men’s magazine, *King*.

In late 1973, sponsored by *The Sunday Times* UK, the then 42-year old began travelling around the world on a 500cc Triumph Tiger 100 police-specification T100P motorcycle.

Simon decided to use the Triumph instead of a more reliable German BMW machine. As the trip was starting in England and sponsored by a famous English paper, he thought it fitting to ride one of the last bikes of that era of British motorcycles – before Japanese bikes flooded the market, forcing traditional UK manufacturers onto the sidelines, often into closure.

He tells *Leadership* in an exclusive interview, “In reality, the Triumph was the right size, as it was smaller than modern bikes and I was able to dominate it.

“The shocks were non-existent; it was like a wheelbarrow for me, really. There were situations when it was out of its depth, but when you’re going around the world, you can always make another plan.

“You need a bike that breaks down, you really do. That’s when you find out who your friends are and, in reality, everybody is your friend,” Simon adds.

Inspiration

“I wasn’t inspired to do it; I thought it would be a really good way to see the world. It was a mixture of self-interest and romance, really,” he says.

“I saw that nobody else had done it – I was a writer, and thought that it would make a really good book by the time I finished. It was just a question of getting enough money together to do it.

“I also realised that it was a good way to get around, and went through the usual thoughts: donkeys and skateboards; cars were out because you can’t see anything, and nobody can see you. It’s bloody difficult to get through small holes and park in a hotel room,” Simon says, laughing.

“So I narrowed it down well to a motorcycle.

“Generally, the sorts of people who ask me why I did it are kind of bemused by the thought that I’d do it at 42, and then it worried them that I was doing it alone. None of these things bother me, though. It was only recently that I realised

that I’d done just about everything on my own. It’s a philosophy that you can’t expect to make really good connections with the world if you’re in a group, even a couple.”

Being one of the first of his kind, Simon was entering the unknown, with no *Google* searches to find out about hot spots and possible dangers. But for him, that is exactly the way he wanted it. The sense of adventure was all the appeal, and over-planning would have taken away the mystery.

“I went with a lot of trepidation. Only my curiosity was greater than my fear. There was nobody to ask about this, not like today where there are experts on every aspect of travelling on bikes around the world,” Simon says.

“They will never have the same experience as me, as they are mentally prepared. So in a way, they lose one of the great advantages of this kind of journey, of leaving yourself open to any eventuality.”

Vague planning

Planning is never Simon’s interest, choosing a vague route through Africa and beyond.

He recalls, “It was only planned in the vaguest sense; I had to go one way or the other, through Africa or Asia. Russia was not an option in those days; China was shut tight; and there was war in Vietnam. So going through Africa, I’d have to go through South America and on to Australia, and all of it wrote itself.

“The kind of book that I wrote, and the reason for its success, is that I was actually back there.

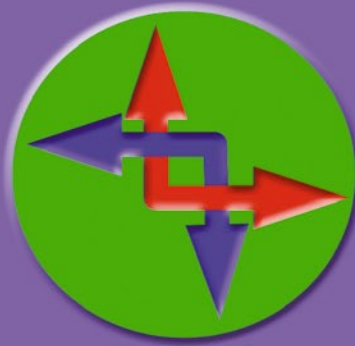
“So you have to mentally put yourself there. After four years, it’s difficult to place yourself back in the situation, that’s why I had to stop because I felt I was losing touch.”

Brazil imprisonment

Simon’s trip was not without incident, and he recalls being thrown in jail after coming off a ferry near Rio de Janeiro in Brazil, as police wrongly suspected him of being a spy.

He explains, “I sent information back by letter – the longest one was when I was released from prison in Brazil. It was written on low-grade paper and, thank God, it arrived. It was treated like a sort of cipher message from the Second World War, with wonderful archive quality that got a double-page spread in *The Sunday Times*.

“It was very hard to make phone calls, and I could only send the odd telex through shipping agencies.



Mfumo Networking Solutions

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- **VISION** - To be the leading ICT system Integrating company in Africa.
- **MISSION** - To plan, design, install and support reliable network infrastructure solutions that are scalable to address all ICT current and potential clients' needs.

Products/Services

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- MAN (Building to Building)
- WAN (Town to Town , Region to Region)

2. Wireless Solutions

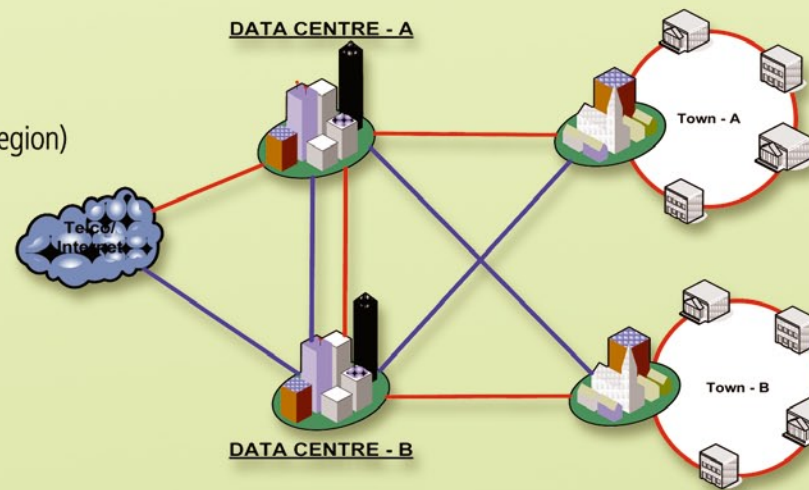
- Access Points
- Base Stations
- Site surveys

3. Engineering/Management

- Feasibility study
- Planning/Design
- Deployment
- Project Management

4. Automated Meter Reading:

- Electricity
- Water
- Smart billing



“In the end, you’d have to ask them why I was out in prison, I really didn’t believe anything they told me. It was a bizarre spectacle coming off a small Greek freighter. These weird-looking guys in leather jackets, with pimples on their face and a plaster – real caricatures: with the boss and sidekick,” Simon relates.

“The first thing they asked me for was my scuba equipment. Maybe they thought I was there to blow up the port or to raise an insurrection – which would not be hard to do. But in the end, they said that they were looking for somebody with the same name, but in a different order.

“Finally, I got out because people found out where I was. But for a long time, nobody knew I was there, they could have got rid of me without trace. Without realising it, I had run into a terrible dictator state and simply wasn’t prepared for it,” he says.

Simon managed his way back on the road, another experience jotted down for the best-selling book.

Overcoming fear

Simon, who turns 80 this year, has seen it all, and insists that the world is not as dangerous a place as the news likes to portray.

“What I do, is let people understand the world is not a dangerous place; it’s a good place to be. You make it dangerous by your behaviour if you’re open to it. Don’t generate antagonism by your fear,” he says.

“You’ll gradually convince people that they don’t need to make war with each other, on an individual basis or generally. My books have affected people and sent them around the world, sometimes to their doom; but for most, they looked at the world differently through the book.”

Changes between trips

Twenty-nine years is a long time in the context of modern development, and Simon is ideally placed to document the changes therein, as he lives and breathes every moment.

“It would be harder to ask what was the same? Individual behaviour is the same: people are just as generous if you give them a chance. But the world is so obviously overcrowded, pollution is evident. These are real things,” he states.

“One of the problems I have, is with all the lip services paid to these things, but when you go out into the world, you see the effects of population and information explosion.

“The information explosion changes the way people think about themselves, their wishes and ambitions. Thoughts have changed from how they can get by in the village to how they can get to Hollywood, or become a financial titan in Bombay,” says Simon.

“It really is extraordinary how it has changed the way people view themselves and their rights and hopes. In many cases, people are better off, but

The sense of adventure was all the appeal, and over-planning would have taken away the mystery

feel they are worse off and feel underprivileged, and look to the cities to provide jobs and careers that may not exist.

“There was a sort of order in their lives in tribal societies.”

He continues, “Currently, people are saved from things (diseases) that would have previously killed them. For the individual, it’s a great thing – but for the general case, it’s a conundrum, as we’re saving people we can’t deal with.

“(It is) the notion of the sanctity of human life which we all subscribe to, but at the same time we see the slaughter of thousands.

“Take Lord [Horatio] Kitchener, who ordered the murder of thousands of people in Sudan and the Boer War, but who was seen as a hero in England. For those people it was clear: there were some people you had to murder and others you saved,” says Simon.

“If we’re talking about leadership, we need leaders who can lead others into examining these problems, and deal with these problems in a rational and not emotional sense. Not enough people are ready to speak the truth.”

Ewan McGregor

Simon has inspired countless global adventures since his first journey, including that of

Hollywood actor Ewan McGregor, who was motivated to ride with fellow biker, Charley Boorman, to all parts of the world on their hit documentary, *Long Way Round*. “Ewan read my book and grasped the concept, and came up with the idea,” he says.

“On my second journey, I met all these people and nobody noticed me. It’s not the same as when I did it the first time.”

Living out of a suitcase for four years takes its toll on you mentally and physically. But what Simon found more difficult was reacquainting himself with mainstream society.

He reflects, “It was hard, and I learnt through making silly errors, like marrying the wrong woman. The sort of thing that everybody is doing, but I should know better, coming with all this newfound wisdom.

“Things that bother people seem so stupid: ‘I can’t afford this’, or traffic or their kids. None of that seems significant. But people don’t really want to be told that, and it annoys them.”

Mediterranean adventure

Simon has lived a long, full life, covering more file than your average truck driver. His passion for long-distance travel showed itself at a young age. As a 16-year old, he cycled from England to the Mediterranean in the south of France – just years after World War 2 had ended!

“That has become more and more significant to me,” he says. “When I look back on it, it was more courageous. Not many people today know what Europe was like after the war. France had been occupied and various warring factions distrusted each other.

“I was relatively innocent, but got on my bicycle and rode down to Paris, but had no sense of the geography of the place, and spent most of the time pushing the bike up hills on my way down south to the Med.

“I had nowhere to sleep. One night I found myself on a cobbled street, with trucks roaring past. I ended up sleeping in the police station with the door open. Another night I slept in a field, only to be told later that it was famous for being filled with vipers!

“My mother was in support of the trip, but I don’t know why she thought it was okay to let me go. I don’t remember being particularly proud, but saw it as my summer holiday,” concludes the likable Brit. ▲

Gregory Simpson



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Live the life of Reilly

We all like the finer things in life. The ultimate in being successful is giving yourself the time to do what you want to do and being able to afford it. *Leadership* looks at some of the finer things to buy and places to go. Go on, if you can – indulge yourself!

A new Planet is born at the Mount Nelson Hotel

No longer are the Cape's attractions defined by its exotic natural beauty – the alluring new Planet Restaurant has been seducing epicurean mavens since it recently opened at Cape Town's Mount Nelson Hotel.

On entering Planet, guests are welcomed and 'wowed' by a truly unique and magnificent carpet of finely woven galaxies and star-spangled skies.

From intimate dinners to an eight-seater private dining room surrounded by glowing wine racks, and semi al fresco dining in the Conservatory with doors opening onto beautiful gardens.

With fresh ingredients brought in every day, the menu is a taste journey with discoveries such as rooibos-cured ostrich and crayfish ceviche with Namibian red crab rémoulade. Chef Liebenberg's legendary springbok pie and tomato variation dishes will feature, as well as a daily soufflé and indulgent degustation menus for those with a sweet tooth, vegans and for adventurous palates.

An evening at Planet is a blissful experience from the moment you step onto the breath-taking carpet, until your last crumb of soft chocolate-centred baked meringue... heavenly!

For more details:

Tel: 021 483 1000

Email: restaurantreservations@moutnelson.co.za



Become the easy rider



You know you have always wanted one! Now is the time to go out and get it.

Harley-Davidson recently unveiled its new H-D1 Custom of One option, which allows customers to personalise a 1200cc Custom Sportster to their liking, with several categories to optimise fit, function and personal style.

Once customers have created their custom bike online, they can print out the finished project and submit the order at their local authorised Harley-Davidson dealer. Choose from factory-installed wheels, handlebars, seat, paint, foot controls, security system and engine finish, all available on *Harley-Davidson.com*.

This creates a new opportunity in the custom cruiser market available from the motor company. Options can be incorporated with the base configuration in any combination,

and price is determined from the number of upgrades added.

Some key features of the new 2011 1200 Custom Sportster include an air-cooled Evolution 1200cc V-Twin engine with electronic sequential port fuel injection, black powder-coated powertrain and chrome covers.

Wider fork spacing with polished triple clamps adds to the model refresh as does a reshaped classic Sportster eyebrow over the headlamp, updated tail light styling and retuned front suspension.

The manufacturer's suggested retail price is R118 000 (incl. VAT). Not too bad for the ultimate toy for boys!

For more information, go to Harley-Davidson.com.



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Magnifico! Ferrari strikes again

The official *Ferrari.com* website has revealed the first photographs of the new FF – the company's most powerful, versatile four-seater ever, and its first-ever four-wheel drive car.

The FF – an acronym for Ferrari Four (four seats and four-wheel drive) – ushers in an entirely new GT sports car concept. A decisive break with the past, the new car represents not so much an evolution as a true revolution.

The new V12 melds, to an unprecedented level, a sporty, high-performance character with incredible versatility, superb comfort and sophisticated elegance; guaranteeing driver and passengers a unique driving experience.

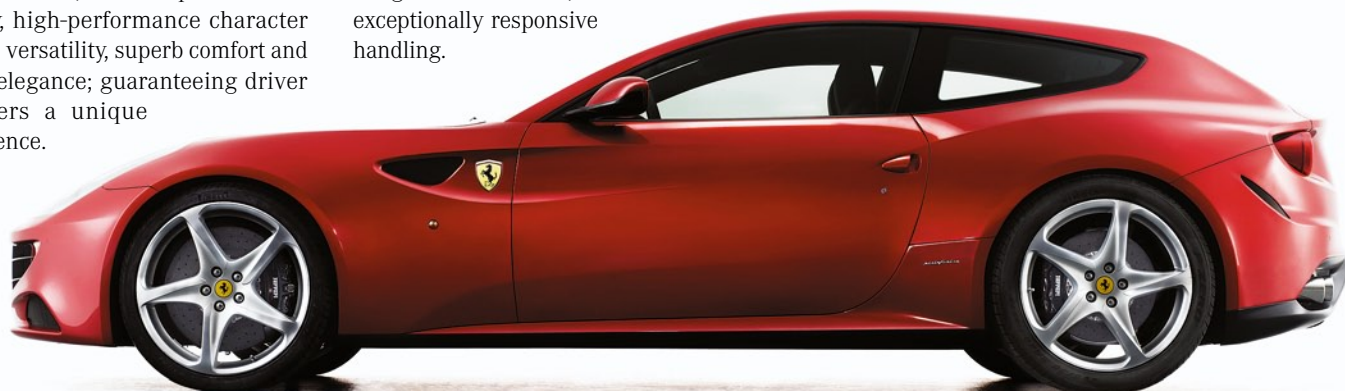
Designed by Pininfarina, the car's shape and proportions

perfectly interpret the FF's harmonious blend of sporting DNA and extraordinary usability.

Exceptional performance levels come courtesy of the new 6 262cc direct injection engine that develops 660CV at 8 000rpm. In tandem with its transaxle dual-clutch F1 gearbox, stunning acceleration figures (0-100 km/h in 3.7 seconds) are guaranteed. The class-leading weight-to-power ratio of 2.7kg/CV, along with its ideal weight distribution, ensures exceptionally responsive handling.

The FF will make its official debut in occasion of the upcoming Geneva Motor Show in March this year.

Go to www.ferrari.com for more mouth-watering photos; or if you feel the need for speed locally, get hold of Viglietti Motors for other Ferraris in their range at www.dealer.ferrari.com/viglietti.



If music be the food of love, play on!

The King of Waltz is back again! André Rieu, the biggest touring classical artist in the world, will once again be entertaining South African audiences nationwide in this highly anticipated second tour.

Having topped the tour rankings with his sold-out SA Tour last year, the Dutch violinist and conductor is set to do it all again this year when he brings another grand-scale production to our shores, featuring his Johann Strauss orchestra, choir and soloists, plus a number of surprise special guest performances.

The response has been such that a third Cape Town show at the Grand Arena, GrandWest has just been added to the SA Tour schedule, for Sunday 13 March 2011 – bringing the total performances to seven arena shows nationwide.

With multi-platinum status, Rieu has over 30 million albums globally, and has broken all classical concert records, packing stadiums with more than 700 000 adoring fans every year.

He has sold over 300 000 DVDs in South Africa alone, earning him a special place in South Africans' hearts and minds as truly one

of the contemporary musical geniuses. A musical phenomenon, Rieu is unlike anyone else in the entertainment world. Music fans can expect the experience of a lifetime when they attend the only classical concerts where the audience jump to their feet and dance in the aisles.

Book now at Computicket to avoid disappointment (www.computicket.com).

South Africa 2011 tour dates

GRAND ARENA, GRANDWEST CAPE TOWN
Fri, 11 March 2011 at 8 p.m.

Sat, 12 March 2011 at 8 p.m.

Sun, 13 March 2011 at 6 p.m.

SUPERBOWL, SUN CITY

Friday, 18 March 2011 at 8.30 p.m.

Saturday, 19 March 2011 at 7 p.m.

Sunday, 20 March 2011 at 7 p.m.

ICC DURBAN

Wednesday, 23 March 2011 at 8 p.m.

Tickets range from R400 to R1 000
For more information and tour updates, visit www.andrierieu.com.



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Bringing together the familiarity and sophistication of Europe fused with the vibrant spirit of Africa, Cape Royale guests can expect ample living and entertainment areas in all 95 suites, a choice of cuisine, including our renowned 1800° Grill Room, use of our state-of-the-art executive meeting and boardrooms, enjoy time-out in our French-boutique styled Equinox Spa or just relax by our roof deck pool and bar.

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The indelible image

Mohammed Yusuf Mansour, alias Sami Shehab, the head of a 22-member Hezbollah cell who escaped from an Egyptian prison during the Cairo uprising, greets the crowd during a rally of the Iranian-backed group in southern Beirut on 16 February 2011.

Photo: AFP/Getty Images

Don't quote me

"Patience and tenacity are worth more than twice their weight of cleverness."

- Thomas Huxley

"And the Devil did grin, for his darling sin is pride that apes humility."

- Samuel Taylor Coleridge



“An original idea. That can’t be too hard. The library must be full of them.”
– Stephen Fry

“Diplomacy is the art of letting someone have your way.”
– Daniele Vare



A piece of cake

The Hyundai ix35

L launched in March 2010, the Hyundai ix35 is a 'crossover' model – one of many new such popular vehicles that are not quite SUVs, but not conventional family-sized hatchbacks either.

The ix35 is the latest recruit to the growing brand of crossover vehicles, designed to incorporate many things: in this case, coupé-ish looks, SUV style, MPV practicality and hatchback costs.

Or, to put it in Hyundai's words, "chocolate-cake taste with salad calories".

European-influenced styling, penned at Hyundai's Design Centre Europe at Rüsselsheim in Germany, uses the hexagonal grille from the ix-onic concept with concave and 'double z' planes, adding some edginess to the body.

There are two engines: a six-speed 2.0-litre diesel that does what it needs to very well; and a 161bhp 2.0-litre petrol, which is smooth but unexciting.

Two-wheel drive and four-wheel drive are also available.

The cabin has a modern feel with dark and metal-finish accents, and a stack of equipment. The driver is treated to six-way power adjustment, even in the base model, while the backseat passengers receive a mid-bench armrest.

Cup holders, bottle holders, map pockets and other storage nooks are liberally scattered around, while luggage space of 730 litres grows to 1 579 with the rear seat folded down.

The interior looks good, although the only issue I had (and it is a major one for me) is the front seat. I never felt quite comfortable in the chair: it felt far too rigid and could not compare with the comfort of other cars in its range.

The base spec gets all the usual kit, plus USB/iPod-compatible audio – with its buttons joining those of the cruise control on the steering wheel; and 17-inch wheels (with full-sized spares across the range).

It has alloys, roof rails, foglamps, auto headlights, leather touches and push-button start, 'proximity open' that activates buttons on the doors and tailgate.

The top-spec gets 18-inch alloys, a panoramic glass roof, full leather upholstery, heated front seats, power folding mirrors, a reversing camera incorporated into the rear-view mirror, dual-zone climate control air conditioning and a six-stacker CD player.

But it is the standard safety package that is noticeably generous, with six air bags (including side curtains), active front headrests, anti-skid brakes with assist for extra anchor when required, plus brake-force distribution to compensate for weight distribution, with hill start assist and downhill brake control to keep speed steady on the slopes.

Although being designed and engineered in Europe, the ride comfort and handling qualities are not the best in this new segment and not a patch on the refinement offered by the Nissan Qashqai. It feels a tall vehicle during cornering, and the suspension does not always absorb our poor bump- and pothole-affected roads.

The ix35 2.0 GL 4X2 manual is R249 900.00 and top of the range is the ix35 2.0 R 4X4 automatic at R379 900.

While I found the Hyundai more than a competent competitor in this segment, it would battle to tip the Nissan Qashqai in value in my books.

So in this case, and in 'Hyundai-speak', this car can't take the cake and eat it too. ▲

Robbie Stammers









8



9



10



11



12



14



13

Larger than life

The J&B Met at Kenilworth Racecourse, Cape Town's premier horse race and one of the biggest social events of the year, drew celebrities, socialites and party lovers in their numbers on 29 January for a day of fillies and fashion.

1. Kanthan Pillay, Ayesha Dawood, Priscilla Singh and Craig Urquhart
2. Skeekehe Mokgotsi and Loyiso Gola
3. Roxy Louw and Ryk Neethling
4. Zuraida and Josh Lindberg
5. YFM presenters, Hlelo and Ntando Masina
6. Singer Seritsa, Thembi Seete and hip-hop artist, HHP
7. Dominic Malan, Jo-Ann Strauss and Michael Mol

Sugar and spice

The exclusive launch of the new Sugarhut Club in the heart of Cape Town's trendy East City precinct took place on 21 January to a crowd of VIPs and media who were charmed by belly dancers and served decadent platters and bubbly.

8. Andrew Barnes, Scheherazade Safla, Neil Ellis
9. Jeremy Nel and Rob Louw
10. Bheki (iScream & the Chocolate Stix), Ulla Holtzer, Sibu Redd
11. Peter Bacon, Annelien Bacon (née Kriel), Russel Stevens
12. Simone van Rooyen, JC Geyer, Roxanne van Rooyen
13. Scott Gibbs, Annette Nel, Bernadette Sahn, Kate George-Weaver
14. Warren Windsor, Lieschen Botes, Jasna Zellerhoff

Tweets and totalitarianism

Government and media need to take the Internet more seriously



COLUMN

Just two years ago, the press, television network news and credible news agencies regarded *Twitter* as spam and nonsense – as something to be taken less seriously than diplomatic gossip and more seriously than celebrity gossip. Today, I turn on CNN, Sky News and even our local news channels to find that they quote directly from *Twitter* users in Egypt, Tunisia and even about former presidents and their health. Please welcome the newest, most direct, most non-spin version of global news – yours and mine.

It all started with the Green Revolution in Iran.

Ordinary people – students, scientists, grocers, doctors, salesmen and housewives – took their protest to the streets, but not before they took it to *Twitter*. It was a meeting place in the ether, a safe place where 140 characters was as much freedom as you needed to get your message across.

From that day on, governments and the media needed to take the Internet much more seriously.

Although Iranians were unable to unseat their theocratic autocrats, the seeds had been sown...

Compounded by the now infamous Julian Assange's *WikiLeaks* and the acquiescence of most world leaders to get themselves a *Facebook* page, we can finally admit that democracy has gone digital, and that the course

of foreign relations, international politics and the balance of power within states is changing at an unprecedented rate.

Only those nations that allow their people no access to the rest of the world via the Web will remain stuck in their old ways – for now...

Proof positive of this fact is the way in which the people of the Arab world have begun to embrace the liberty of social media and the Internet, despite often draconian oppression by state apparatus.

Politicians have always spoken of the “grass-roots”, the “will of the people”, the “majority”, as if they were the only proper conduit for the thoughts, desires and demands of the people they represented.

In the past, this was true, mostly because there was no way a thousand voices or more could be heard expressing the same thing – you would have needed a political representative to take your message to the legislature, courts, bureaucracy or executive. Now you can do it yourself, and anyone in the world who agrees with you can add their weight to your voice.

In short, the nature of politics is evolving.

Instead of marching with pitchforks and burning effigies, protesters and activists have today become far more dangerous, far more direct and far less forgiving of their targets.

Here in South Africa, the politicians will still claim it is a small minority of people who can

get online and say their say, that it is still the privilege of the rich and educated. Not so, and certainly not so forever.

There is at least, by recent survey, one cell-phone per person in South Africa. This will soon include access to data, social networking and Web resources for all. This is being delivered faster than housing, water, electricity or basic sanitation – proving the point that if you want something done, look to free enterprise to do it.

Perhaps this is what the ANC meant by “A Better Life For All”? In a roundabout way, it seems it has delivered at least this.

Nervous politicians will try to get in the way of this open dialogue, since they are no longer necessary in it.

It would seem, by some twist of fate, that here in the 21st century we have found a new, unbridled and exciting form of that old system of government first proposed by the Ancient Greeks of Athens. Solon, Cleisthenes, Pericles and Ephialtes would likely be very impressed.

We shall have to wait and see if the governments of the world try to limit this new freedom, as I am sure they will, clinging to power even as it slips out of their greasy hands.

I'm afraid, though, that the horse has bolted, and it will do no good to close the barn door now.

Viva! Freedom! Viva! ▲

Gareth Cliff

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Elana Meyer, JAG CEO

Visit us at: www.jagfoundation.org.za



The mystery of the little soap

How big is small enough?

Every year, hundreds of thousands of eager young minds congregate in the hallowed halls of the world's most prestigious business schools to soak up the wisdom of great thinkers and to debate vigorously around the challenges of global economics, finance, philosophy, history and politics. They study, and shape, the course of human enterprise; and yet they have failed in one simple endeavour – to solve the mystery of the little soap.

Being married to a leading business thinker has both its advantages and disadvantages. I regularly get to engage in one of my favourite pastimes – intellectual duelling around world affairs.

But I also often find myself abandoned at home, and it always seems to be at exactly the same time that the cupboard is bare. As a result, I am on intimate terms with the science of retail (somehow that sounds better than “I do the shopping”).

Furthermore, as the father of two young adults, I have become attuned to the fickle proclivities of today's modern consumer, particularly when it comes to such things as toiletries.

As such, in my business travels, I continually find myself in deep assessment of the array of shampoos, soaps and body lotions left for my use by the kind people of the hotels in which I stay.

I hold the goodies up, examine them and, of course, use them. I am intrigued by their packaging and presentation, as well as the quality of their content, with specific reference to texture, luminosity and, particularly, volume.

And this is where I am continually reminded of the mystery of the little soap.

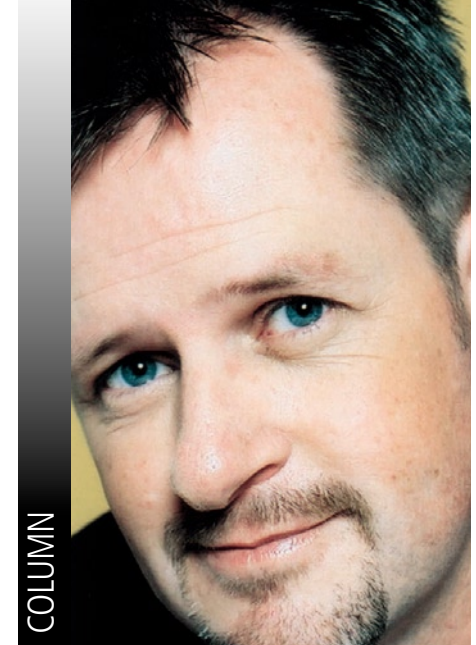
There is implicit permission from any hotel that once you have opened the toiletries, you can take them home with you; after all, you have paid for them. In fact, for reasons soon to be revealed, hotels would prefer that you *do* take the toiletries.

However, most people do not because they think it is stealing, and they are scared of being raided by the Hotel Toiletry Police. I have no such qualms, and admit to amassing a veritable stash of shampoo, conditioner and body lotion lucre... but no soaps.

Hotels, like any other industry that deals directly with the public, are under increasing pressure to be seen as embracing environmental responsibility. To this end, most hotels carry a little sign in their rooms, explaining that to keep their towels all fluffy and white, they need to use powerful detergents, and would prefer to only do so when absolutely necessary; and therefore request that you reuse the towels until checking out, or at least until they are really dirty. This is all done because the hotel “cares about the environment”.

And yet, to keep costs down, those little shampoos, conditioners and body lotions you find in your room are not designed to be refilled. That costs too much money. They are supposed to be used or removed by you, and then replaced by the hotel. If you leave them behind once you have opened them, they then have to be disposed of by the hotel; and that goes against its code of environmental responsibility.

By making the packaging and presentation of these items more attractive, hotels hope that more people will take them (and therefore the responsibility for the disposal thereof); and recent research has suggested the ploy is working.



However, there is still a teensy-weensy problem; and, yes, you guessed it: it is the little soap.

You see, once you have opened a packet of soap and used some of it, you cannot put the top back on and close it because there is no top. As a result, people do not pop the soap into their toiletry bag when they check out, so it remains behind, alone in the abandoned hotel room.

But that is not the only problem. In its course of being used, the little soap invariably visits the more intimate parts of the human anatomy, and in the process becomes contaminated by all manner of anatomical detritus, so it cannot be recycled. It has to be thrown away – and hotels do not like that.

It therefore intrigues me why the basin soap is invariably placed near the little sign claiming the hotel “cares about the environment”.

So here is the mystery of the little soap: How big is small enough to provide just sufficient usage for the average body for the average length of stay, thereby ensuring minimal waste and negligible penitence for the hotel for its disposal?

Will this enduring mystery ever be solved at places such as Harvard and the Université Paris-Sorbonne? I doubt it.

Will it be the focus of a chapter in Malcolm Gladwell's next book? Most probably not.

But if next time you book into a hotel on business and you fill your shaving bag with all the complimentary toiletries, do not forget your hair-embedded, used soap wrapped in tissue paper; that way, you will be going a long way to saving the planet from certain environmental disaster. ▲

Daryl Ilbury



Did you know...?

Some interesting facts

About a decade or so ago, my wife asked me who Larry was and why he was so happy. All these years and five fairly large and very expensive reference books later, I have discovered that Larry was apparently an Australian boxer called Larry Foley (1814–1917), but no reason is given for why he was so happy or why he gave rise to the expression, “Happy as Larry”.

It could well be that it was because he never lost. Or that he was so agile and elusive not to get hit by his opponents.

On the other hand, it might have been that the very first punch he received in his boxing career so addled his brain that all it was capable of doing was make him hit, duck and smile.

Apart from a possible link between this idiom and “larrikin” – the Cornish dialect’s version of the word “larking” – my Internet search proved to be fruitless, but I did pick up some other interesting facts that may or may not be pure urban legend.

In the 1400s, a law was passed in England, allowing a husband to beat his wife – but only with a stick no thicker than his thumb. Hence we have “the rule of thumb”.

Every day, more money is printed for the board game *Monopoly* than for the US Treasury.

It is impossible to lick your elbow.

The first novel ever written on a typewriter was *Tom Sawyer* by Mark Twain.

If a statue in the park of a person on a horse has both front legs in the air, the person died in battle. If the horse has one front leg in

the air, the person died because of wounds received in battle. If the horse has all four legs on the ground, the person died of natural causes.

If you were to spell out numbers, how far would you have to go until you would find the letter “A”? One thousand.

What do bulletproof vests, fire escapes, windscreen wipers and laser printers have in common? All were invented by women.

On which day of the year are there more reverse-charge phone calls than any other day? Father’s Day.

More than 75% of people reading this will by now have tried to lick their elbows.

How do you know you are living in 2011?

When you accidentally enter your bank ATM PIN number on the microwave; when you have a list of 15 phone numbers to reach your family of three.

Leaving the house without your cellphone, which you did not even have the first 40 years of your life, is now a cause for panic and you turn around to go and get it.

And that most elusive question of all time – the meaning of life.

Very early on the first day, God created the dog. “Sit all day by the door of your house and bark at anyone who comes in or walks past. For this, I will give you a lifespan of 20 years.”

The dog said: “That’s a long time to be barking. How about only 10 years and I’ll give you back the other 10?”

So God agreed.

On the second day, God created the monkey and said: “Entertain people, do tricks, and

make them laugh. For this, I’ll give you a 20-year lifespan.”

The monkey said: “Monkey tricks for 20 years? That’s a pretty long time to perform.

“How about I give you back 10, like the dog did?”

And God agreed.

On the third day, God created the cow and said: “You must go into the field with the farmer all day long and suffer under the sun, have calves and give milk to support the farmer’s family. For this, I will give you a lifespan of 60 years.”

The cow said: “What’s a farmer? But anyway, that’s kind of a tough life you want me to live for 60 years. How about 20 and I’ll give back the other 40?”

And again God agreed.

On the fourth day, God created man and said: “Eat, sleep, play, work hard, marry and enjoy your life. For this, I’ll give you 20 years.”

But man said: “Only 20 years? Could you possibly give me my 20, the 40 the cow gave back, the 10 the monkey gave back, and the 10 the dog gave back; that makes 80, okay?”

“Okay,” said God. “You asked for it.”

That is why, for our first 20 years, we eat, sleep, play and enjoy ourselves. For the next 40 years, we slave away to support our family.

For the next 10 years, we do monkey tricks to entertain our grandchildren. And, for the last 10 years, we sit on the front stoep and bark at everyone. ▲

Chris Moerdyk

MICHELLE OBAMA, the United States First Lady, discussing social networking sites on the American television programme, "The Today Show":

"I'm not a big fan of young kids having Facebook."

GEORGE OSBORNE, Britain's Chancellor of the Exchequer, announcing an increase in the tax on banks, to provide an extra £800 million (\$1.3 billion) to the Treasury:

"It would have been better if, when we were bailing the banks out, we had secured something from the banks in return."

AN UNNAMED SAUDI OFFICIAL, confirming reports that ousted Egyptian President Hosni Mubarak has not left the country, after Saudi Arabia offered Mubarak asylum:

"Basically, he has given up and wants to die in Sharm [el-Sheikh]."

ROSS VAN DER LINDE, DA executive director of Communications and Research, confirming that the party had cut off all communication with "Sowetan" journalist, Anna Majavu:

"Majavu is not a journalist. Some journalists and editors disagree with our policies and views, and they are entitled to do so, but Anna Majavu is a former [SA Municipal Workers Union] spin doctor who has a particular political agenda."



ANDILE LUNGISA, National Youth Development Agency chairperson and ANC Youth League vice chairperson, implying a link between the recent controversial World Festival of Youth and Students and the Egyptian protests:

"I'm not saying we started the protests, but before the festival there were no protests in Egypt... After the festival, there were. Draw your own conclusions."

GEORGE CHAPONDA, Malawi's Justice and Constitutional Affairs minister, ahead of a debate on whether to criminalise public farting:

"It was not there during the time of dictatorship because the people were afraid of the consequences. Now, because of multipartyism or freedom, people would like to fart anywhere."

BERNIE MADOFF, the disgraced financier who alleged that unidentified banks and hedge funds were complicit in his elaborate fraud, stated in his first interview since his arrest in December 2008:

"They had to know."

During the recent protests in Egypt, a young girl carried a sign, urging Mubarak to step down quickly. The sign referred to Egypt's backward public education system that depends so much on repetition. It read:

"Make it short. This is history, and we will have to memorise it at school."

MOHAMED HASSANEIN HEIKAL, a leading Egyptian journalist, revealing his thoughts on the protests in that country:

"I was sure my country would explode. But the young are wiser than us."

MEHDI KARROUBI, Iranian opposition leader, objecting to the Iranian authorities' refusal to issue permits allowing popular protest in the country's capital of Tehran. The protests were met with police opposition:

"If they are not going to allow their own people to protest, it goes against everything they are saying, and all they are doing to welcome the protests in Egypt is fake."

Leadership

FOCUS

Eastern Cape
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SPECIAL ADVERTISING SECTION

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SOCIAL FRANCHISING - EVERYONE WINS!

Give our youth a sporting chance to help make South Africa successful

Sport For All, South Africa's first registered social franchise, utilises sport as a vehicle for development and social change. It provides an entrepreneur (owner/operator) with a rewarding business; offers youth employment opportunities and gives children - who are inactive or who have limited access to quality sport coaching - a chance to participate in over 15 different sport codes and life skills training.

This is NOT a charity project, it is a sustainable business model that uses structured curricula to deliver developmental sports training programmes and the latest smartcard technology to track cash flows and monitor the progress and participation of the children. As such, Sport For All is the 'beautiful solution' for companies who would like to fulfill Code 600 (Enterprise

Get your company involved and create social change that's good for business too!

Development) and Code 700 (Socio-Economic Development) B-BBEE requirements. In other words, it is verifiable and measured, so a supporting enterprise can stimulate business at grassroots level whilst doing social good with meaning and real results and rewards.

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"

Social Franchising - The Beautiful Solution

- Uses the structures and management approaches of commercial franchising to achieve social goals
- Makes profit to plough back into the business to 'make a difference'
- Focuses on sustainability through entrepreneur development, business incubation and youth employment
- Turnkey Operation includes smartcard technology, storage container, coaching curriculum, kits and sports equipment
- Hands-on classroom sessions and continuous on-field training for franchisee and coaches

Companies can earn valuable points:
15 (Code 600) Enterprise Development
+5 (Code 700) Socio-Economic Development
= 20 POINTS on their BEE scorecard!

Not every child is born with a silver spoon

Corporate South Africa is leveling the playing field



Contact:

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www.sportforall.co.za



TAKING ECGBB GAMING REGULATION TO A NEW HIGHER TRAJECTORY



ECGBB Team: The CEO, Mr Mabutho Zwane, his management team and staff of ECGBB.

BACKGROUND

ECGBB is one of the best gaming regulators in the country. It has executed its mandate in a remarkably results-oriented, honest and transparent way.

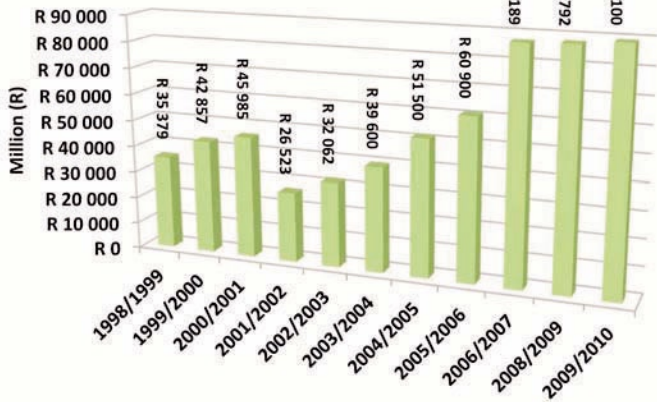
We have managed to:

1) Create and regulate a vibrant gaming industry that contributes to infrastructural development (hotels, roads, entertainment resorts), job creation, and tourism.

The four casinos are a testimony to this:

Table 1: Contributions to direct jobs

	2001	2002	2003	2004	2005	2006	2007	2008	2009
ECGBB	27	30	26	28	27	29	26	28	27
Casinos	8613	4422	3615	3700	3771	3744	4961	4041	3709
LPMs	-	-	-	-	40	119	242	169	176
Horseracing	301	270	254	272	314	282	278	329	268
Total	8941	4723	3895	4000	4151	4174	5508	4568	4180



Gambling taxes collected directly into the Eastern Cape provincial fiscus (1997-2009).

- 2) Collect revenue for government since 1997. This revenue has steadily increased over the years
- 3) Establish a spotless method of working in regulating gambling - with emphasis on open and transparent licensing processes that surely count for integrity.
- 4) Securing investments in the Eastern Cape economy totalling more than R1.7billion in the past financial year:
 - 4.1. Secured over R1 billion worth of re-investment for re-licensing the Boardwalk Casino in Port Elizabeth
 - 4.2. Secured R340 million worth of re-investment for re-licensing the Wild Coast Sun Casino
 - 4.3 In the process of securing more than R400million investment in Zone 2 (East London area)

NEW TRAJECTORY IN GAMING REGULATION

ECGGB recently (in November 2010) launched its new brand to capture the essence of its commitment to the socio-economic development of the Eastern Cape and its critical role in ensuring that it continues to promote responsible gambling. This was launched together with the new strategy which is summarised below.

WHERE ARE WE GOING (VISION)

Vision:

- Eastern Cape: best gaming destination
- We envisage a future that is full of hope, bright and exciting. Our vision

is simple: we want the Eastern Cape to be a gaming destination of choice! We know exactly where we want to go! Our road is one that is inspired by

TWO important pillars:

- 1) Efficiency and
- 2) Empowerment

● To attract gaming tourists to our beautiful province will mean offering a gaming experience different to any other province, one which is unique and lasting. To differentiate ourselves will require a strong partnership between ourselves and our gaming operators. This will require that we continue to grow as an efficient gaming operator in all respects. An equally important pillar that we will see emerging with pride in the future is EMPOWERMENT. ECGBB intends to play a pivotal role in contributing towards socio-economic development of the communities within which we operate.

OUR PURPOSE (MISSION)

Mission:

- To ensure that the Eastern Cape gaming is conducted honestly and competitively with maximum contribution to society; is free from corruption and inspires public trust and confidence
- To protect the public interest through regulation, licensing and appropriate enforcement in the gaming industry
- To maintain and regulate a successful gaming industry which creates jobs, generates revenue and extends socio-economic benefits to communities in the province
- To ensure that the Eastern Cape gaming industry provides and maintains world-class facilities and services

Our mission or purpose is therefore to support the two pillars of our vision through ensuring that the Eastern Cape gaming industry is conducted honestly and competitively with maximum contribution to society. We are, therefore, committed to protecting the public interest through regulation, licensing and appropriate compliance enforcement. This will be done through providing excellent service to our stakeholders and whilst facilitating socio-economic benefits to communities within which we operate.

STRATEGY

Our game plan in support of our vision and mission is as follows:

Finance: without sufficient financial resources we will not be able to grow and retain the competencies needed to ensure that we remain a high performance and value based organisation. In essence if we are able to demonstrate organisational and financial performance and optimise revenue, it will allow us to attract and retain skilled employees and optimise information systems in support of the work that gets done in our organisation.

The work that gets done in our organisation is in support of our core business, namely, regulatory compliance, the one key pillar of our vision and mission eluded to already. There are essentially FOUR key areas of strategic intent, namely:

- a) To award licences to qualifying and quality applicants
- b) To maintain a prudent regulatory framework
- c) Ensure compliance
- d) Monitor CSI contributions



Community Support Initiatives: ECGBB's sponsorship of one of Eastern Cape's most popular sport - boxing. In this picture, professional boxers are slugging it out at an ECGBB sponsored tournament in the Mecca of Boxing - Mdantsane.

The second leg of the strategic pillar spoken about is the role ECGBB intends to play in contributing towards the socio-economic development in the Eastern Cape. There are THREE key areas of strategic intent which will be emerging in the future:

- a) The establishment of an Socio-economic development entity (SED)
- b) Oversight of the SED once implemented
- c) And finally, researching the area of traditional horseracing as a possible vehicle to facilitate socio-economic development in rural locations in the Eastern Cape

In reviewing our strategy, we looked at the health of the entire organisation by

focusing on FIVE main strategic areas. We understood that unless we addressed all FIVE areas simultaneously, we could not achieve our vision and mission.

These areas have tod with the finance of our organisation, the two pillars of regulatory compliance and SED, and last but not least our stakeholders.

Finally, all the work that gets done in Finance to support the learning and growth of our employees and optimise our systems is done to ensure we can function efficiently as a gaming regulator and impact the communities within which we operate. All of this is done ultimately because we have different stakeholders, all of whom need and expect service excellence from us.

The tool we will use to translate our strategy into actions which are meaningful



Taking care of our senior citizens: Ms Nwabisa Makunga, PA to ECGBB CEO, handing over Christmas gifts for senior citizens at Ethembeni Old Age Home in Mdantsane

and tangible to all our stakeholders and provides measure and focus will be our Balanced Scorecard. The introduction of the Balanced Scorecard will signify the start of this new journey, the new way in which we will

SOCIO-ECONOMIC DEVELOPMENT

CSI Projects

ECGBB has, as strong commitment to socio-economic development, committed itself to a number of projects that included the sponsoring of boxing tournaments, support of havens and old age homes, support of offender rehabilitation programmes, and renovating of schools.



RESPONSIBLE GAMBLING

ECGBB's responsible gambling strategy includes the following critical elements:

a) Advertising to promote responsible gambling. The adverts are issued in English, isiXhosa and Afrikaans in the print media and on radio

b) Exclusions-individuals are allowed to apply to be excluded from all gambling facilities. In serious cases third party exclusions are allowed where family, or friends want to exclude a problem gambler within their circle

c) All advertising is vetted by the Board to ensure it carries responsible gambling message, the toll free number, age restriction and conforms to the requirements of the ECGBB Act (1997).

Making responsible and informed choices

Eastern Cape Gambling and Betting Board
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Tel: +27 (0)43 702 8300
Fax: +27 (0)43 748 2218

www.ecgbb.co.za



Mineworkers Investment Company

Breaking the cycle of poverty

Having been in existence since 1995, when the National Union of Mineworkers (NUM) came to the decision that an investment wing – the Mineworkers Investment Company (MIC) – should be established, it came to realise that there was a decline in the mining industry, and quite a number of mineworkers were being retrenched and left without an income. Many of those who lost their jobs were without skills and were unable to find another job due to this.

NUM looked at this challenge facing its members and decided that, as a union, it needed to do something to better equip its workers so as to bring about change and improvement in their lives.

With the establishment of the MIC, the NUM was hoping to create a skilled generation.

Governed by professionalism, integrity, mutual respect and commitment to transformation and striving for excellence, the MIC's ethical approach to business is what has helped it create such a strong brand. This brand is built upon a clear business objective that is based on a passion to impact people's lives positively. Playing a part in the upliftment of the many poor communities in South Africa brings the MIC employees much joy.

Mary Bomela, one of the executive directors, has been with the MIC in this capacity since 1 July 2010, and previously as a non-executive director for two years. Speaking of her time with the company, she says she has absolutely loved it.

"I think, possibly, it's one of these anomalies in business where you have a business driver to make profits, but you're doing it for the right



Paul Nkuna.

reasons. We know that all profits we are making in this organisation are going toward the betterment of a broad-based beneficiary group.

"The environment we have here is superb and we really try to make a difference out there," adds Bomela.

Starting off with a seed capital of R3 million, the MIC has been able to build its asset base to R1.7 billion; of this money, it has not used any monies from union membership fees or mineworkers pensions. "We don't use their pensions, which is sometimes a misconception," says Bomela. "Whatever money we make is from investments that we have made when an investment pays dividends, we use the money for further investments."



Mary Bomela, executive director

The MIC invests in all sectors except the mining, construction and energy sectors because of the conflict it could cause with NUM.

"We don't want to have a conflict where you're coming in as a union, but also as an investor – we try to separate those two," Bomela explains. "We have our own investment criteria for assets and the investments that we would buy into and so on."

The MIC profits support a diverse portfolio of development and upliftment programmes run by its shareholder Trust: the JB Marks Education Trust, the Mineworkers Development Agency (MDA) and the Elijah Barayi Memorial Training Centre (EBMTC).



active equity partners

The JB Marks Education Trust was established in 1997 specifically to assist NUM members and their dependents to acquire a tertiary education.

The Fund to date has given about 3 500 bursaries to deserving students who are dependants of mineworkers and workers in the construction and energy sectors.

In addition to the learner being a dependant of an existing or ex-member of NUM, he/she needs to have good grades.

The bursary provides full tertiary bursary scholarship from the first year to final year of study; this includes accommodation and books.

The bursary does not stipulate that the students need to study in a certain field – they are allowed to choose any course of their liking and are in no way bound to the MIC. The bursary does, however, guide students to enter into sectors where the country is lacking skills.

The MDA aims to upskill ex-mineworkers, particularly those who have been retrenched. They are taught skills that they can use in the small business sector.

“Our big focus is on community projects, so that you have projects that can employ a number of people in that community,” says Bomela.

Much of these projects have to do with creating food security in the community, for example food gardens. In these gardens, about 60 people are employed, and it has to be maintained by the community in order to be self-sustaining.

Communities are taught how to farm and they are given irrigation skills. Once the vegetables grow, they are sold. The MIC communities are able to link up with

retailers such as Pick n Pay and Shoprite/Checkers. In this way, they have become self-sustaining.

The MIC has been running such projects in Mpumalanga and in the Eastern Cape province. It attempts to involve students who have acquired qualifications in agriculture: they are trained as managers and supervisors so that they, too, are empowered with business skills.

Lastly, EBMTCC is a training centre college for upskilling NUM members. It provides the current workforce with skills needed for progressing in the workplace, such as secretarial courses and supervisory skills.

Asked about the MIC’s mandate, and if it has been fulfilled, Bomela answers without hesitation: “We believe that we have.” The greatest achievement thus far has been building its net asset value to what it is today. The MIC has set itself the goal of achieving 10% growth in the dividends it has placed in the Trust – and that was exceeded comfortably.

In addition to being able to fulfil its objectives, there have been numerous proud moments for the MIC. One such moment was in 2008 when the Trust was paid R245m in dividends over five years,

“That is the largest contribution any empowerment company has made. Our NAV [net asset value] at the time was over R2.3 billion. This would definitely count as our proudest moment,” shares Bomela.

The MIC hopes to improve on transformation in the next few years. It aims to ensure it brings about change and also see change in the companies in which it operates.

The objective is to have investment companies receive a minimum level 4 rating. Transformation is a subject it feels strongly

about, as there is more to accreditation. It is about driving real transformation, and living it.

The year 2009 was the most challenging for the MIC, as it was the year when the global recession became a reality for most companies.

“In the 2009 financial year, we saw our net asset value decline by 40%. We could definitely see that our investees’ companies were mostly affected by the recession that we went through, but it’s safe to say that in 2010 we saw a recovery of 18%,” says Bomela.

The MIC owes its recovery to the diverse investment portfolio that the company has created.

During this tough period, it had to consolidate its assets to refinance some of the company structures, in order to stabilise.

Going forward, the MIC intends to use the 15 years’ experience it has acquired over the years to add even more value. It has planted its roots quite deep and has positioned itself well – not as simply another black economic empowerment (BEE) company.

The MIC is looking to enter new industries, particularly in the renewable energy sector, which is fast becoming essential, and the company is confident it can help the country go forward in this space. It further aims to explore the property and retail sectors.

MIC’s contribution to communities around South Africa has been tremendous and it does not intend to stop here.

The future looks extremely bright for this community-centred company. It has been, and still is, an example to many upcoming BEE companies. ▲

Tamara Toti

Bank of Namibia

Excellence is non-negotiable

Bank of Namibia



In its commitment to working toward attaining its vision to become the centre of excellence, the Bank of Namibia continues to map and measure itself against a high aspiration of excellence. Leading the organisation toward this vision is Governor Ipumbu Shiimi, who has held this office since 25 March 2010.

He affords his staff the opportunity to provide their input in matters that concern the organisation, employing a participatory leadership style that ensures everyone shares the Bank's vision of excellence. "This is inculcated through specific strategy such as vision-building and value-sharing events that form part of how we do business at the Bank," says Shiimi.

"I also make sure that employees are continuously informed and developed in their areas of expertise, which is vital for personal and professional growth and development."

Namibia, like any country, is faced with considerable challenges, including unemployment, poverty and income inequality; it therefore is important for the economy of the country to be growing at a fast pace. As the Bank of Namibia is the central bank, it has much influence on the economic stability of the country, "Price and financial stability are key cornerstones for enhancing economic growth," says Shiimi. "The Bank of Namibia will therefore continue to conduct its monetary policy toward maintenance of stable prices in the economy.

"Furthermore, the Bank will continue to carry out research in the area of economic growth and development, and advise government on relevant economic policy issues," he adds.

As Namibia is a small country, its economy suffered a setback during the 2008/2009 financial crisis, and it has had to work hard

to recover. In 2009, the Namibian economy contracted by 0.7%. This is due to the fact that the performance of the domestic economy is tied to its exports to a great extent.

"Due to the fact that most advanced economies – which consume our exports – were not growing, resultantly the exports sector did not perform well in 2009, and hence the contraction of GDP [gross domestic product] by 0.7%," comments Shiimi.

"Additionally, the IMF [International Monetary Fund] has revised its global forecast upward to 4.2% for 2010 from a previous 3.9%, which again augurs well with our export-oriented industries," he adds.

"There is, however, a downside risk to the domestic economic outlook associated with the uncertainty of the global economic recovery. The uncertainty is largely underpinned by the European debt crisis, which in turn poses a

Price and financial stability are key cornerstones for enhancing economic growth, the Bank of Namibia will therefore continue to conduct its monetary policy toward maintenance of stable prices in the economy

"The Namibian economy has, however, started to show signs of recovery since 2010. To this effect, the Bank of Namibia projects that the economy has expanded by 4.6% in 2010. This forecast is mainly underpinned by the resurgence in the mining industries, which had a drawback in the past year due to the financial crisis that negatively affected the commodities prices and thus the exports. The latest indicators from mines are strongly showing that production was on track for 2010 and therefore supporting our estimate.

downside risk to the global economic recovery and, consequently, to the domestic economic outlook. This is because the domestic outlook is highly assumed on the recovery in the mining industry, whose performance highly depends on the recovery of the global economy."

When confronted with crises such as these, it makes the job of the governor rather complicated and demanding, as he attempts to ensure the Bank operates at its optimum at all times, but Shiimi does not allow these hindrances to thwart his efforts to give 110%. First and


 Governor Ipumbu Shiimi has held office since 25 March 2010

foremost, he feels it is imperative that the right people are in the right positions and that performance is managed to ensure they are doing what they are employed to do.

Furthermore, he believes it is equally vital to ensure risk management processes are effective to manage all risks. The Bank of Namibia has a very robust people development process in place to ensure capacity is built where it is most required. From a talent management process, the Bank has a process in place to ensure its talent pipeline is sufficiently stocked.

“From a strategic management point of view, the Bank ensures everyone in the Bank knows what they should be doing through cascading focus areas to all levels of operation. Progress against pre-determined standards are continuously monitored and reported on,” explains Shiimi.

“The Bank is keen to benchmark itself against the best in the world, and it reviews its strategies, processes and practices on a continuous basis. This is important to ensure the Bank delivers on its central banking mandate.”

A recurring challenge faced by the organisation is that of talent retention. To address this, the Bank is continuously striving to strengthen its talent acquisition processes and internal capacity-building programmes. The challenges

pertaining to talent shortages in certain key areas of the Namibian economy are pressing. “As a central bank, we deal with this through our undergraduate and postgraduate bursary schemes to build capacity in key focal areas,” says Shiimi.

When asked how the Bank manages to keep employees loyal to the organisation, the governor says: “Our people management practices are very robust, well-articulated and consistently applied to ensure everyone knows what to expect at all times.”

The Bank of Namibia operates on a culture of open communication, and continuous employee engagement initiatives play an important role in this regard by ensuring employees are trained and developed. “People are very motivated when they can grow and develop,” adds Shiimi.

The Bank values the internal and intrinsic form of motivation that is present. It ensures the work environment is pleasant and stimulating. This is achieved by promoting a positive culture of collegiality and teamwork.

Another challenge that could stymie many central banks across the world is money laundering. To curb this, the Bank of Namibia has established a Financial Intelligence Centre (FIC) in terms of the Namibian Financial

Intelligence Act (FIA), which came into effect on 5 May 2009.

The FIA places certain obligations on identified financial and non-financial institutions that are specifically named in Schedule 1 of the Act. These institutions are obliged to put certain measures in place in order to prevent criminals from using their businesses for purposes of laundering dirty money.

Furthermore, these institutions are obliged to report to the FIC any transaction that they suspect involves proceeds of crime or money laundering.

The FIC analyses the information and, if it is found that there is a possibility a certain transaction indeed involves proceeds of crime or money laundering, the information is handed over to law enforcement agencies to investigate the matter for possible criminal prosecution.

Namibia may be relatively small compared to the powerhouses of Africa and the world, but the leader currently at the helm of its central bank is giving a phenomenal effort for the betterment of the country and its economy. With the keenness and passion that Governor Shiimi has for the job, Bank of Namibia soon will acquire the excellence to which it aspires. ▲

BuiltAfrica Holdings

A leading developer of renewable energy projects and a provider of sustainable energy management solutions

Africa is the land of milk and honey: it is rich in vast reserves of coal, natural gas, diamonds, platinum, copper and other mineral resources. In reality, however, the African continent is in dire need of significant investment in the refurbishment of existing energy infrastructure and the construction and development of new power plants, which will boost the growth of African economies and fulfill the needs of all Africans.

Thulani Gcabashe founded BuiltAfrica in 2008 and currently serves as the executive chairman of this vibrant organisation. He says that, "Africa is in a fortunate position, in that it has an abundance of renewable energy resources which can also contributing to the reduction of greenhouse gas emissions."

Due to the possibilities and prospects that arise from this situation, BuiltAfrica is determined to provide "renewable energy for sustainable power".

Gcabashe started off his career as a town and regional planner. In 1993, he joined Eskom and was almost immediately promoted to the Eskom Management Board and Electricity Council as the deputy chief executive officer and chairman of Eskom Enterprises. In 2000, he was appointed as the CEO of Eskom.

Although the supply of energy is dependent on coal and carbon-based energy resources, BuiltAfrica's core activities are focused on renewable energy projects and energy management solutions. Gcabashe explains, "As an organisation, we want to influence the

way that energy is used. The technology and methodology behind energy supply must be constantly assessed to ensure that the efficient use of power will ultimately result in increased energy availability and improved

"South Africans are a proud nation, and the core of our being is innovation"

access to energy, while reducing greenhouse gas emissions."

Although BuiltAfrica is still in its infancy, it is focused and aligned with the objectives of securing participation in selected energy business investments and positively impacting the environment.

As a developer and operator of renewable and sustainable energy assets, and a provider of energy management solutions, BuiltAfrica's primary focus is on hydropower and solar power. It has further been participating and engaging in wind energy projects through third parties.

Gcabashe says, "Hydropower is an important resource for the production of non-carbon emitting power in Africa. In South Africa, the

possibilities are limited due to the number of large perennial rivers, but as one begins to explore the African continent, it is evident that the potential is greater due to the existence of larger rivers such as the Zambezi."

In the interim, the mandate of BuiltAfrica is to focus primarily on the development of mini- and micro-hydros, with the future holding possibilities of expansion into the Southern African Development Community.

Currently, two hydro plants have been established by Eskom along the Orange River, while BuiltAfrica continues to investigate the potential of smaller schemes along the river. "By embarking upon such initiatives, I firmly believe that as a company we will not only make a difference, but we will add value to the concept of renewable energy. Our aim is to develop what is possible and to deliver world-class operations," adds Gcabashe.

Global investment in solar power remains a viable option for new financial investment. In addition to the abundance of resources available to the continent, Africa has been blessed with plenty of sunshine and golden rays.

BuiltAfrica's solar power solutions are focused on supplying solar rooftop installation using photovoltaic technology. "For larger scale generation and grid generation, solar PV farms and concentrated solar power plants are developed," adds Gcabashe.

Due to the energy shortage and the increased cost of power, it is imperative to manage demand and improve efficiencies by enlisting an assortment of renewable energy solutions. Demand is surpassing supply and this is evident as populations increase, organisations expand

and relocate, and economies grow – but the energy efficiency division of BuiltAfrica provides innovative and turnkey energy management solutions to clients, including carbon footprinting, scoping audits, implementation and optimisation of energy-efficient initiatives, and ongoing monitoring.

South Africa is privileged to host the 17th United Nations Conference on Climate Change, which will be held in Durban later this year. This is a tremendous opportunity for the country and all renewable energy players to showcase what they are doing to impact climate change. The event, as was seen in Copenhagen in 2008 – is a huge gathering of environmental activists, academics, policy makers, NGOs and business, seeking to secure commitments on climate change mitigation. An event of this kind will show the commitment that South Africans have established to mitigating climate change and the reduction in gas emission levels.

As the greener economy begins to grow, the opportunity for job creation is immense. Says Gcabashe, “The green wave of development is a new trajectory in employment creation – it will become a new era for a new generation of professionals. The opportunities are plentiful as one begins to delve further into biomass, wind and wave energy projects. The future is bright as we begin to unlock these doors.

“This sector is growing considerably with much potential to create jobs.

“As South Africans, we are a proud nation; and at the core of our being is innovation. South Africans will certainly leave behind a legacy, as we will improve technologies and create new ways of harnessing new energy,” he adds.

There is a paradigm shift as industry moves toward a far more integrated solution; we can start to manage the concepts of renewable energy in a strategic and proactive way.

BuiltAfrica represents a blend of experience, operational excellence and a steadfast resolve to effectively create sustainable solutions. ▲



Thulani Gcabashe
executive chairman

Leigh-Ann Cooper

Clyde Bergemann Africa

Focusing on improving the efficiencies and effectiveness of thermal systems



“It has been challenging sometimes, but extremely rewarding. The growth that we’ve achieved through the years has made everything so far more worthwhile”

Clyde Bergemann Africa’s origins can be traced back to 1979 when Clyde Blowers South Africa was formed as a subsidiary of Clyde Blowers United Kingdom, and Macawber South Africa was formed a subsidiary of Macawber United Kingdom.

Today, Clyde Bergemann Africa specialises in boiler cleaning, air pollution control, dust

control and ash handling. The company’s products are also aimed at achieving their clients environmental objectives. Its client base is quite broad and includes Eskom, Sappi, Mondi, Sasol and Engen.

Jaco van der Westhuizen is the current managing director (MD) of Clyde Bergemann Africa. He joined the company at the end of the 2001 as the general manager – a decision he has never regretted.

Van der Westhuizen had worked for Eskom through the 1990s and did some work on project developments in Africa.

It was while he was at Eskom that he felt the need to find an environment in which he could use his skills and knowledge to focus on a specific area in the industry.

He then joined Clyde Bergemann and worked his way up until he was elected MD in 2003. “Since I started, it’s been great fun. It has been



challenging sometimes, but extremely rewarding. The growth that we've achieved through the years has made everything so far more worthwhile," he said, describing his time at the company.

When it comes to issues such as global warming and the strict environmental strategies of companies, Clyde Bergemann is not one to fall behind. The company has put in place systems to help in the fight to protect the environment. It has ensured that much of the company's technology is environmentally friendly. "As the core that will be constituted to the achievement of most of our clients' objectives, it is our responsibility to ensure that the

manufacturing and construction of our products and systems adhere to their environmental requirements," Van der Westhuizen elaborates.

Clyde Bergemann has accomplished a great deal in the 32 years that it has been around, and prides itself on the supply of technology and technology-driven solutions in and around the power and steam producing coal-fired boilers. Clyde Bergemann seeks to offer solutions that are innovative, individually designed and offer good value for money.

Through the years of the company's development, it has faced different challenges and has had to work hard to overcome these. "I think from experience, everybody would probably put the 2008/2009 global recession on the forefront. We were lucky enough to have a fair order book going into the recession, but we were struggling with securing new orders within that period," he says.

In addition to this, Eskom understandably took quite a while to place their orders for their new coal fired power stations, it also placed an additional burden on most of the suppliers to try and manage through the time and ensure that they were still there and ready when it actually came to fruition.

For Van der Westhuizen, his proudest moment since being with the company has been the development of the company and the actual realisation of the desired orders that the

Clyde Bergemann seeks to offer solutions that are innovative, individually designed and good value for money

company had been hoping and waiting for, for the past seven years.

Some of the big orders that have been placed by Eskom:

- October 2009—design; supply; construction and commissioning of the fly ash handling system for Medupi Power Station.
- November 2010 – design, supply and commissioning of a new dust handling plant for units 4, 5 and 6 at Matla Power Station.
- November 2010—design, supply, construction and commissioning of the fly ash handling system for Kusile Power Station.

Often, the person in charge is seen as the cornerstone of the company and the employees behind the scenes, who play a great role in the functioning and success of the company, are forgotten. How does Clyde Bergemann retain its staff and keep them motivated in tough times?

"I think from an early time on, we realised that people are mostly motivated by their sense of achievement and recognition," Van der Westhuizen responds.

In trying to fit people to the job that suits their passion and talent can be difficult, but

the company always tries to match them up with something close and through this they encourage employees to do that little extra. The employee is constantly challenged and the company constantly tries to ensure that they are given the recognition that they deserve.

Van der Westhuizen's leadership style is in line with this belief and he tries to be participative, innovative, open and rewarding.

When asked what he hopes to leave behind once his time with the company comes to an end he says: "I think, first and foremost, I'll try to contribute to people's lives, to their development and hopefully, through that enable the local community to

have a larger workforce. I think, secondly, it would be great to leave behind something that is sustainable for a number of years after I have gone. Something which can actually survive and prosper on its own.

In 2011, Clyde Bergemann will be putting in place initiatives to expand its technology base into the other four areas in air pollution control, firing solutions, energy recovery and air gas handling

The company operates all the way up to the equator and has experienced success in Botswana and Zambia. "We're currently looking to expand into Namibia and then looking at Mozambique," he further adds.

In addition to this, the company is also looking to take advantage of many of the opportunities that have been presented by South Africa.

After 32 years in the industry, Clyde Bergemann has shown that the development of a company never stops.

There are always new and innovative ways to make a business grow, and this company certainly is going to be growing so much further. ▲

Tamara Toti

Popcru Group of Companies

Insuring life for workers

The Popcru Group of Companies (PGC), the investment wing of the Police and Prisons Civil Rights Union (Popcru), was brought to life by the Union in 1989 during the difficult apartheid years to generate and invest capital on behalf of its members.

In 1997, the Popcru Union met a huge challenge by establishing its own investment arm, Popcru Investment Holdings. The company restructured into the PGC in 2005, to align its structure so that its investing entities are owned by a Trust.

Led by group chief executive officer Zwi Mdletshe for the past four years, PGC has become one of the foremost investment companies within the union movements in South Africa today.

“The vision was for the business to become self-sustaining, which it did,” says Mdletshe. The Union owns the business through the PGC Trust, which distributes major parts of the profit through bursaries to children of deceased members and union members across the country.

Mdletshe took on the challenge of 19 investment portfolios of separate entities, amalgamating them into the successful lean and mean machine that is PGC Group today, with its core business in financial services, hospitality and investment. “This is one of my greatest personal achievements,” says the successful business leader, who served the Popcru Union for two terms before becoming vice president.

He retired from the Union in 1998 to be active in government politics, before becoming an



Zwi Mdletshe, Group CEO Popcru Group

executive director of hospitality investment for one of South Africa’s top hotel groups. “The Union then recalled me to come and help the group business, as it was growing in leaps and bounds and needed one of their own to take it forward,” he says.

The social soccer player is an avid reader, with motivational writer Osha Neumann high on his reading list. As the controller of the overall functioning of PGC’s subsidiaries – Lesaka (short-term insurance), Workers Life (underwriting) and Workers Bank (banking)



Joe Peters, Managing Director Workers Life

– Mdletshe has ensured the group’s footprint spans all nine provinces in South Africa. It pursues other opportunities via Shishangeni Private Lodge (hospitality) and Riskcon Security.

With developing its people and business growth two of its strategic priorities, it is no wonder that Workers Life concluded successful negotiations with Sekunjalo Life Assurance in 2009 to purchase a 100% shareholding in the company. “Whilst the core philosophy of Workers Life is to structure a simple yet

effective solution to provide death and disability benefits to union members, our additional financial services focus is a natural progression,” explains Workers Life Managing Director, Joe Peters.

“The exciting news for Popcru members is that they now own, through the PGC Trust, a life insurance company that is registered with the Financial Services Board,” he adds.

Peters explains that Workers Life’s strategic intent is that it is not seen as a union-based life insurance company, but rather one that offers life insurance and short-term insurance to all South Africans.

“It has always been the vision of the Union to become self-sustaining. It has taken 12 years for this vision to come to fruition but, through perseverance, dedication and deputed risks, we are now the owners of our own destiny,” he says.

While 2010 served as a consolidation year for the purchase, 2011 will see Workers Life going to market to union members, employer groups and the general public. “Initially limited to funeral benefits, our product suite will eventually cover a range of death, disability and credit life products,” says Peters. “We are also looking at a savings or simple endowment product, and a possible legal product as well.”

Peters, joined PGC in 2010 to head up Workers Life, commenced his career on the lowest rung of the financial services ladder. Through various promotions, he has held leadership positions at Investec, Fedsure and, most recently, the CAL Group.

“My best personal achievement is the attainment of my MBA last year, through the Regenesys Business School,” says the married father of two, who loves to relax while listening to classical music.

Also an avid reader and cricket fan, Peters believes the greatest teacher in life to be experience. He dedicated 10 years to a disadvantaged school and often gets involved in community matters.

“Workers Life has literally given me a new lease on life,” he says. “There are plenty of new challenges to be faced and conquered.”

The team at PGC has matured and been consolidated to ensure it is able to take the group to the next level.

The initial thrust for Workers Life will be through large corporate broking houses and employer groups.

“We like to do business simply,” says Peters. “We have a simple and effective business model and philosophy that speaks directly to the people.”

Already well on the road in terms of corporate governance, Workers Life and, indeed, the entire PGC Group believe in integrity and trust. “We believe that our employees are our

“The exciting news for Popcru members is that they now own, through the PGC Trust, a life insurance company that is registered with the Financial Services Board”

“Spirit is high and our employees are excited about the new challenges that lie ahead,” says Mdletshe.

While South Africa and the insurance industry were not spared the effects of the global economic recession, PGC has grown its business over the past 12 months despite the financial constraints. “Economics will always be a challenge, but we fully support the government’s New Growth Path to create five million jobs, and want to be a part of it by ensuring citizens have financial protection if they need it,” says Peters.

most important asset and have ensured that employee morale is at the forefront of our strategic initiatives,” says Peters.

“Our next challenge is to find a major distribution partner that can help us build a bank insurance model.

“Whilst we have made so much progress over the past few years, this is not the end. There are still greater things on the cards for Workers Life and the entire PGC Group,” he concludes. ▲

Allison Cooper



“I came to SAMSA looking at it as more than just a safety regulator, but something that could provide leadership to the entire maritime industry in South Africa”

South African Maritime Safety Authority

Tsietsi Mokhele
turns rocks
into diamonds



Commander Tsietsi Mokhele is a man with a vision as wide as the sea which a ship's captain can view from his bridge.

That vision is to build the South African Maritime Safety Authority (SAMSMA) from a mere maritime regulator into the world-class leader of the entire South African maritime industry. No easy task, but since becoming chief executive officer of the Authority in January 2008, he has already completed a substantial part of that journey.

"I came to SAMSMA thinking how the maritime industry can be positioned as a key industry in the minds of all South Africans and the policy-makers. Because it is absolutely a key industry for our economy, as 98% of all our trade goes by sea. It also creates jobs and investment opportunities," says Mokhele.

When he took the helm at SAMSMA, however, he was faced with huge challenges. South Africa's once vibrant maritime industry was shrinking and many of its sub-industries were in a state of collapse. The country no longer had its own fleet of merchant vessels or a ships register. To Mokhele's mind, that was intolerable.

Despite this former naval officer saying he was "not a typical soldier", it is perhaps his military training, his discipline and resolve which, together with his other extensive maritime experience, stood him in good stead. For clearly, although friendly and relaxed, the stocky man with the neatly clipped hair – in a sort of military style – brooks no nonsense

and does not entertain failure. As commander of SAMSMA, Mokhele knows exactly where he is steering this important industry: from a loss-making regulator in 2008 with total revenue of R58 million, to an industry leader with revenue of over R224m in 2010.

His personal journey, too, has been a long one, taking him halfway around the globe.

Growing up in Vanderbijlpark in South Africa's industrial heartland, he left school to study chemical engineering with a scholarship from AECI. However, it being volatile in the early 1980s, his technikon campus in Mabopane, east of Pretoria, quickly became embroiled in student politics, and studies became near impossible.

So Mokhele left the country, joined the African National Congress (ANC), returned to South Africa, and was detained by the security police. After spending a long time in detention and being tortured, the then Supreme Court threw out his case. He was nonetheless placed under house arrest.

In ill-health due to his detention, and urgently requiring medical attention – and with townships across the country in flames as the political situation deteriorated – the ANC advised him to leave the country.

"I went to Lesotho, only to find it was not safe there, as the government had been overthrown. I then went to Mozambique just as President Samora Machel's plane went down. People in Mozambique were very nervous and I, as a foreigner, was locked up and later released. Anyhow, I finally managed to make my way to Zambia," Mokhele relates, now able to tell

the tale of these harrowing experiences with hearty laughter.

The ANC secured a scholarship for him to go to the former Soviet Union to enrol for maritime studies at a naval college in the city of Baku, in what is today known as Azerbaijan.

Having obtained his ship command qualifications, he served for a time with the Russian navy before returning to South Africa on a temporary entry permit in 1993 for the funeral of the slain political leader, Chris Hani.


Mokhele's family, whom he saw for the first time in more than a decade, would hear nothing of his leaving the country again when his seven-day permit expired.

Fortunately for him, President FW de Klerk had released Nelson Mandela from prison, the ANC and other organisations were unbanned, and constitutional negotiations had gone under way in Kempton Park. At the time, he was a member of the ANC's military wing, Umkhonto we Sizwe, with the naval rank of commander.

"I was then assigned to lead the naval integration process – between the so-called statutory and non-statutory forces – as co-chairperson of the naval policy unit within the Transitional Executive Council, the body charged with managing South Africa's transition to democracy in 1994," Mokhele recalls.

It was good learning school and a useful place to be, as goodwill had to be unlocked from those in the government as well as those who would be in the future government.

The South African Navy had to be substantially transformed. For the first time, women were



SAMSA's mandate as stipulated in law is to ensure the safety of life and property at sea; the protection of the marine environment from pollution by ships; and, thirdly, it must promote South Africa's maritime interests

allowed to serve on board its ships. The ageing and inappropriate fleet badly needed to be replaced.

"As the Navy had far less baggage than the Army and the Air Force, we could lead the process and serve as a bridgehead for the other arms of service," Mokhele says.

"After Nelson Mandela was inaugurated as our first democratically elected president in 1994, I put on my uniform and served in the SA Navy for two years as a commander on the fleet side."

Feeling he had served his country, and wanting to do something more with his life,

he left the Navy and enrolled at Wits University for his master's degree in Public Policy.

When Mokhele finished his studies at the end of 1998, Portnet offered him a job. It was felt that the skills he had acquired helping to renew the Navy could be put to good use there.

"When I joined Portnet as a deputy executive manager, they were losing officers at a fast rate, were not producing new ones, and some 80% of senior management would be retiring within two years at the time. The fleet was old and needed to be replaced. When I joined, the entire maritime side of Portnet's operations

was suffering big losses – R75 million in the year I took over," he says.

"So there was talk that they wanted to sell that part of Transnet's business, but I felt it was a strategic business and that we could do much better with it. So I took it upon myself to turn it around and, by March 2003, I could report that we had succeeded and were making money. That year, we posted a surplus of more than R124 million – a turnaround of more than 500%."

Maritime staff members were sent to Holland for training at one of the best maritime schools, and a new fleet of tugs and pilot boats were



being purchased. Portnet split up into three entities, and Mokhele felt it was time to explore other avenues. By 2007, he joined SAMS SA as its CEO.

Having gained extensive experience on the maritime defence and security side as well as in the ports industry, he came to SAMS SA “looking at it as more than just a safety regulator, but something that could provide leadership to the entire maritime industry in South Africa,” he says.

“That has been my challenge over the past three years: to sell maritime as a whole to a point where the president, ministers and

policy-makers would start talking the language that includes maritime as well because it is very, very key to our economy. At the time, there was no understanding at leadership level how critically important maritime is for this country, how maritime had made us, and how it will continue doing so. That was missing completely.”

Mokhele says his first challenge then was to raise the awareness of SAMS SA as a key industry player and not merely an inspector of ships. The second challenge was how SAMS SA could respond to lead such a campaign. And the third was to make SAMS SA visible internationally.

Going overseas to observe how other countries were doing it, he found most countries had created maritime authorities – after the International Maritime Organization (IMO) required this after 1996 – which had become strategic centres in the overall management of their countries’ maritime affairs. They were driving economic development in the maritime context, creating and protecting jobs, taking care of security including anti-piracy activities, and were ensuring their countries had adequate maritime skills capacity.

SAMS SA’s mandate as stipulated in law, Mokhele says, is to ensure the safety of life and property at sea; the protection of the marine environment from pollution by ships; and, thirdly, it must promote South Africa’s maritime interests. It was the latter that relates to the fact that up to 98% of South Africa’s trade is by sea, and for Mokhele it meant that shipping is the basic lifeline of South Africa’s economy. Clearly, SAMS SA had to be transformed.

Needing the financial resources to do this when the government was giving SAMS SA less and less money, Mokhele and his team devised a financial strategy that delivered the required results. With money now available, SAMS SA could launch various key projects.

Outdated pieces of legislation had to be replaced. Government departments dealing with various aspects of the maritime industry had to be aligned within a single maritime cluster. Mokhele’s largest project became the drive to

persuade foreign shipowners to again come and register their ships in South Africa.

Since December last year, there are no big commercial ships registered in the country, something he views as a dire threat to South Africa’s security of supply. “We export all our iron ore on foreign ships, and bulk oil imports are also on foreign ships. Everything coming in and out of South Africa is on board foreign ships. If those shipping companies decide, for whatever reason, they will no longer come to South Africa, our economy would collapse.

“South Africa handles 430 million tonnes of import and export cargo (2008 figures), which equates to about \$280 billion worth of trade – all of it being carried on foreign ships. So there’s no benefit to South Africa as long as we don’t have ships on our register.”

To get ships to register here, certain incentives such as tax breaks have to be provided. In return, shipping companies may commit themselves to employ local skills, use the local banking system, or have their ships repaired in local dockyards.

In order to demand that South African seafarers be employed, the necessary skills have to be provided. So skills development and training became another key focus, and SAMS SA is engaged in various projects with local universities, the South African Maritime Training Academy, and others.

SAMS SA has established its state-of-the-art Centre for Sea Watch and Response at Platteklouf in Cape Town, where it can monitor – via its long-range identification and tracking system as well as by satellite imagery – anything that moves up to 1 800 kilometres off South Africa’s coastline.

Furthermore, it is involved in shipping security measures. Among these are current deliberations with Somali authorities regarding projects to fight piracy.

Indeed a huge load, but with Commander Mokhele at the helm, South Africa’s maritime industry is in good hands. ▲

Stef Terblanche

SAS South Africa

The power to know

At the helm of SAS South Africa is country manager Maphumzana Nxumalo, whose career began in pharmacy when he enrolled at university. But this was not the path he was to follow, and he entered the mining industry. During his training, Nxumalo soon developed an interest in information technology (IT). “This created a new platform in my life, and I knew that change was eminent.”

After joining the Makro Group as an operator, Nxumalo climbed the corporate ladder and was destined for further success in field executive positions at Denel Informatics and Ariel Technologies which later became arivia.com, as a sales director of Unisys and chief operating officer for SAP Africa.

“Sometimes you need to take a step back in order to move forward. If you are hands-on, you are able to experience your role and make a difference to industry,” he says.

Nxumalo’s interest in computers ignited a passion within him, and in January 2010 he was appointed managing director of SAS South Africa, the leader in business analytics software and services.

His life philosophy embraces the 7 Habits of Highly Successful People, as described by Stephen Covey in the book of the same name. “As an individual, you need to manage yourself. A combination of management and leadership is imperative if one is to succeed,” he says.

Nxumalo is a leader of the people, as is evident in his daily interactions and sense of loyalty and commitment. “The question that I ask myself daily is one that shapes me as a person and determines the success of the organisation and its people, and that is: Why

do people follow me? If I do not have an answer, then I know that there is a problem and the future will be bleak,” he says.

He adopts a two-pronged approach, in both his personal and professional life: “Honesty and integrity form the crux of my success. By remaining steadfast and firmly grounded, values and principles form the foundation of our existence as people. If you subscribe to this, people can relate better to you and, in principle, you will be able to drive success and gain respect.”

SAS is well positioned to remain relevant and competitive within the ever changing financial and economic environment. Says Nxumalo, “SAS is a leader within a broad spectrum of areas. Our success has been based on our ability to continuously invest in research and development to gain further insight into the needs of our clients, and also to develop turnkey solutions that will take the industry and world by storm. Optimisation, innovation and transformation are at the heart of our business.”

The recipe for success can be explained in one word – focus. “At SAS, we continuously seek new, innovative ways of gathering information and streamlining processes to make them optimal to all concerned,” says Nxumalo. “In order to stay abreast of our competitors in the marketplace, we continue to build strong relationships and solid frameworks with all our clients by applying a principle that starts at the bottom and is then driven to the top.

“By deploying the right technologies, IT can play a significant role in assisting companies in monitoring, analysing and implementing IT infrastructures to ensure business efficiency, enhanced service delivery and, most importantly, a return on investment.”

With a global footprint, SAS provides industry-specific solutions to its prospective clients. Realising unique capabilities allows these clients to harness their true potential.

“As a leader in the field of business analytics, we are able to integrate data with state-of-the-art tools. We ‘interrogate’ the data, as we have the best-of-breed and legacy systems,” says Nxumalo.

“Times are changing, and speed has become a necessity for most institutions. Expediting and facilitating speed allows us at SAS to provide the necessary solutions sought by our clients, who enable us to harness the power of data to optimise business results as we lead business analytics into the next century.”

Throughout last year, SAS South Africa remained focused on solidifying a strong base for business and aligning all individuals – both internal and external – to set sail on the same course. Retaining key staff remains a focus for the company and, most importantly, it continued to grow in core areas and create the necessary opportunities around the globe. SAS South Africa was duly rewarded for its efforts with the title of “Best Company to Work For”. Says a proud Nxumalo, “As a newcomer to the SAS family, I was delighted with the achievement.

“The future will see SAS South Africa breaking new grounds as we enter a prosperous new year. By providing focused business intelligence analytics, SAS continues to feature as one of the top companies to work for. We have the best calibre people and we continue to focus on staff retention and lower attrition. “As a company, we are a catalyst for change. We provide a solution framework that is flexible and we optimise on existing solutions,” he adds.

Projects are a never-ending cycle and remain complex in all aspects of business.



Maphumuzana Nxumalo, country manager

By creating a solid foundation, one can develop and build upon an analytical framework.

“Investing in analytic initiatives will assist in streamlining process by better serving your customer base and growing your return on investment. Data management and analysis is critical to ensure the success of any organisation. The process may appear cumbersome, but the results are proven when one starts to engage in providing a solid analytical driven solution,” Nxumalo explains.

Although the challenges and obstacles are part and parcel of everyday life, it is essential that a detailed analysis is done, which includes risk intelligence, customer intelligence, automation, optimisation, fraud and risk management or simply data quality and cleansing.

One of the many projects initiated by SAS is one with the government. It encompasses “cleaning the slate within government departments”, says Nxumalo.

There has been much controversy surrounding the systems and processes within the government, particularly at local level, and SAS was tasked with ensuring the optimal usage of software and systems, as the government was committed to delivering an enhanced service offering to the citizens of South Africa.

Recently, the utility giant Eskom decided to roll out a business intelligence system. Leading the project is SAS, and it has developed recommendations, initiatives and the necessary road map to achieve Eskom’s desired capabilities. This initiative will truly change the face of business for the state-owned enterprise as it moves toward allowing predictive maintenance management, forecasting and analysis.

“The year 2011 will certainly be a year of opportunity and accolades,” says Nxumalo. “We will continue to emphasise and focus on our core business through innovative core solutions which includes risk intelligence, customer intelligence, data integration, data quality, monitoring and evaluation.”

The new year will also see SAS venturing into a new facet of business, namely retail and mining.

Training, education and skills development is a necessity for all South Africans. SAS will continue to provide its customers with not only classroom training but also an e-learning experience. It has recently renewed its partnership with the North-West University. “We are involved with the Faculty of Sciences and we encourage the studies of Natural high-end analytics,” says Nxumalo. “At the core of the partnership is the Business Mathematics and the Informatics programme offered by the North-West University in collaboration with Absa and SAS.

“This programme offers degrees up to master’s and doctorate levels in four fields of specialisation, namely quantitative risk management, actuarial sciences, financial mathematics and data mining. These skills are utilised by either employing or deploying them to assist with the transition of knowledge at the customer. Industry aligned curriculum enrichment is at the core of the operation.”

Inspiration comes from leaders who put their people first. SAS South Africa, under the leadership of Nxumalo, is breaking new ground and will continue to develop a culture among its customers in order to position itself as a trusted adviser in the business analytics and business intelligence market. ▲

Leigh-Ann Cooper

Christel House South Africa

Reaching for the stars

Christel House South Africa (CHSA), based in Ottery, Cape Town, forms part of a global network of schools that has created a unique education model focused on fighting poverty in order to empower children and their families. The independent school offers full scholarships to learners from Grade R to Grade 12.

The main purpose and goal of CHSA is to break the cycle of poverty. In 2009 and 2010, it achieved a 100% pass rate. If you consider that the national average Matric pass rate was 60.2% in 2009, and all its children come from impoverished homes, the school has really excelled.

All these graduates are groundbreakers in their families; these children are the first in their families to matriculate and study further.

One such star graduate is Lericia Bailey. Orphaned, along with her two younger siblings and older brother, she heads up her family with her eldest brother – and still passed Matric with flying colours. She was also a star performer in the school's production of *District Six* last year.

Going from being homeless, and fitting all the family's possessions in a supermarket trolley, Lericia is now studying toward a degree in business, while raising her younger brother and sister who are also at CHSA.

Another example of outstanding academic achievement is Sergio Hamman from Manenberg. Speaking only Afrikaans, he entered Grade R last year and could not read a word.

Being raised by his grandmother, who also does not read or write, Sergio astounded teachers with his abilities. Within six months of starting school, he learnt to read English fluently to the level of a Grade 8 child.

Through the encouragement of their teachers and councillors, CHSA learners have been able to accomplish amazing things.

Children are chosen according to certain set criteria, one of which is that there must be verified evidence of poverty.

those who would not normally be able to access it".

CHSA now has a primary and high school with learners from Grade R to 12.

There are plenty of non-academic achievements about which CHSA learners

CHSA has a holistic approach to education; including the areas of health and wellness, community outreach and service learning

Part of the scholarship includes that children are collected from pickup points within a 10-kilometre radius of the school, and are transported home daily.

The school provides two full meals and two snacks a day for every child – for many, these are the only meals they have.

The children really love being at CHSA: the absenteeism rate is less than 1% and no one leaves of his/her own accord.

Even when the children graduate from CHSA, we still mentor, feed and transport them; and we secure bursaries and scholarships for them to study further.

CHSA has a holistic approach to education; it includes the areas of health and wellness, community outreach and service learning.

In recognition of CHSA's innovative approach to education, in May 2010 the school was awarded as the South African winner of the prestigious silver Impumelelo Award "for providing quality education to

can boast. Most recently, Grade 12 learner Wanda Matshaya from Langa was chosen to represent South Africa and participate in the Junior Olympic Games.

Sharon Williams has worked at CHSA for four years and says it is an inspiring place in every sense. She loves working for, promoting and raising funds for the school because whatever it says, it actually does, and all donations directly benefit the children.

It is difficult to imagine that when CHSA first started, people were sceptical of the model. This was mainly because it was free, and in South Africa, traditionally little value is attached to anything free.

Now, 10 years later, the innovation that is CHSA is not only a model in holistic education, but it produces highly successful students who are employable South Africans. It is a place where precious gems are polished to a shine. ▲

Keri Harvey (www.sa.christelhouse.org)

100% PASS RATE AT LOCAL SCHOOL

Christel House South Africa (CHSA) is showing other schools **how it should be done.**

Poverty does not have to stand in the way of success

A 100% pass rate and 98% retention rate at this school is a remarkable feat given that most children from similar disadvantaged backgrounds never reach matric at all.

In addition to this staggering accomplishment, three of the Christel House matric pupils have already received bursaries to study a Bachelor of Commerce Degree at the University of the Western Cape (UWC).

Top achiever Cimone Maasdorp, who received two distinctions, says that she was able to achieve such good marks because "Christel House offers a unique take, and so many opportunities that other schools ignore, they are revolutionising the approach to education in our country, besides opening so many doors for children who really need the help."

She says that the opportunity to study through Christel House kept her away from a situation that could have so easily sent her down the wrong path, "it kept me out of trouble, and helped me reach my full potential," she said.

- CHSA forms part of a global network of independent schools, set up by businesswoman turned philanthropist Christel DeHaan in 1998 to help children break free from the clutches of poverty.
- The school's education model is unique because they focus on developing and nurturing the whole child.
- CHSA provides nutritional meals, transport, social and academic guidance, a full extra-curricular programme, family and community support, healthcare and an exceptional learning environment for learners.
- CHSA removes the financial burden from these disadvantaged families by offering scholarships for the child's entire education career from Grade R to Grade 12.
- CHSA educates its learners through the generous donations of individuals and corporates in South African. 100% of all donations received go directly towards providing the infrastructure to facilitate learning and growth in all aspects of education.

For more information you can contact the school on 021 704 9400 or visit www.christelhouse.org.



Department of Labour

Working together to make a difference

There is an aura that surrounds the Honourable Minister Mildred Nelisiwe Oliphant as she takes her place at the head of the table. Humility, integrity and honesty are principles that are deeply entrenched within her. Appointed in November 2010 as the minister of Labour, she is no stranger to the world of business and politics, and strives to enhance the lives of thousands of South Africans.

This intellectual leader inspires individuals both locally and abroad. Armed with a wealth of experience and knowledge, Minister Oliphant describes her post in the government as a “privileged position”.

“I did not expect to be appointed as the minister of Labour. I was filled with both excitement and apprehension.”

Time does not stand still; change is constant – whether it is environmental, social or economic. Citizens continue to seek improved and balanced lifestyles, but the challenges are never-ending as we search for the ultimate solution that will best serve us all.

The weapon that Minister Oliphant wields is one that is readily available – social dialogue. She explains, “Successful and effective social dialogue is the solution to the challenges we face but, more than ever, we need to move away from an attitude of winning regardless of the collateral cost, to an attitude of joint consensus seeking that which is in the best interest of all.”

Since the commencement of her duties, the minister has embraced the challenge of understanding the identity and role of the Department of Labour. She has engaged all participants on all levels to ensure the

department can be developed to reach its fullest potential. In order to address the competing interests of all groups across our diverse nation, Minister Oliphant emphasises: “What are we as the Department of Labour going to do to add value and make a difference, not only to our country but to the lives of all South Africans?”

The year 2011 is one that will certainly bring about renewed passion that will underpin the mandate of the Department of Labour.

“Given the nature of our labour market, our responsibility as the Department of Labour will be to ensure that policies, process and legislation are implemented to deal with the issues of protecting vulnerable workers. The Labour Inspectorate system will be strengthened to monitor and enforce compliance with legislation,” states the minister.

Although the socio-economic climate of South Africa presents a number of challenges, she firmly believes that by emphasising the need for effective dialogue and integration, the solutions will reveal themselves.

The creation of much-needed employment remains a top priority, not only for the government but for business and industry. Adopting an integrated approach within an assortment of areas will strengthen the department’s ability to meet its strategic objectives.

“We need to step back and take a ‘helicopter view’ of what is happening around us,” says Minister Oliphant.

Currently, the Department of Labour’s Unemployment Insurance Fund (UIF) offers a programme for individuals registered for unemployment insurance compensation. It encompasses the enhancement of current skill sets and the creation of platforms for learning and training to assist with effective deployment back into the workplace.

Enhancing this programme is the Public Employment Service, the aim of which is to create a database of work seekers and the available job opportunities. This will allow for the effective and efficient matching and placement of suitable workers.

Another initiative established by the department is the “roving bus”. Minister Oliphant explains, “There is a bus that is allocated to each province. This bus travels to numerous locations to assist individuals who are not in a position to travel to the main centres.

“Currently, the services that are offered to the public via this bus are mainly focused on the registration and provision of UIF. The future will see the bus rendering additional services such as Workman’s Compensation, and it will ultimately act as a registration facility for work seekers.”

The Department of Labour continues to investigate alternative solutions to address concerns and systematic inequalities that are characteristic of our society and labour market today.

“My vision for the future would be for the Labour Centres to be expanded so that they are accessible to all. This must become a reality,” says Minister Oliphant.

“Open dialogue with other departments can lead to joint ventures and enhanced service delivery, which will ensure we meet our strategic objectives. We need to start with productive work. We need jobs and employment opportunities to be created so that we can measure conditions of freedom, equity, security and human dignity,” she adds.

Reviewing, amending and submitting labour legislation is a key component for the department. The current legislation under review is the Basic Conditions of



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The Honourable Minister Mildred Nelisiwe Oliphant

Employment Act, Employment Equity Act, Labour Relations Act as well as the new Employment Services Act.

“The aim is to create a policy framework to promote decent work, and a policy framework for the provision of public employment services, which will enable the government to maintain a database of job seekers,” says the minister.

With the exception of the Employment Services Act, the current bills under review have been subject to discussion in a National Economic Development and Labour Council process during 2009 and 2010.

The economic turmoil recently experienced has had a detrimental effect on the labour

market, both nationally and internationally. Says Minister Oliphant, “During this period, we lost a further one million jobs, bringing the number of unemployed individuals in South Africa to approximately 4.4 million in September 2010. Job creation is an overriding priority for the government and for our social partners.”

The changes in legislation will certainly be a test for the Department of Labour and its social partners, and the nation watches in anticipation to see whether these policies will be able to create much-needed employment. Minister Oliphant affirms, “We have to ensure our policies do not have negative consequences for employment.”

She is adamant that the amended legislation will assist in strengthening the powers of the Inspectorate going forward. Non-compliance is not a new problem, and continuously engaging all participants will certainly help to improve self-regulation in the workplace.

An astute leader, the minister is an ‘iron lady’ who is firmly grounded. Her success is due in part to her belief that hard work pays off. “The people at grassroots level have shaped me as a person and they have made me who I am today,” she says.

“It is important to share your views, ideas and opinions and to create the necessary platforms for intervention and engagement. Once you have reached consensus, the support is eminent. People must be recognised for their input and worth – success will shine upon you,” adds the minister.

She is committed to realising the five-year strategic plan of the Department of Labour by eliminating economic hindrances and contributing positively to the hopes and dreams of all citizens. She will continue to expedite the necessary changes and processes that will allow for her and her team to work differently and smarter.

Minister Oliphant’s unique blend of skills, expertise and wisdom continue to stand her in good stead. By rolling up her sleeves and actively participating in the realm of labour, she will continue to highlight the obstacles that deter the country from growth and development.

The establishment of solid relationships and the continued need for open debate and communication will be reiterated by her until it comes to fruition. ▲

Leigh-Ann Cooper



labour

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labour
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Doing business with the UIF

Doing business with the UIF at a click of a button

uFiling can be utilised by all Employers SARS Paying and Non- SARS paying

The Unemployment Insurance Contributions Act, 2002 requires every employer to contribute 2 percent remuneration in respect of each employee. This means that a worker should contribute 1% of his/her monthly remuneration. In addition to the 1% that is paid by the worker, the employer also contributes 1% in respect of each worker in his/her employment. The total contribution that is paid to the Fund is therefore 2%.

Employers are compelled to ensure that all employees are registered with the Unemployment Insurance Fund.

The Unemployment Insurance Fund (UIF) has introduced an online system called uFiling.

uFiling is a convenient and easy way for employers to declare and pay contributions online.

uFiling facilitates a secured online service for:

- Declarations
- Amendments to declarations
- Contributions
- Activating a receipt for payment of contributions

The benefits of uFiling to employers/agents are the following:

- Improved service delivery
- A secure and convenient online service
- Instant update and access to uFiling data
- Reduced data errors

NB: An employer needs to be registered with the UIF and have a valid UIF reference number prior to activating their profile on uFiling.

How to use uFiling

Go to: www.ufiling.gov.za

Activation as a uFiler:

Your existing UIF reference number is the key to your Activation on uFiling. www.ufiling.gov.za

Click on Activate my uFiling account and select your applicable activation option. The system will guide you through the activation process.

Once activation is completed, you will receive a summary page confirming your login name.

The activation process is immediate and confirmation will be sent to you by email.

Declaration:

Go to www.ufiling.gov.za and click on Login. Enter your Login name and password. The system will take you to your home page where you must click on the declaration option

If you are activated as an agent and are acting on behalf of other individuals, select the applicable option from the drop down list on the right hand side of the screen next to the Logoff, then click on the Declaration option.

at a click of a button

Add/Amend an Employee's details:

Login to the uFiling system using your unique login name and password.

To add an Employee:

Go to Declarations (UI19) and capture all the relevant details of the employee.

To amend an employee:

Go to View/Amend Employee Declaration and select the relevant employee from the list then continue.

How to set up banking details:

Login into the uFiling system and go to the Employer menu

Select Banking details under your relevant user and capture your banking details.

Once you have entered your banking details, click on Save.

Payments:

Payment can be made once you are activated on uFiling and submitted a Declaration.

Your banking details also need to be updated.

To submit your payment, go to UIF returns (UI7). Your return and status will appear as submitted. Click Pay my return. Follow the prompts until the payment is confirmed.

Print the payment confirmation and retain as proof of payment.

The Unemployment Insurance Fund provides five types of benefits:

- Unemployment benefits
- Illness benefits
- Maternity benefits
- Adoption benefits
- Dependants benefits

Employers' obligations

All employers, who employ any person for 24 hours per month or more and in return, provide them with remuneration in either cash or in kind, must register with the Fund as soon as they commence activities as an employer,

It is the responsibility of the employer to register the business with the UIF and make the necessary deductions from the remuneration of the workers. Late payments attract penalties and interest.

Non-compliance constitutes an offence which may be punishable by a fine or imprisonment or both.

For assistance on using uFiling contact the uFiling call centre on (012) 337-1680 (Select option 3) or 0860345 464

Alternatively Send an email to: ufilingsupport@uif.gov.za

For any other UIF related queries, please contact the UIF call centre on (012) 337-1680 Or visit: www.labour.gov.za



2010 Protea Coin Series

The discovery of the main gold reef on the Witwatersrand in 1886 changed the history of South Africa forever. This exciting discovery became the main reason that thousands of people from around the world, flocked to this country. Gold is an irreplaceable part of South Africa's history and wealth and we should bring homage to the many thousands of mine workers who worked endlessly in the dark to bring this rich yellow metal to the surface.

Sadly, there is a part of South African history which includes oppression and lies but there was also a voice which bravely spoke out and called these practices by name. This voice would not be silenced by censorship, intimidation or blackmail. The pen is stronger than the sword and the voice knew that and used it to the benefit of all South Africans. The voice belonged to a woman called Nadine Gordimer who was born in 1923 in a small mining town in the Witwatersrand area. Nadine Gordimer was active in the anti-apartheid movement and was one of the first people Mr Nelson Mandela wanted to see after his release from prison in 1990.

Her works began achieving literary recognition early in her career with her first international recognition in 1961, followed by numerous literary awards throughout the ensuing decades. Literary recognition for her accomplishments culminated with the Nobel Prize for Literature in 1991. In the words of Alfred Nobel, "through her magnificent epic writing, has been of very great benefit to humanity", Nadine Gordimer was honoured for her stand against oppression.

The Protea Coin Series made by the South African Mint Company, has been tasked to capture historical events and persons of national relevance and this year's Protea coins depict the prolific writer and great fighter, Nadine Gordimer.

Since 2004 this coin series has embossed various images of greatness into South African coinage as symbols of our time. In 2004, the "Ten Years of Freedom" was depicted through images of our beloved Madiba. Following in 2005, the first South African Nobel Peace Prize Winner, Dr. Albert Luthuli was featured and then in 2006, the second Nobel Peace Prize Winner, Archbishop Emeritus Desmond Tutu was depicted. In 2007 both Mr Mandela and Mr FW de Klerk featured on the Protea coins as the 2003 Nobel Peace Prize Winners. In 2008, another great icon with an historical and emotional link to South Africa, Mahatma Gandhi, graced the series with the words "My Life is my Message".

The South African Mint is honoured to portray yet another great South African spirit, Nobel Laureate for Literature, Nadine Gordimer.



*South African
Nobel Laureate
for Literature*

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Investec doesn't just provide finance for our clients, we build long-term relationships with them. As such, Investec Structured and Acquisition Finance has recently helped Royal Bafokeng Holdings to finance their stake in Zurich Insurance Company SA. This is just another way we ensure our clients receive service nothing short of the extraordinary.

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