

# Leadership

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BUSINESS  
MAGAZINE

INTERVIEWS • INSIGHTS • INTELLIGENCE

In the land  
of Trump  
Our man in LA takes  
America's temperature

Anna Mokgokong  
Talking leadership and  
the world we live in

**SPECIAL SECTION**

Leaders in Wellness  
How legislation has influenced  
South Africa's EAP industry

Reinventing  
healthcare

How the HPCSA is guiding healthcare  
professionals and protecting the public

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# Wesizwe's Bakubung Platinum Mine (BPM) confident with milestones reached in 2016

The current global economic slowdown affects the demand of metals and investment appetite in mining projects. This has seen mining houses struggling to source and secure investment partners and the whole market becoming jittery. The Bakubung Platinum Mine project has however, remained on track towards achieving milestones and commissioning in 2017.

## These are some of the latest project milestones reached:

- The ventilation shaft is at 81L shaft bottom whilst the Main shaft is 11m away From 82L, stripping has commenced in November and shaft equipping will commence in January 2016
- The first holing between two shafts was achieved in July 2016, two weeks ahead of schedule
- Loading box flask excavation complete on 77Level, haulage development for belt level, top of settlers and bottom of silos are complete
- The adjudication for the placement of order on the EPCM for the Process Plant has been completed and is taken through the board approval processes
- The Jigging shed is complete and surface permanent store and rail link will be completed at the end of 2016
- Access routes and security gate construction has commenced
- The 2 x 3 ML water dams have been commissioned we are currently busy with the reticulation pipes installation
- Procurement for the shaft equipping is well underway while we are busy with expediting for all steel work, 11km shaft cable has been delivered
- The shafts depths have been reduced to 820m and refined station layouts to cut waste development with reductions on time and capex





**The project's scheduled key milestones for 2016 included the following:**

- Start Main shaft change over and commission
- Procurement for process plant and FEE
- Bulk water and electricity services commissioned

These are all on track for finalization in 2016 to enable the project's readiness for commissioning in 2017.

**2017 sees a lot of activity before and after the commissioning:**

- Main shaft Ph1 commission and 1st ore tonnes hoisting
- Process plant construction commences
- Key surface infrastructure and installations commissioned

Wesizwe Platinum is a public company incorporated in the Republic of South Africa with its shares listed on the Johannesburg Stock Exchange (JSE).

Its intention is to participate in platinum group metals (PGM) mining in South Africa as the launch pad for developing into a significant multi-commodity mining company that sets new benchmarks for sustainable mining practices.

The Bakubung Platinum Mine is located within the community of Bakubung Ba Ratheo and Wesizwe has strong links to the community as one of our most important stakeholder.

To find out more about the Bakubung Platinum Mine, visit the website [www.wesizwe.com](http://www.wesizwe.com)





Rolls of steel plate



**ENGINEERING COUNCIL OF SOUTH AFRICA**

The Engineering Council of South Africa (ECSA) is a statutory body established in terms of the Engineering Profession Act, 2000 (Act No. 46 of 2000) (EPA). This Act superseded the Acts of 1990 and 1968 and progressively extended ECSA's scope beyond the original purpose, namely to regulate Professional Engineers. ECSA and its predecessor have thus regulated engineering practice for more than 40 years.

ECSA exists as a regulatory body for the profession of engineering because while engineering activity is essential and beneficial to society and the economy, substantial risks to health, safety and environment accompany it and must be managed by competent professionals. In addition, engineering services must be of high quality in the interests of economy and the public's safety.

With these objectives in mind, the EPA requires and empowers ECSA to perform the following functions:

- Establish an engineering standards generating body (ESGB) and develop standards for engineering education and professional competency.
- Visit education providers to evaluate and accredit programmes that meet the requirements toward registration in each of the categories.
- Register persons in professional categories who demonstrate competency against the standards for the categories.
- Evaluate educational qualifications not already accredited or recognised.
- Register persons who meet educational requirements in candidate categories.

- Establish specified categories of registration to meet health and safety licensing requirements and register persons in these categories.
- Require registered persons to renew registration at intervals and under conditions that the council prescribes.
- Enter into international agreements for the recognition of educational programmes and registration.
- Develop and maintain a code of conduct supported, where necessary, by codes of practice.
- Investigate complaints of improper conduct against registered persons and conduct enquiries and impose sanctions as each case requires.
- Annually publish guideline professional fees and scope of work.
- Recognise voluntary associations (VAs).
- Recommend to the Council for the Built Environment (CBE) the type of engineering work that may be performed by persons registered in any category.

In addition, ECSA is empowered to advise government and other parties, and to take necessary steps to protect the public interest, health and safety, improve standards of engineering services, create awareness of the need to protect the environment and conduct research.

#### **ROLE OF REGISTRATION**

Registration of engineering practitioners as professionals or candidates in the categories of engineer, Technologist, technician, certificated engineers, and specified categories is a key function of ECSA which is embedded in the Engineering Profession Act (No.46 of 2000). Currently



Cyril Gamede  
ECSA President

*Cyril Gamede is the President of ECSA and the CEO of Umgeni Water. He was appointed in July 2012. Gamede holds a Mechanical Engineering degree, a master's in Mechanical/Industrial Engineering as well as an MBA from the University of Cape Town.*



Powerlines Koeberg nuclear powerstation



**ENGINEERING COUNCIL OF SOUTH AFRICA**

the number of professional, candidate and specified category registrations with ECSA exceeds 40 000.

Engineering solutions are necessary for the delivery of infrastructure, goods and services. Because engineering involves exploiting and controlling natural forces and complex systems and processes, the attainment of solutions is accompanied by risks. Mitigation of these risks requires competent and accountable engineering professionals. The registration system has been established by law to ensure this competence and accountability.

Registration provides public recognition that the registered person has, through education, training and experience, demonstrated competence at an established level. It signals to the public, employers and peers that the person has not only demonstrated competency, but is bound by a Code of Conduct, is accountable for professional conduct and committed to maintaining his or her competency. Titles attached to categories of registration and their abbreviations, for example Professional Engineer (Pr Eng), are legally protected, and it is therefore a criminal offence for an unregistered person to use them.

The intention of the EPA is to require registration for the responsible performance of identified functions. There are, in addition, a number of instances in which registration in particular categories is required by other legislation, for example the National Building Regulations, the Pressurised Equipment Regulations and the Water Act.

Engineering is a global activity, with services and technology being exchanged across national boundaries. The standards of engineering education and professional competence are therefore benchmarked internationally. At the educational level, ECSA is a signatory to the Washington, Sydney and Dublin Accords (respectively for the education of engineers, engineering technologists and engineering technicians). These agreements, in addition to periodically verifying ECSA's standards and accreditation processes, also provide for mutual recognition of graduates among the signatories. Registration with ECSA and membership of a VA are complementary. The VA promotes the interests of the discipline and its members and provides services such as continuing professional development.

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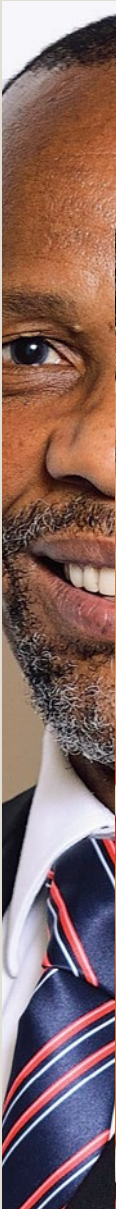
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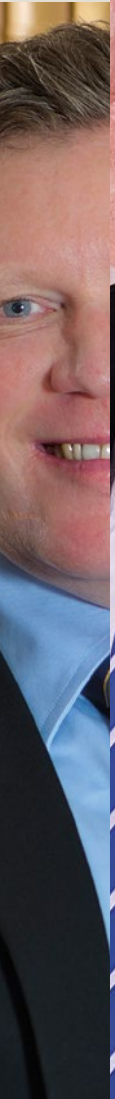
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The Health Professions Council of South Africa (HPCSA) is mandated to protect the public and guide the professions. This mandate encapsulates regulating the healthcare professions and fostering compliance within all healthcare standards.

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# Leadership

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# Leadership

## Education's Everest

"The foundation of every state is the education of its youth," said the Greek philosopher formerly known as Diogenes the Cynic, largely because he was one of the founders of Cynic philosophy.

To fully comprehend this imperative one needs look further than the poignant words of Admiral Cabral: "Tell no lies, claim no easy victories, our people are not fighting for ideas but tangible things to make their lives better."

The fundamental fact is that we are somehow stuck with an education system that bears no desirable impact on learners and that falls short at equipping our youth with skills, values, know-how or creating a relevant environment towards solving our pressing problems.

I believe social entrepreneurship is the missing link and should be greatly encouraged and integrated in the national syllabi, coupled with an education system that is founded on the will to empower and invoke creativity. We need everyone in the communities and schools to merge that relationship and to break barriers as we need to authentically have an interest in championing this vision. If we are to make a meaningful change in the lives of youths and help develop the quality and calibre of youth, then we need to approach our education institutions with the imperativeness they so desire, failing which we will always fall short.

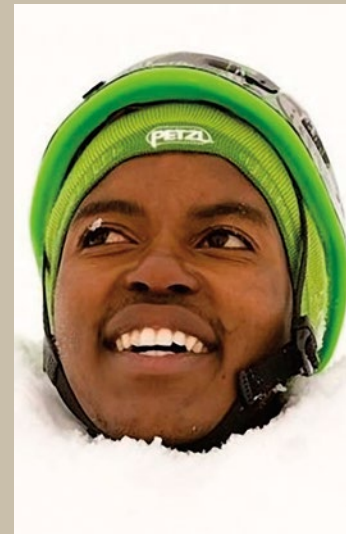
We need proactive, holistic methods of teaching, and this needs to be focused on creating visionaries and independent thinkers, rather than keeping scores. Education needs to be relevant, transforming and fun. It is without saying that we need to prioritise free and quality education for all. It is not only the right thing to do, but also the smartest thing we can ever do.

That is why, in June 2017, we are climbing Kilimanjaro with an all-girls team to promote girl-child education and women empowerment. After all, everyone knows that, when you educate a woman, you educate a village.

It is important to highlight that, when we talk about education, we not talking about a few kids getting posh jobs and living in huge houses – rather, we are talking marginally about the greater goal of advancing Africa and decreasing the brain drain, because an uneducated, unskilled nation is a weak nation that can't do anything for itself.

Our leaders need to fast understand that power is, in fact, a beautiful opportunity to lead and also to be led. It is a privilege to serve. It is a mutual enabler - a catalyst, if you like. Power is like a hammer: you can either destroy with it or build with it.

## Foreword



### MONDE SITOLE

Monde Sitole is 27-year-old adventurer, alpinist, poet, entrepreneur and youth leader. He has established the Monde Sitole Foundation which, through a range of strategies and initiatives, aims to nurture a culture of achievement, efficacy and excellence by promoting an impactful, meaningful, comprehensive, engaging, integrated, and holistic approach to education. The Monde Sitole Foundation will foster innovation and spur new knowledge for the sustainable development of South Africa, ensuring that opportunities are made accessible to all and providing learners with the required values and skills to further personal, critical and exploratory thinking, encouraging them to partake and innovate, and to adapt to an increasingly globalised world."



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# Leadership

## Water, water, everywhere

Stalin quipped: "Freedom is precious. So precious it must be rationed."

We could well apply that thought to water.

Because 87% of our body is made up of water—and we need regular intakes just to be alive—there are many who feel that water is a right and, therefore, should be free.

We need to drink only a litre per day to survive, but farming sucks up 70% of our available water, while mining, industry, city infrastructures, evaporation and wastage gobble up the rest. Many draw underground water from boreholes and farm irrigation systems and pay nothing for their water but the cost of equipment.

Water is a miracle liquid. It is not destroyed when it is used; it keeps on being recycled and cleansed and returned as fresh, clean, drinkable manna from heaven. It was human nature (and wildlife) to be attracted to places plentiful in water. This has been the founding principle of most great cities and settlements in the world.

Without abundant natural water or the economic clout to produce water by desalination or importing it by tanker or pipeline, most of the world's population is headed into a period of extremely severe water stress. Included in this group are not only the desert-fringed peoples but also South Africa, Namibia, Botswana, California...

Waterborne sewerage is a wonderful invention, but it is extravagant in its consumption of water. Already water-scarce Israel leads the world with 86% of its sewerage cleansed and reused. This is something that has huge potential in South Africa and needs a mindshift and political will to activate it.

Most importantly, water has to have a price. Along with free housing, free electricity, free education, free sewerage and free water, political gifts in South Africa come with the danger of expectation, abuse and neglect.

Farming is a key target for change and a call for thrift. While each of us may drink only a few glasses of water a day (less than 1 000l a year), every kilogram of wheat, which we consume in a day, needs 1 250l of water to produce, and this figure rises dramatically as we move along the food processing chain: one kilogram of beef eaten in a sitting takes up a staggering 15 000l - and that's just to raise the animal. It is estimated that around 30% of all the food produced on earth is wasted, rotted, dumped or discarded without feeding its intended mouths.

Water is the one critical element that we, as a nation, must grapple with urgently. It is the basic bedrock for growth... and the basis for survival.

The alternative could become scenes from Charlize Theron's Mad Max... where he who controls the water controls the people.

## Publisher's Note



A stylized, handwritten signature in black ink, consisting of several loops and flourishes.

ROYSTON LAMOND  
Publisher



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# Leadership

## Nothing for granted

Hands up if you got the US Presidential Election wrong?

People around the globe are now eating slugs, cockroaches and even their own hats after losing that bet. The pundits got it wrong and the media got it wrong... and I love it.

Make no mistake, Donald Trump scares me. What he represents scares me, and the kind of person who we as the public believe him to be, that scares me. Frankly, I don't know how he was let near a stage after his comments about Fox News anchor Megyn Kelly, not to mention his many other disgusting comments about women.

It's sickening to think that people still think that way in this day and age. But, if we look across the world, a lot of people think a lot different to you and me and them. Some people support the team in red, some the team in blue. Religious beliefs, cultural beliefs, sporting beliefs, even choices in TV series. People believe different things and want different things... and people also want change.

That's why I finally got excited about the Trump win. It shakes things up, lets people believe in change and makes those in power have to work harder. I took three great lessons from Trump's win:

I took three great lessons from Trump's win:

1) Trump talked in pictures in order that people could grasp his message and know what he was all about. "I will build a wall. We will bring jobs back." Simple... but clear.

2) Trump denied everything bad... and acted like he truly believed himself. Read what you want into that, but the lesson is that sometimes you need to be positive and keep pushing forward in the face of resistance. Such self-belief is also an incredibly infectious attitude, albeit one that it is often used by the wrong people in the wrong way.

3) Trump put himself on the line, cut corners, slammed into sacred cows, made stupid comments... and painted himself into a corner, from which the only way out can be total success. He wasn't afraid to stand up and be counted.

All three of these points highlight an incredible self-belief in himself as a man and in his determination to succeed and deliver on his promises. How many of us shy away from such affirmations. You need courage and belief to lead, and that is the good I am taking out of Trump's victory.

## Editor's Note



SIMON LEWIS  
Editor



Course	Start Date	Price
<b>BUSINESS ACUMEN &amp; MANAGEMENT DEVELOPMENT</b>		
Management Advancement Programme (Full Time)	11 May 2017	<b>R 60 000.00</b>
Management Advancement Programme (Part Time)	9 February 2017	<b>R 60 000.00</b>
Management Advancement Programme (Weekend Block Release)	11 July 2017	<b>R 60 000.00</b>
New Managers Programme (Full Time)	22 February 2017	<b>R 42 500.00</b>
New Managers Programme (Part Time - Saturdays only)	4 March 2017	<b>R 42 500.00</b>
<b>FINANCE</b>		
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# In good health

**Committed to promoting quality healthcare for all South Africans, the Health Professions Council of South Africa (HPCSA) is mandated to protect the public and guide the professions. This mandate encapsulates regulating the healthcare professions in the country in all aspects pertaining to the registration, education and training, professional conduct and ethical behaviour of practitioners, ensuring continuing professional development and fostering compliance within all healthcare standards**

**I**n accordance with the Health Professions Act No. 56 of 1974, registration with the HPCSA is a prerequisite for all individuals who practise in any of the healthcare professions incorporated in its scope. Failure to comply with the registration prerequisite constitutes a criminal offence.

## How the HPCSA functions

Over and above the responsibility of overseeing the 12 professional boards in the health professions fraternity, Council also assumes an oversight role regarding the implementation of the strategic policy relating to the various professions falling within its domain.

Tasked with determining the professional boards' strategic policy with respect to finance, education, registration, ethics and professional conduct, disciplinary procedures, the scope of the professions and maintenance of professional competence, the HPCSA, through the Professional Boards, has jurisdiction over training, registration and accreditation of all institutions offering professional academic programmes in the healthcare sector.

"Council's main duty is to ensure that the 12 boards have the necessary resources to carry out their functions. Council employs representatives to meet the boards' needs, and, as President, it is my responsibility to officiate at Council meetings and ensure that we fulfil our various responsibilities, including the development of our five-year strategic plan and providing a framework for Council's performance," says Dr Kgosi Letlape, President of the HPCSA.

"In addition, the HPCSA in conjunction with the boards, is expected to advise the Minister of Health on any matters relating to our field, and alert the Minister on matters that are of public importance."

Armed with a distinguished career as an ophthalmologist, Dr Letlape was elected as Council President in October 2015.

His wealth of experience in the healthcare sector includes previously serving as the Chairperson of the South African Medical Association (SAMA) from 2001-2009. Dr Letlape was concurrently serving as a Council member at the World Medical Association. He served as President of the

World Medical Association from 2005-2006. Prior to his election as President of the HPCSA, he has been a member of the Medical and Dental Board from 2010-2015 and served as a Council member from 2010-2013. Dr Letlape was Acting Registrar of the HPCSA from October 2011 to April 2012.

"My current position started with my nomination by the professions and then an appointment by the Minister of Health as a member of the Medical and Dental Board.

At the first meeting in September 2015, we were elected to represent the Medical and Dental Board at Council, I as the Chairperson, Dr Reno Morar as the Vice Chairperson and Professor Yusuf Osman as a dentistry Representative. Council consists of 32 members—each representing various professions, provinces and other relevant stakeholders—then elected me as President the following month," he explains.

The boards under Council include the Medical and Dental, Dental Therapy and Oral Hygiene, Emergency Care, Environmental Health, Medical Technology, Occupational Therapy and Medical Orthotics/Prosthetics and Arts Therapy, Optometry and Dispensing Opticians,



Dr Kgosi Letlape, President of the HPCSA



## The Ombudsman Dr Kwindla, HPCSA President Dr Letlape and the Acting Registrar Advocate Khumalo

Physiotherapy, Podiatry and Biokinetics, Psychology, Radiography and Clinical Technology, Dietetics and Nutrition and Speech Language and Hearing Professions.

“All specific professional matters are dealt with by the respective board. Council reviews board matters and while we cannot contend any matter, our responsibility is to ensure that documentation that is submitted to the Minister is properly and accurately presented.

The Minister of Health will then publish the document for public comment before it is gazetted. Matters can be raised again outside of the board’s structures if members are not satisfied. This process would apply to, for example, a new qualification,” he explains.

### **A self-funded, self-regulated organisation**

Council relies solely on income generated from registered practitioners, including income generated from annual fees and other fees payable. Council, therefore, does not receive any grants or subsidies from the government or any other institution.

“The determination of annual fees for each professional board is based on the size of the board and the activities carried out by the board during the course of the financial year. The annual fees include the amount required to cover all indirect financial costs to run Council, of which each board pays a share, including expenditure relating to salaries and administration,” Dr Letlape explains.

Each year, boards are tasked with the responsibility of setting up their own budgets linked to their annual plans with associated cost estimates.

“The fees paid by practitioners are also used to facilitate the processes of quality assurance, in terms of the evaluation of educational institutions and internship training facilities. Each board’s budget typically includes other administrative activities, in terms of conducting board meetings and meetings of the various committees under each of the boards. That is essentially how we are funded. We are self-regulated and self-funded and if a practitioner does not pay their fees, they are suspended in terms of Section 19A of the Health Professions



Act. There are restoration fees involved for practitioners who want to restore their registration, and those practitioners who practise without being registered face criminal charges,” he says.

#### Dealing with the HPCSA's shortcomings

In recent years, a number of allegations were made against Council, with particular reference to the delay in registering foreign doctors. In the current situation, this is changing. According to Dr Letlape, there are a number of reasons why this had occurred. “One of the main shortcomings within Council was the time taken to resolve registration queries for foreign qualified practitioners. The situation with local practitioners is different, as Council has not

“The determination of annual fees for each professional board is based on the size of the board and the activities carried out by the board during the course of the financial year.

experienced any challenges with registration of local practitioners. When it comes to foreign practitioners, we often received incomplete applications. In the past, Council would accept these applications, with the understanding that the missing documentation would be submitted, but the practitioners would then take too long to comply and negatively affect Council turn-around times.

“The process for registering compliant applications for foreign doctors normally takes a maximum of six months to complete. The respective committees meet quarterly to review all applications. Incomplete applications would be set aside until the next meeting. Council now has a policy in place that prohibits Council from accepting incomplete and/or non-compliant applications,” he says.

Dr Letlape concedes that, in certain instances, the committee took long to make a decision. Another contributory factor was inattentive administrative processes that resulted in committees not receiving the applications timeously. He believes that the biggest challenge for the boards were foreign practitioners who would not accept an unfavourable outcome of their applications.

“Unfavourable outcomes occur often, particularly with people who manipulate the system. Often, foreign doctors come to South Africa with the express purpose of furthering their training only, but at a later stage, attempt to register in South Africa.

“There are various countries in Africa where we try to accommodate doctors to help with training, but they are then expected to go back home once they have completed their courses of study.

“This is intended to assist the rest of the continent in capacity building for their own healthcare systems. If the doctors stay in South

Africa, not only does that country lose out but the doctor then takes the place that should be taken by a local practitioner.

“In terms of the law, such foreign practitioners should not be registered. However, the HPCSA finds itself in a dilemma when it receives motivations from their colleagues in South Africa on why they should stay in the country.

“This, as a result, puts a lot of pressure on Council and a strain on our own service requirements. The actions of these doctors result in us not being able to build capacity where it is needed, which we try to do, and considering that this training is offered at the expense of training our own local practitioners, it is something we desperately need to manage properly in future,” he explains.

Since Dr Letlape’s appointment last year, the HPCSA has an Acting Registrar/Chief Executive Officer, Adv. Phelelani Khumalo, whose substantive position is Head of Legal Services. There is an Acting Chief Operations Officer, Dr Munyadziwa Kwinda, who is substantively the Council’s Ombudsman.

“Our plan for moving forward is to improve how Council functions. The organisation is undergoing a complete reconfiguration, looking at all aspects, from how we follow procedures to procuring the right expertise needed to assist with this process. Council has identified that the challenge could be the fact that we don’t have clearly articulated Standards of Performance (SOP) in place.

“A lot of our work has to go through different departments and sometimes there is no quality control and, without SOPs, Council cannot ensure that it is passed on correctly. There is also the risk caused by the inability to work in synergy and it is this disconnection between departments that created all of the inefficiencies experienced in the past,” he says.

Letlape believes the HPCSA has been lacking in accountability, becoming an organisation that doesn't function properly and, which ultimately leads to a situation where operational inefficiencies have become business as usual. This, he reassured, is something of the past.

"In the case of the Medical and Dental Board, the Secretariat should be doing more—not every application that comes through needs to go to the board for consideration. These are just a few of the things we need to pay attention to.

**“What I expect from management in the future is proper pipeline management, and when decisions are made by a committee, management must ensure that they are operationally executed”**  
– Dr Letlape

With regard to delays in the registration of foreign doctors, we must also be mindful of the fact that foreign practitioners make up less than 1% of annual registrations, with most being internal graduates and annual renewals.

What I expect from management in the future is proper pipeline management, and when decisions are made by a committee, management must ensure that they are operationally executed," he says.

He also believes that better orientation is required for board members to assist with regard to their duties.

The HPCSA is in the process of reviewing the current structure of Council, with the hope of identifying the best model of a regulatory framework for the country's healthcare industry. What is also in the pipeline is the migration to an online system for practitioners, which Dr Letlape believes will be a huge step forward for Council.

"Taking advantage of available technology—this will save money and ensure we work more efficiently, particularly since we are such a resource-intensive operation. We would like to move to being a paperless organisation, capturing all documents electronically. To achieve this will necessitate some legislative

amendments to allow for electronic capture," Dr Letlape explains.

"Another challenge that Council faces, one precipitated by the nature of the structure, is attendance as most of the Council members have other full-time commitments, which significantly impacts our efforts to convene meetings.

"The lack of attendance also means that our decision-making is not as sharp as it should be, and some issues take too long to resolve. The

HPCSA is essentially 13 different companies with only one Chief Executive Officer. This is too big a span of control to properly overcome those challenges," he says.

#### **On the road to recovery**

Despite the number of challenges and criticism facing the HPCSA, Dr Letlape believes that Council has managed to achieve some milestones over the past year.

Despite previous audits highlighting a number of problems that needed to be addressed, the HPCSA received a clean audit over the last reporting period, a feat Dr Letlape believes is quite remarkable considering the circumstances.

"I believe there is also a greater appreciation of the fact that we have to work as a team. Between elected non-executive staff, executives and staff members there is now a common purpose and a healthy respect for the role we play, which is, ultimately, for the benefit of both society and the professions that we regulate. We take our motto seriously with regard to protecting the public while guiding the professions," he says.

Over the past year, the HPCSA has conducted a number of roadshows intended to engage

the public and practitioners, and Dr Letlape reports that there has been great success with interacting with the professions in particular. He believes people are starting to gain a better understanding of the role of Council.

"I believe many of the practitioners who had registered with Council did not understand the role and mandate. Some still seem to get confused with who we are, which necessitates broader stakeholder engagement. However, notwithstanding the challenges and shortcomings, overall, I believe that during my first year in office, a lot has been achieved," he says.

Going forward, the HPCSA will stick to its mission to protect the public, focussing on best practices without being viewed by practitioners as a wholly punitive organisation.

"Rather, Council's goal for the future is to continue to promote safe practices, ensuring both public and practitioner confidence. We are not here to punish and I believe that Council needs to do more to change the current perspective.

"Council has a duty to ensure that those who pose a danger to society are removed before they can cause harm to people's lives. For this reason, Council insists that all practitioners keep themselves abreast in terms of registration requirements and professional knowledge, ensuring that they remain fit for purpose. In the future, Council will do this in a more robust manner," he adds.


Council would like to see complaints dealt with as swiftly, with better systems in place to avoid frivolous complaints taking up to much of Council's time.

"We are also concerned with the increasing litigation we currently see happening. We do not want to get to a point where litigation becomes our biggest expenditure and we hope that, in future, there will be regulations that ensure this comes under control.

"Mediation must become a key part of our complaints resolution but where there are serious breaches of conduct, an enquiry must be held and the situation must be dealt with expeditiously," he says.

#### **Mediating complaints**

Providing alternative dispute resolution for mediation on minor complaints, the HPCSA Ombudsman, Dr Kwindá's, primary role is to address minor complaints resulting from unprofessional conduct where no formal enquiry is necessary.

A portrait of Dr. Munyadziwa Kwindi, a middle-aged Black man with a mustache, smiling warmly. He is wearing a dark grey pinstriped suit jacket, a white dress shirt, and a light-colored patterned tie. A yellow rose boutonniere is pinned to his left lapel. His hands are clasped in front of him.

As the Ombudsman, Dr Munyadziwa Kwindi's core responsibility is to read the complaint, communicate with the complainant and check the validity of their statement

“If you look at all matters in terms of total complaints received, 23% of these come through the HPCSA Ombudsman.

Saving a great deal of time and cost, roughly 90% of these complaints are finalised in the Ombudsman office through communicating with the respective parties involved and, as a result, there is no need for the Professional Conduct Committee (PCC) to become involved,” he explains.

As the HPCSA Ombudsman, Dr Kwinda’s core responsibility is to study the complaint, communicate with the complainant and check

The office has enjoyed a success rate of 94% this past year and it has contributed significantly to ensuring that the HPCSA becomes less adversarial, focussing more on promoting safe and ethical practices,” he explains.

Earlier this year, the Minister of Health, Dr Aaron Motsoaledi, announced that the first ever Ombudsman would be appointed to attend to what he described as a crisis situation in the health sector.

The Office of the Health Ombudsman was established in June 2016, with its primary role being to address the challenges faced in both

services. This is where the Department of Health’s Ombudsman would step in,” Dr Kwinda explains.

“The Health Ombudsman Office certainly brings many benefits to the public and the HPCSA looks forward to working with the Health Ombudsman.

“However, I believe that it is more beneficial to keep our roles as they are, rather than become too involved with one another. Where a practitioner is involved, the Office of the Health Ombudsman must inform the HPCSA and the HPCSA, in turn, must report back to them. This helps spread the workload without comprising each other’s mandate,” he says.

Recently appointed as acting Chief Operations Officer, the Limpopo-born doctor knew he wanted to be involved in medicine from a very young age.

“I always wanted to be a doctor, however my matriculation results were not at the appropriate level for admission for medical studies. I then enrolled for a Bachelor of Science degree before furthering my studies in medicine at the then University of Natal (now part of the merged University of KwaZulu-Natal). I completed my internship in Venda before proceeding with my community service. While doing community service, I was appointed to act as the Superintendent of the hospital and three months later, I was appointed full-time in that position.

“Having found myself moving into management so quickly to equip myself, I registered for an MBA. It was a realisation and a confirmation in a meeting with one of my professors that my position required only 40% of the time to be dedicated to the practise of medicine and the remaining 60% to management, that encouraged my registration for family medicine. I obtained my Masters in 2011, with an additional year in Advanced Health Management,” he explains.

Dr Kwinda joined the HPCSA in 2012 as Vice Chairperson of Medical and Dental Board and moved into the post of the Ombudsman in 2014. “My appointment as acting Chief Operations Officer this year, rolled me back to a management role,” he jokes.

#### **Upholding the law**

Established in 2014, the intent of the HPCSA’s Inspectorate Office is to assist practitioners to understand the consequences of unethical behaviour—and to enforce accountability and

“But in my experience, it’s often not just about finding a practitioner guilty, it’s about improving the life of the complainant, and I believe that our office goes to great lengths to do just that” –Dr Kwinda

the validity of their statement. He then sends the complaint to the respondent who must send back a letter of explanation, which is, in turn, sent to the complainant.

“My own experience of these cases is that, often, the information provided by the respondent needs to be sent to the complainant for comment before making a determination as practitioners respond in defence. I inform them that the information may be sent to the complainant, who will then be given a chance to respond to the letter of explanation. More often than not there are serious discrepancies. I may also source extra information, like medical aid scheme statements of accounts, before I make my determination. In terms of the regulations, both parties must either agree or disagree. If both parties agree, the decision becomes binding.

If either side doesn’t agree, it is referred to a preliminary enquiry.

“The outcome is often not just about finding a practitioner guilty, it is about improving the life of the complainant, and we believe that the Office of the HPCSA Ombudsman delivers on this mandate.

the private and public healthcare sectors.

The objective of the Health Ombudsman’s Office is to improve clinical governance significantly, by promoting excellent quality and well-managed healthcare services to as many people as possible.

Working independently from the Department of Health, the Ombudsman is intended to provide a central point to which the public can bring any healthcare-related complaint, ranging from malpractice by medical practitioners to long queues and poor infrastructure at hospitals.

Unlike the HPCSA Ombudsman, Dr Kwinda, the Health Ombudsman, cannot take disciplinary action against medical practitioners for professional conduct.

“Where the Health Ombudsman is of the view that a practitioner must be disciplined, he must refer the particular complaint and the practitioner to the HPCSA. On the other hand, our mandate as it currently stands makes no provision for HPCSA to deal with any aspect relating to clinical governance, such as dirty hospitals or equipment issues, all of which are equally imperative for efficient healthcare

A close-up portrait of Adv. Phelelani Khumalo, a Black man with short dark hair, smiling broadly. He is wearing a dark suit jacket, a white shirt, and a striped tie. The background is a plain, light-colored wall.

“Our plan, moving forward, is to improve how we function  
– Acting Registrar/Chief Executive Officer, Adv. Phelelani Khumalo

compliance with the Act. Initially supported by five inspectors, the inspectorate has regional offices in the Western Cape, KwaZulu-Natal and the Eastern Cape, with plans to extend the footprint to all major cities across the country.

“The main responsibilities of the Inspectorate Office are to enforce compliance with the law, rules and sanctions imposed by the professional conduct committees through conducting inspections on the premises of suspended and removed healthcare practitioners. Inspectors are also tasked with collecting outstanding fines and attending to all criminal matters pertaining to registered healthcare professionals who fall under the scope of the HPCSA,” explains Advocate Khumalo.

“If a practitioner is struck off the register as a result of misconduct, s/he must not continue to practise. The HPCSA cannot be effective if we can’t ensure that sanctions imposed on people, whether they have been removed or suspended, are properly enforced,” he says.

The Inspectorate Office has, according to Advocate Khumalo, achieved positive results with more than 1000 inspections conducted since its inception. More than 900 cases of unregistered practices have also been investigated, with most of them involving people who are either practising illegally or were registered and later removed.

“In these situations, a criminal case is opened with police to take them to court. Recently, we saw the arrest of a practitioner who had been struck off the register and was caught conducting illegal abortions around the Pretoria area.

“There have also been situations where registered practitioners employ unregistered people to do work they would ordinarily need to be registered for. Once we receive the relevant information, we take action. However, we cannot allow these investigations to interfere with our mandate, and this is where partnering with other established organisations, like the SAPS, makes it easier,” Advocate Khumalo explains.

According to Advocate Khumalo, their own investigation into the efficiency of the Inspectorate Office revealed that there were simply not enough investigators to handle the large volumes of cases coming through the office.

Quoting global research, Advocate Khumalo says that each investigator should work on a

maximum of 300 cases, but their investigators were handling approximately 600, meaning they were 100% overloaded in their first year of operation.

“We had five investigators and 3 000 new cases per annum, with only 500 to 1000 cases reaching completion each year. We have since increased the number of investigators, doubling the number to ten. These new investigators were, however, only employed in December 2014, so we will only start to feel the effects of the extra workforce from the end of this year,” he says.

Since the investigation into the efficacy of the Inspectorate Office, two more prosecutors have also been brought on board to ensure that more cases are finalised, particularly since there are more investigations being completed each year.

“I am confident that we have done enough to clear the backlog, especially in terms of investigators.

However, there are certain factors pertaining to the time complaints take to address, which are simply out of our control. For example, when a complaint is reported, the respondent has 40 days to reply.

While we are trying to prosecute within a 10-month period, this is simply not always possible due to the time involved. The whole system is currently under review to see how we can improve it.

“We need to make sure that there is an effective triage of cases, with the help of health practitioners who can advise on investigations. This will ensure that frivolous matters are eliminated quickly. We will also look at expanding our dispute resolution office so that complaints are mediated rather than sent through the current quasi-judicial system,” he says.

The current process has two committees, which deal with preliminary enquiries. While the one deals with minor complaints, where a guilty verdict may result in the issuing of a caution or a fine, the other deals with cases that are considered more serious and, if found guilty, could see a practitioner being referred to prosecution by the Preliminary Conduct Committee (PCC).

The PCC, according to Advocate Khumalo, functions in the same way as a court of law, and practitioners who fail to pay fines or adhere to sanctions imposed on them could find themselves being prosecuted.

“The PCC consists of healthcare practitioners who are there mainly to consider and sanction the conduct of their own peers. They have to consider what a reasonable practitioner would have done in the same situation. Once the case is closed, the respondent is afforded an opportunity to respond before the committee considers all the evidence brought before it.

Once the Committee has delivered its verdict, each side is afforded an opportunity to highlight any aggravating or mitigating circumstances. The PPC then considers the sanction to be imposed, which could be a caution, fine, removal from the register or order restitutions be paid to those listed as complainants. The decision can be appealed to either an ad hoc committee or the High Court,” he explains.

As the current Acting Registrar/Chief Executive Officer of the HPCSA, Advocate Khumalo’s primary role is to ensure that both Council and the boards receive the administrative support necessary to execute their mandate.

“I am also the Accounting Officer of Council, which makes me responsible for ensuring that it runs effective, efficient systems, utilising both its human resources and physical resources in line with the allocated budget. There must be no overspend or underspend or irregular, fruitless, wasteful or unauthorised spending. I also oversee the implementation of strategic goals, making sure each year that operational plans, which clearly spell out what needs to be done to achieve goals, are put into place and are within budget.

“Our human capital is a very important component of the organisation and not only must it be effectively utilised, but we must ensure that our workforce is competent at all times. If performance gaps are identified, these gaps are addressed through proper training to ensure that the support of the boards is always appropriate. I also maintain the asset register, safeguarding it against theft and ensuring that it is audited regularly,” he explains.

Advocate Khumalo has been in the public service for 25 years. He has been through different departments, namely; the South African Police Service, Department of Home Affairs and the Department of Health. He has worked in operations as well as strategic environments including policy development and legislative drafting. ▲

*Amanda van den Barg*

## CORPORATE PROFILE

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

Its mandate is to regulate the health professions in the country in aspects pertaining to education, training and registration, professional conduct and ethical behaviour, ensuring Continuing Professional Development (CPD), and fostering compliance with healthcare standards.

### Vision

Quality and Equitable Healthcare for All.

### Mission

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

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

### Motto

Protecting the Public and Guiding the Professions

### Values

- Respect
- Dignity
- Honesty
- Integrity
- Effectiveness
- Professionalism
- Responsiveness
- Efficiency
- Transparency
- Rationality
- Accountability
- Consistency
- Impartiality
- Fairness



# A question of leadership

**Anna Mokgokong is co-founder and Executive Chairperson of Community Investment Holdings. She joined the Women Leadership Board of the Harvard JF Kennedy Business School in Boston in 2002 and has received numerous accolades locally and internationally, including being honoured by the USA's Star Group as one of the 50 Leading Woman Entrepreneurs of the World. Mokgokong was South Africa's Business Woman of the Year in 1999. She has a medical degree and doctorate in economics**

## What is your definition of leadership?

Leaders come in all different shapes and sizes. What matters most, in my opinion, are those with the exceptional attributes and qualities of care, commitment and the ability to inspire positive change in others. They tend to be well-rounded and stand out amongst their peers. They can be from all walks of life; community, environment, politics, business, society—anyone who sacrifices to make a positive difference.

## Which historical leaders stand out for you and why?

Nelson Mandela of course. For what he gave and did for South Africa, and he did it with such humility that he was perceived positively across our continent and the rest of the world.

And Mother Teresa, who was recently canonised for her selfless and untiring work, especially amongst the vulnerable and needy.

## Which contemporary leaders from any walk of life—sports, politics, business, religion, youth et cetera—do you admire?

I really admire Usain Bolt as he's not only able to 'bolt' away from the best competitors in the world, remaining unbeatable at such speed but, far more importantly, he has become the ultimate role model for many. He is a superb leader on and off the track, winning with a smile for everyone. Our very own Caster Semenya also leads on the track in an amazing way and also serves as a role model for many. Both of them came from humble origins and have had to face adversity on their way to the top of their



professions, and they both remain very much in touch with their home communities.

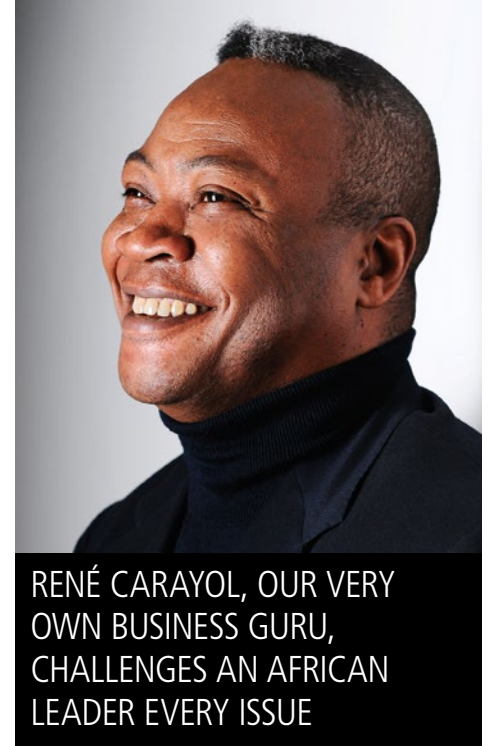
## Have you ever had a mentor? And if so, how did they help you develop and grow?

My mentor was my mother. She came from the humblest of backgrounds but was exceptional in maths and biology. She became a truly dedicated educationalist and inspired me to be the best that I could be. She even went on to establish the maths curriculum of Swaziland back in

the day—and she still found the time to be an exceptional cook.

She was a dedicated wife to my father. She frowned upon mediocrity and instilled the same passion for excellence in all those she taught. Despite her prowess, she always remained the most humble and caring mentor, teacher and, of course, mother.

## In your view, what's the most important driver for success—talent or ambition?



**RENÉ CARAYOL, OUR VERY OWN BUSINESS GURU, CHALLENGES AN AFRICAN LEADER EVERY ISSUE**

Talent and ambition are the two sides of the same coin that work so well in tandem, and not so well on their own.

You need the talent to be exceptional and ambition provides the necessary drive to bring the talent alive and serves to energise you. We all need that distant inspirational vision driven by ambition and fuelled by talent, then the magic happens, enabling you to achieve your dreams.

**Has leadership become more difficult or complex in recent times? And if so, why?**

Leadership has indeed become more difficult with all the complex socio-political issues and factors that impact all of us in a profound way. It's no longer possible to be just a business leader and divorce yourself from the ongoing challenge of poverty alleviation.

You cannot be comfortable leading a large business in a vacuum when there is a sea of poverty and hunger all around you. There is room to reach a social contract, which balances 'doing the right things', whilst delivering shareholder value and growth.

While this is essential, it is not easy in a politically unstable environment. As leaders, it is no longer acceptable not to factor all these dimensions into our decision-making. It is not a linear and straightforward equation, but it must be strived for in all we do.

**What advice would you give to those embarking on their leadership journey today?**

Those embarking on their leadership journey must factor in integrity and fairness in all they do. Circumstances change—values don't. Resilience and tenacity must become vital tools in your leadership toolbox. Dedication and diligence are essential ingredients for success. And of course, it goes without saying, boundless energy and drive should be the cherry on the top of your leadership package.

**What's your reaction to Donald Trump's recent victory in the United States elections?**

We live in the most unpredictable of times. Who would have guessed Donald Trump would be

elected as President? Well, the proof of this particular pudding will definitely be in the eating. It's far too early to tell, but at this point, I don't wish to emigrate to the USA, as I am happy to be truly South African, and as patriotic as I can be.

**There is a global issue around employment and opportunities for the younger generation—do you see any signs of economic breakthroughs for them? What more could be done?**

Whilst being very proud of our next generation, I can't help feeling that we need to be that little bit more assertive with them to encourage them to become more energised and ambitious. At times, there is this unhelpful feeling of entitlement and not enough work ethic. They are, relatively, so much more privileged than we were when it comes to access to education. We had to endure the dark days of 'Bantu Education'. There was a minimum amount spent on black education and we were fed the toxic syllabus of white supremacy. Today, budgets are very different, which fuels opportunities, enabling many to apply to tertiary institutions. If you're motivated, there are qualifications to be acquired and there are no longer any limits on what you could achieve. We need to help them to better appreciate our democracy—it was hard-fought for and should not to be taken for granted. We need to work much harder to get them into education, training institutions, and internships with leading corporates. They also require mentors to prepare them for the real fight—our true economic liberation, which has yet to dawn. ▲



# The State of mining in South Africa and beyond

**South Africa's historic mining industry has been taking it on the chin for the past five years with economic recession, political interference and rand fluctuation playing havoc, but it's showing signs of recovery of late, with specific commodity rallies, giving hope ahead of the 2017 Mining Indaba in Cape Town**



**O**ur internal problems were not helped by the wider economic/oil and gas slowdown internationally, making the need to streamline and modernise mining operations locally a priority, whilst dealing with a number of labour and social issues head on.

The 'State of Capture' report has done the industry no favours, casting a dark shadow over the ethics of the mining house and electricity provider mentioned. However, it is positive to see the reported wrongdoing brought to public attention.

Now, to make sense of the complex nature of mining locally, and provide the expertise of arguably South Africa's top mining lawyer, Warren Beech, Head of Mining at Hogan Lovells, provides exclusive insights.

And to make improve matters substantially, Beech was in Houston, Texas at the time of the interview, attending the Global Energy Summit, giving him a prime seat to give feedback from the much talked about US Presidential Election, which could have implications for mining in South Africa.

Beech starts off by painting a picture of the feel in the States at the moment, "Firstly there is a general consensus over here that the election was surprising. When it comes down to questions of why Donald Trump won and what it means, it is more a case of why Hillary Clinton lost. There is a feeling that he won as a rejection of globalisation. The vote was based on a strong desire for localisation. Therefore, if that is the case, there could be a negative impact on the mining industry in due course, particularly from an American perspective and their investments worldwide, and naturally, in Africa.

"But there is another debate about honesty, which rated Trump's dishonesty versus Clinton's and it was very interesting because his dishonesty during the election was permissible for typical political rhetoric, which is accepted in an election campaign, whereas Clinton was dishonest about the emails, which was not an acceptable level of dishonesty. People understand that Trump is not necessarily going to continue with that rhetoric once he is elected. Thus, nobody can really say, with any certainty, what impact it will have on anything," he explains.

However, it may not be all doom and gloom for mining, with Trump taking a stance against

so-called climate change. "But if you look at what he's said so far, there is a very strong focus on coal, denial of climate change with less importance on environmental aspects. So if that's true, it will make a permissible environment for mining," reflects Beech.

#### **The state of mining in SA**

With portions of mining locally having to lay thousands of workers off with pricing dips and operational cost spikes killing profit, there have been a few rays of light. Those rays of light often have to penetrate a thick cloud of political mismanagement along the way.

"There have been glimmers of hope of recovery but those were sporadic and not sustainable—now they seem to be possible. Your gold, manganese, chrome and even coal are at

wrongdoing. I'd suggest that our media does a lot more exposing of corruption than other countries. I've heard that the sleepy hollow of New Zealand often hides their dirty laundry, with billions in corruptions taking place without much press exposure," he says.

Beech sees disclosure as a team effort. "It's a combined effort of people wanting disclosure; the media has played a part in covering the events and having the strength of courage to disclose it. Our previous Public Protector, good people and citizens who believed in this was crucial."

#### **Streamlining the Department of Mineral Resources (DMR)**

The DMR has also come under fire over the past few years for not managing mining optimally

**“There have been glimmers of hope of recovery but those were sporadic and not sustainable—now they seem to be possible**

sustainable prices and that is a positive. But the report on State Capture did not do us any favours; the MPRDA amendment bill has gone through its first stages. So the regulatory uncertainty still comes back and creates a un-investor friendly environment," says Beech.

And Eskom has not been doing itself any favours of late, with a string of failed CEOs and baffling statements to the media and public over the need for a massive nuclear spend. "Somebody like Brian Molefe stepping down at Eskom sends a very strong signal to people that things are not right. Investors do look at all of that and are highly sophisticated with regard to where they invest, they don't just look at the commodity prices.

"The smaller players are looking and asking, 'Why can't I do this?' I need just as much support from Eskom to keep my business going.' The established companies are looking on in concern, not certain if new mining and prospectus rights will be handed out, which will prevent them from doing business.

"On the flip side, one could argue it is a good sign that people are being 'brought to book' and exposed by the media and Public Protector for

in SA and allowing encroachment on precious natural resources while allowing scarce water resources to lay vulnerable to pollution.

"You've got some really good people in the DMR, but again, it's a capacity issue and the empowerment of the inspectors, from junior to senior level. Quite often, there is a lack of understanding of what they can and can't do. The industry did not do itself any favours when the labour court set aside the informative guidelines from the International Ferro Metals Judgement. They took away the guidelines, and, for me, that was a concern.

"Now, all they have to work on are interpretations of the Act. This is where lawyers can get it wrong—if you get 20 lawyers in a room, you'll have 25 opinions. The only way it can work is if the inspectors are given the tools and guidelines when they have submitted an application. They need to learn from mistakes made in previous judgements," says Beech.

#### **Balancing environment with profit**

The fine balancing act between the environment and the need to mine and create jobs is a very telling factor for the sustainability of

A professional portrait of Warren Beech, a middle-aged man with short brown hair and a friendly smile. He is wearing a dark grey suit jacket, a light blue dress shirt, and a dark blue tie with thin gold and white diagonal stripes. He is seated at a polished wooden desk, with his hands resting on the surface. The background is a well-stocked library with wooden shelves filled with numerous books, primarily in gold and blue covers. The lighting is warm and focused on the subject.

Making sense of the complex nature of mining locally, and providing the expertise, is arguably South Africa's top mining lawyer, Warren Beech, Head of Mining at Hogan Lovells

the industry, going forward. Without a steady supply of water, mining is nearly impossible.

“It’s extremely difficult. Some people will say that no commercial gain can outweigh the potential harm to the environment. But then there is the other end of spectrum that says, ‘Project x will create jobs, feed into the local community and the general commercial environment beyond that.’ So it’s a very fine balance and the most important thing is the enforcement,” says Beech.

### Change of leadership

Some quarters have asked for a change in cabinet leadership for the mining portfolio, but Beech feels a change would just create more short-term uncertainty, which would be untimely, considering the recent smoother patch.

“It would mean another short-term, highly disruptive period. When they changed ministers a while back, it was very disruptive but everybody has got into a fair rhythm and understands what business wants. A lot of people are saying Mineral Resources Minister Mosebenzi Zwane needs to go but it would have a highly disruptive short-term effect,” he explains.

### Key opportunities in 2017

Aside from the doom and gloom, let’s now focus on the opportunities in 2017 for the resource-rich Africa.

“Namibia has been on the radar for quite a while from a natural resources point of view, and is fairly stable from a political and regulatory point of view. Mozambique comes up every couple of months as a hotspot. Unfortunately, every time they get a bit of headwind, something happens, and it’s not normally political, but rather natural disasters. Mozambique is regarded as important for energy and infrastructure.

“Zambia and Botswana have essentially bottomed out with nothing really exciting happening. Nigeria, if you are looking further north, is big from a telecoms and TMT perspective. The most important developments have been in agriculture and water/food security. Therefore, any of our neighbours with decent soil to graze or grow on close to water will become very important,” he adds.

Meanwhile, the Department of Water and Sanitation (DWS) has raised their game of late, speeding up the time taken for a water license for mining. “The Department of Water

and Sanitation, over the last five-six years, has implemented a programme to speed up licensing, which was horrifically long. You could wait for up to six to eight years to get a license. These days, the licenses are coming out more rapidly, with more resources being given to it.”

### Mine closure

You only have to turn on the news to see abandoned mines, with contractors not being paid, and, most importantly, massive environmental and social effects on the communities left behind, to contend with.

Beech explains, “There are always going to be three different types of companies. Some will put the money away and sit on massive trust funds and will allocate for the rehabilitation. Then you have the middle range of companies that are not making a lot of money, and there is never enough money for social and environmental safeguards. The third category of miners gets into real trouble and walks away leaving a big hole, and those are the biggest concern. The new regulations are looking at setting up a trust fund for post-closure, which is mostly related to water.”

### Mechanisation

The older mines are very difficult to fully mechanise because the structure and design can’t take that into account. Only new mines are being set up for not only mechanisation but automation, which is a key criterion for a modern mine. Thus, no human will be exposed to the danger associated with mining.

Job losses are, sadly, a key component of mechanisation.

“The reality is that there will be some job losses, which would be at the lower end of the scale like operators, assistants and spotters. The idea is to upskill those people who can and want to be upskilled into a higher, more specialised category. That will come down to the maintenance on these mechanised, autonomous vehicles and the ability to operate them remotely. So job losses can be minimised by the upskilling aspect,” he says.

Beech has an ‘adapt or die’ attitude to technology for those who fear it taking their jobs. “If you are fearful of technology then you’ll fall into the category of people who can’t keep up and can’t adapt. You should not be fearful of technology but make sure you are up to speed on it and remain relevant in the workplace.



Unfortunately, there is a vast pool of people who simply can’t adapt to the new training environment,” he explains.

### Education

Some have argued that universities are no longer relevant, falling behind the cutting-edge knowledge needed in this demanding industry.

“The universities are still very academic, thus, the transition into real life is still holding us back. I’m very strongly in support of vocational training, like Canada, who integrate their students into workplaces for extended periods before they graduate. Thus, strong co-operation is needed between the institutions and businesses. There is a common view that people should have access to education, but it’s about



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## Some quarters have asked for a change in cabinet leadership for the mining portfolio, but Beech feels a change would just create more short-term uncertainty

what you are paying for. If you are getting free education, what exactly are you getting? We need relevant education, we've got enough lawyers, and it should be more practical, scientific areas that need the money," says Beech.

### Mining Indaba

The Mining Indaba, held in beautiful Cape Town every year, has been falling off the map in recent times. With a change in focus and increase in fees, have the new owners killed the goose that laid the golden egg?

"They have taken a step in the right direction by reducing the delegate passes but it is still very expensive if you take in the whole package. They need to reduce the price of the stands, which are hellishly expensive. They need to

attract the investors back, with the shifting emphasis over the last three years into a trade show.

"Having said that, it still remains a very important event because the right people are there at the right time to connect with. From a legal point of view, you are not necessarily going to walk away with instructions, but if you are not there, your clients will notice," he explains.

### Women in mining and empowerment

The role and numbers of women in mining and the manipulation of Black Economic Empowerment (BEE) into something more tangible has been slow to take seed in SA. While there are signs that it's slowly moving in the right direction on some levels, it falters on other levels.

"It's not where it should be. Women in mining, the percentage goes up in certain areas like machinery and haul trucks at operator level—there has been an influx. But the supervisory chain still requires a lot of work, as well as the boardrooms.

"Empowerment is always a very tricky question. The theory being is that BEE should assist as many people as possible, hence the amendment to the Mining Charter Three to make sure the various categories benefit from employees to communities, so you don't have the same merry-go-round of people on the empowerment rollercoaster. Until we get it right and spread it widely enough, there will never be happiness amongst the mining companies," he concludes. ▲

*Gregory Simpson*

# In the land of Trump

**Donald Trump's landslide election victory knocked Hillary Clinton, the media and most of the free world for six. Did that really happen? Fortunately, our globetrotting business guru, René Carayol, was in the land of the free and the home of Trump Towers to ascertain the situation**



**A**s the British Airways A380 calmly touched down at the massive Los Angeles LAX International Airport, everything appeared as pristine and as well organised as it ever can at the world's busiest airport.

But there was something very different in the air. It was exactly one week after Donald Trump's routing of Hillary Clinton in the United States presidential election. This hugely Democrat city was in shock. There were angry protests in downtown Los Angeles at the weekend, with many protesters shouting and waving placards stating loudly, 'He's NOT our President'.

The Mayors of Los Angeles, New York City, Chicago and Philadelphia have been very vocal in condemning Trump's anti-Mexican

Obama came out to say that Clinton had just not campaigned as hard as he had had to in '08 and '12. She failed to visit the tough marginals in the Mid-West and Trump was all over them.

**T**his is a key leadership lesson—neglect no one, no matter how fearsome a reception you perceive you will receive. All the electorate deserves and demands your attention. I'm here in Los Angeles as an invited guest speaker of BlackLine, the Californian financial accounting software firm, which was holding its annual Customer Summit at the Westin Hotel in Los Angeles.

Immediately after my generously well-received keynote on leadership, I hosted an all-female panel of exceptionally talented

who have perhaps lacked their share of positive attention. Gloria was also emboldened by the election result to become even more focussed on her outstanding work that has benefitted so many.

"It's always about all of us, as we fight and deliver, especially for those Latino women who give so much and receive so little," she said.

Gloria shared with us that she had recently retired from public office—she could have fooled us. Gloria is a force of nature and was more than fully occupied working with a multitude of organisations with her unbelievable energy and goodwill. She is a truly amazing leadership role model for all of us.

Therese is a true testament that being a focussed business leader and having a strong social conscience can work so wonderfully together. She also picked up their collective mantra that there is so much more to do now. Therese is bold and forthright—that's the way she has built such a spectacular business from scratch, but she has a huge commitment to the disadvantaged.

She gave her inspiring and uncompromising message, sharing her belief that "we are the ones that can make a telling difference and we now need to be more determined than ever before".

They are three very different leaders with one key message: In times of volatility and uncertainty, that is when we need our leaders more than ever. Their collective rallying call was both timely and powerful. The audience was quiet and deeply engaged and, as they finished their closing remarks, the entire auditorium burst into spontaneous and long-held applause. They were authentic, sincere and measured—it was brilliant and a real pleasure to be at such close quarters to three colossal leaders.

It's in times of adversity that leaders are found.

**M**ainstream political parties can no longer be complacent as the radical right points to genuine grievances, despite having no real solutions or redeeming characteristics. The electoral earthquakes experienced in the United Kingdom with Brexit have now hit the USA. Europe will be next, with the imminent elections in Italy and France appearing in danger of repeating the pattern.

Hardly anybody is thinking of stealing any of Trump's ideas, and that's why he's been ramming them down people's throats.

## Clinton fell a massive 6 million votes short of Obama's 2008 share and 2 million short of his 2012 total. This was an election not won but lost.

and anti-Muslim tirades and vowed to protect immigrants from mass deportation.

Charlie Beck, the Los Angeles Police Chief, stated that his police officers would refuse to enforce the federal immigration policies—despite being obliged to do so by California state law.

This was anything but normal, and this scene was playing out in many angry American cities.

However, it is worth noting that—much like the Brexit catastrophe in the United Kingdom—Hillary Clinton beat Trump in all the top 20 cities in the USA. This is a remarkable statistic. Trump trounced her in all the rural states and, like many populist African presidents only know too well, the major urban areas are much harder to convince.

Ironically, Trump came within 100 000 votes of the totals reached by both Mitt Romney and John McCann in their losing bids in the 2008 and the 2012 presidential elections respectively, but the game-changer was the fact that Clinton fell a massive 6 million votes short of Obama's 2008 share and 2 million short of his 2012 total.

This was an election not won but lost.

inspirational leaders. Andrea Jung, President and CEO of Grameen America, the former Chair and CEO of Avon and the longest-serving female CEO on the Fortune 500, Gloria Molina, LA County Supervisor and Therese Tucker, founder and CEO of BlackLine.

We kicked things off with how they now felt about the role of leaders in various communities after the polarising effects of the previous week. The audience was instantly struck and riveted by their collective stoicism and optimism.

Andrea opened with her confession of waking up the day after and realising that "I now had to work harder, try harder and push harder for all we continue to believe in. We must continue to help bridge that difference with those women Grameen America had already made a difference to." She gave us her warning and tangible confidence, and we all lapped it up with relish and good grace. Andrea spoke with a gentle authority that was impossible not to admire.

Gloria is an indomitable spirit as she has championed the cause of the significant and important Latino community of Los Angeles,



Not everyone remembers exactly what you say,  
but they will remember how you made them feel

It's no longer enough to feel that this severe and negative force will blow itself out. This is a moment for strong and inspired leadership from our democratic elected governments everywhere.

It's so easy for many potential voters to stay at home and feel that the situation is hopeless, as many Democrats obviously did. They were never going to vote for Donald Trump, but Hillary Clinton failed to give them anything to belong to and, most of all, they didn't believe in her enough.

Back to the President Elect, Donald Trump. At the weekend, it was reported that he wanted to attend the first Ultimate Fighting Championship (UFC) event to be held at the prestigious Madison Square Garden in New York. It's not for

us to comment on why the President Elect of the USA wanted to attend such a brutal spectacle. His new security detail was beside themselves as to how they would keep him safe with 20 000 boisterous fans in the mammoth auditorium. He was insistent, but they eventually persuaded him not to attend. He has a huge amount of learning in front of him.

Trump supporter Peter Thiel, the founder of PayPal, put it succinctly when he said that "the media took Trump literally but seriously, whereas the public took him seriously but not literally". When he said, he would "build a wall and get the Mexicans to pay for it", people heard he'll get tough on illegal immigration.

Trump has what can only be described as a very mixed group of people advising him

including—and bizarrely—his family at the forefront. It's beyond nepotism.

I've had the privilege of meeting and working with one of his most trusted advisors, Rudy Giuliani. He was always suave, measured and worldly-wise. His indefatigable support for all of Trump's overbearing attitudes and misdeeds shocked many. He single-mindedly defended or praised even Trump's most outlandish behaviour. For me, this was an unrecognisable Giuliani.

It clearly brought home what even smart and professional people are prepared to do in pursuit of the most powerful office in the country.

The length, tenacity and vitriol of the US presidential election may no longer be the best way to decide modern day elections, but

it certainly revealed the true characters of the contestants.

Clinton made the fatal mistake of making her experience and expertise the foundation of her campaign. Eschewing any compelling sound bites, she adopted a dull monotone of long and impenetrable monologues that left her audiences cold and lifeless.

Trump was all slogans and catchphrases culled from his mastery of the 140 characters he incessantly splurged out of his Twitter account. He capitalised upon the force of his personality and his remarkable ability to emotionally connect with his rock-solid base.

When it comes to leadership, EQ will always overcome IQ.

Trump developed a visceral understanding that anger and fear would establish his credentials as the “outsider” who would mercilessly “drain the Washington swamp”.

On the other hand, Clinton’s intelligent, policy-based rhetoric failed to register, let alone excite.

Not everyone remembers exactly what you say, but they will remember how you made them feel.

Not enough of the electorate trusted the real motives of the intelligent but guarded and scripted Clinton. Trump simply played out his boorish and confrontational reality TV character to the fullest. He was seen, by many, as authentic and without a care about his sincerity. He was perceived as real.

During the debates, there was little respect. Trump would rudely talk over Clinton. The

miracles they promised. When this happens, the hero has to find alternative methods to maintain their support. We have seen this movie before, right across our continent of Africa.

As ever, the biggest clue to what any leader really stands for is the company they choose to keep, namely, their chosen, top team. Trump’s preferred list of acolytes looks dark, foreboding and ominous. With the likes of Giuliani, Ben Carson, Stephen Bannon, Chris Christie, Newt Gingrich and Sarah Palin all licking their lips and awaiting the call, many shudder at the prospect.

A quick glance at some of the more feasible and pragmatic of Trump’s policies makes it abundantly clear that his hypocritical rhetoric about standing for the “left behind” blue collar workers was just election speak. He wants to cut income tax, corporation tax and abolish inheritance tax, but that certainly doesn’t look like a recipe made for America’s marginalised and poor—quite the opposite constituency, to be honest.

It’s policies like these that will serve to widen income inequality, which is the opposite of what drove so many to vote Trump into power. What happens when so many eventually realise he is not the Messiah? While his tax-cutting regime may well stimulate growth, it will mainly benefit the already filthy rich.

Like so many of our African Presidents, Trump has quickly passed control of his business interests to his family but, simultaneously, has gotten them into high and influential places, despite none of them having any governmental

“The media took Trump literally but seriously whereas the public took him seriously but not literally.”

- Peter Thiel, founder of PayPal

opposite of talking used to be listening but that was far too polite for Trump. Today, the opposite it’s waiting.

Reality eventually kicks every populist leader very hard—for the politically-savvy, this mercifully happens very quickly indeed. It is not long before the public who voted them in soon realise that their hero cannot perform the

experience whatsoever. He states the “blind” trust set up will prevent any conflict of interest with his many businesses, but it is so much more of turning a “blind eye” to what is just and proper.

He has already contradicted one of his cornerstone policies of scrapping Obamacare. This is smart and cunning, as much of his staunch and



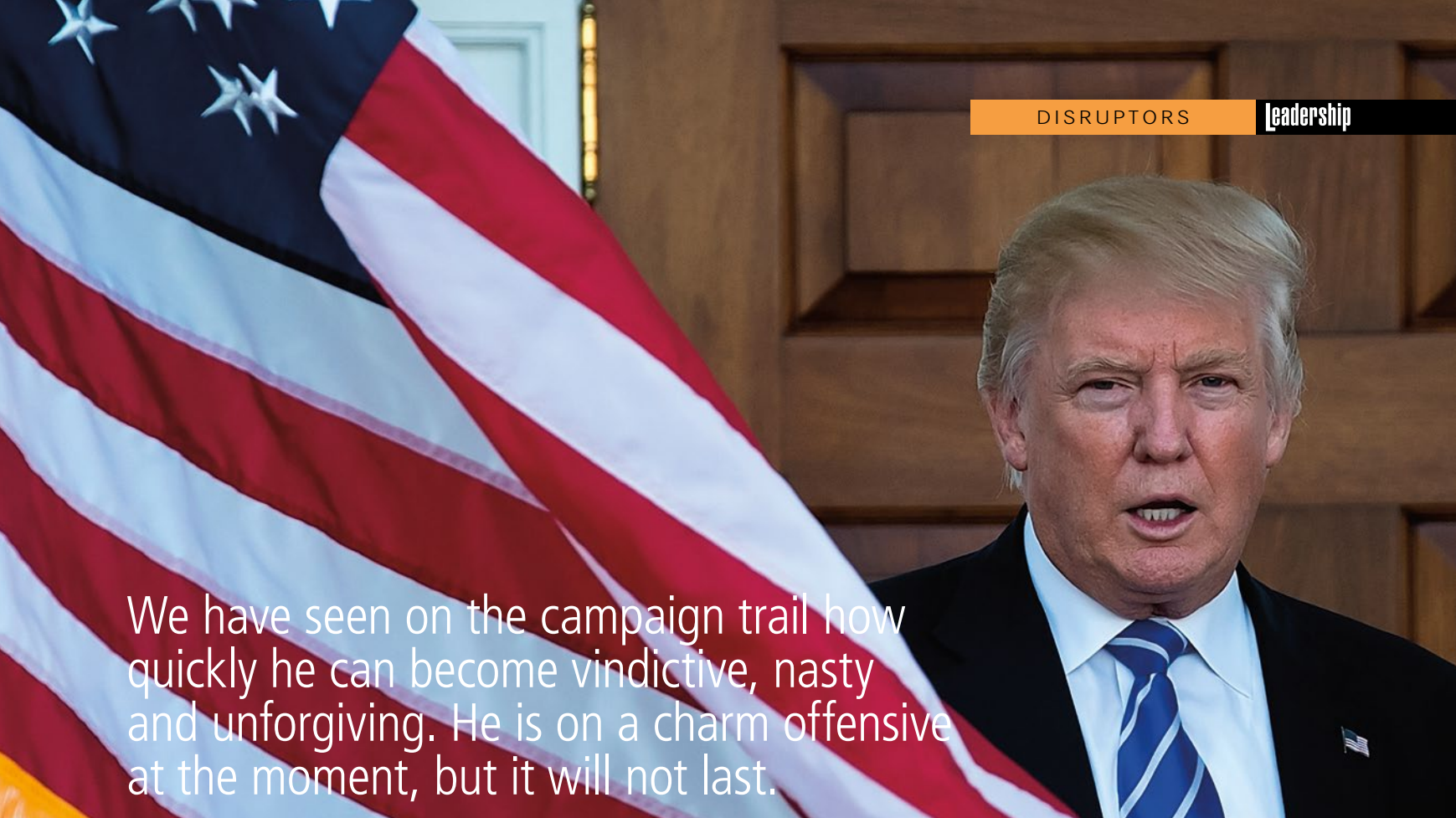
angry support relies on government assistance in order to survive. This will bring him into opposition with his own party. The Republicans have traditionally been the party advocating “small government”. This may well push Trump to “go it alone” with his new-found friends, and that may well make him (hopefully) a one-term wonder.

As with most demagogues, Trump is massively fixated on his popularity and, consequently, without any notion of his mass appeal slipping. Any downturn will see him ignoring advice and “going for the jugular”. We have seen on the campaign trail how quickly he can become vindictive, nasty and unforgiving. He is on a charm offensive at the moment, but it will not last.

Once the Democrats eventually get over their self-inflicted loss and a new generation of more in-touch and inspired leaders emerge, they will find it easy to bait and enrage the extremely thin-skinned Trump.

They know that, by inducing his intemperate responses, he will cross every red line, as he demonstrated consistently throughout the campaign: race, gender, xenophobia, morality, religion, good manners—he tore it all down.

As much as so many Africans feel that this is the worst American President Elect they could ever have (and they are absolutely right



We have seen on the campaign trail how quickly he can become vindictive, nasty and unforgiving. He is on a charm offensive at the moment, but it will not last.

in that regard), he is remarkably similar to far too many of our current and recent Presidents across Africa.

Those living in glass houses should be very careful when throwing stones.

Back in the 1930s, Franklin Roosevelt realised that the radio could be the single most powerful medium for connecting with and convincing voters that he was the right person for the job, and it won him the election.

In 1960, John F. Kennedy discovered the power of television and utilised its reach to romp home to the White House, defeating Richard Nixon.

Barack Obama harnessed the power of the Internet to reach those that others couldn't and mobilised their support for his seminal victory in 2008.

Donald Trump has taken his experience of reality television and its extremely dumbed down format to electrify a downtrodden and seemingly neglected constituency with his simple slogans and command/control Apprentice-style business leadership.

This image of the all-knowing and all-consuming, older white male, commander-in-chief style, always 'suited and booted', throwing out single sentence commands, is right out of the Jack Welch, Lou Gerstner and Lee Iacocca era

of autocratic 'celebrity CEOs' of the 1990s. The business world has rightly moved on from this 'Sun King' type leader to a much more inclusive and collaborative model.

It's no longer possible for a leader to be so broad that they can single-handedly call all the shots. But it is entirely feasible for the team to be broad.

If we look at what succeeds in 'The Apprentice' and makes for great TV—huge ambition, unbreakable self-confidence, massive extroversion and a withering single-mindedness—this is Donald Trump.

'The Apprentice' show—it is not business, it is a successful TV Show—tends to deliver narcissistic self-promoting celebrities rather than strong, team playing executives. Trump has taken all this learning and energised his total persona and election campaign with this in mind, and with startling effect.

The disastrous scandals and abject failures of the 'celebrity CEOs' of the 1990s and early 2000s eventually killed off the 'Big Man' leadership cadre in progressive businesses. Unfortunately, the USA has learned nothing from Africa's continued fixation with the Big Man, Apprentice-style leader who is King of all he surveys and is an immovable and irresistible autocrat.

As I get ready to leave one of my favourite cities, the positive force that always greets visitors to Los Angeles is not quite as apparent as it normally is. The only silver lining is that Americans may see the error of their ways in four year's time but, if not, he will definitely be gone in eight years. Many African countries still have to wait for divine intervention.

Our three inspirational leaders have set a blueprint for all leaders across America, no matter what field, sector or community they may serve and, in these dangerously divisive times, leadership is paramount. Even (or, especially, when) the leadership at the very top is not what we would wish, that is even more of a reason to step up and lead where we can and make a positive difference to the lives of others.

Never let your outrage prevent you from doing what's right.

"The American, by nature, is optimistic. He is experimental, an inventor and a builder who builds best when called upon to build greatly."

– John F Kennedy ▲

*René Carayol*

\* René is the CEO of *The Inspired Leaders Network* ([www.inspiredleaders.com](http://www.inspiredleaders.com)). Connect with him on [rene@carayol.com](mailto:rene@carayol.com) or [www.carayol.com](http://www.carayol.com)

# The power behind the throne

**A long-awaited and remarkable women empowerment programme (the Leadership Spousal Support Programme) was successfully launched in Mahikeng on 11 November 2016, followed by an interactive seminar**

**T**he Leadership Spousal Support Programme (LSSP) is one of the community services investment responsibilities initiated by Mrs Kule Mahumapelo, as it has been her mission to make a difference in the lives of the community in which she lives. The event attracted women from different backgrounds with the aim of redefining the role they play in supporting their spouses who are occupying high profile leadership position.

“I am delighted by the tremendous and extremely encouraging feedback from the women who participated in the programme,” said Mrs Mahumapelo. “This is an indication that this type of empowerment programme was long overdue. Unexpectedly, there were men who attended and their feedback was also overwhelming.”

The event was graced by women of stature, among them Mrs Maphefo Mogoeng (wife of the Chief Justice, Mogoeng Mogoeng) and Mrs Yoliswa Sechwaro (the Speaker of Ngaka Modiri Molema District Municipality).

More than 250 women attended this profound and interactive event that took place over a two-day period. The opening ceremony took place in the form of a gala dinner, where the LSSP’s logo was unveiled and the organisation’s vision was outlined. Mr Lungile Dantjie, the former Member of the Provincial Legislature (and the husband of the Speaker of the same Legislature), took the ladies gathered by surprise when he mentioned that he supports the programme and that he encouraged spouses to continue to support their husbands or wives



*1st Lady of the North West Province, Mme Kule Mahumapelo, at the launch of the Leadership Spousal Support Program at the Mmabatho Convention Centre.*



without reservations. He highlighted that a loving and supporting wife or husband brings out the best of their spouses' abilities and capabilities and that he had witnessed it first-hand when he was once in a leadership position.

Mrs Mahumapelo set the tone during the seminar by sharing her journey and her role as a woman in a society and wife to a leader. She highlighted the fact that a woman's character is tested by the challenges she encounters and how well has she managed to overcome and rise above such.

Mrs Mahumapelo appreciated the support of her husband, Supra Mahumapelo in encouraging her to pursue the spousal support programme. "I thank the Almighty God for having blessed me with such a wonderful husband," she said.

She reminded women of the main objective of the LSSP, which is to "redefine the role spouses and partners of leaders play in society and to explore how they can support each other in their respective responsibilities", including the theme which is to "be in control of your destiny". All of these objectives can be achieved if women know and understand why these goals exist and what roles women can play as a spouse and a partner. She reminded women that, if they fail to support their spouses in all aspects of their relationship then they might also be failing their community as well as society in general.

She encouraged women to develop themselves, network and support one another as part of women empowerment. The seminar included

an interactive session where woman made their input on how they were enlightened and inspired by the programme as well as the presentations that were made during the seminar.

The seminar commenced with a revival service aimed at preparing women spiritually and mentally. The women were empowered by the following speakers in ensuring that the objectives of the programme are achieved.

- The Department of Intergovernmental Relations and Corporations shared an informative presentation on Protocol and Etiquette: "As the spouses of powerful leaders, other women are looking up to you as role-models and it is imperative to display good behavioural manners in your life."
- A psychologist empowered women around issues of mental health and emotional intelligence. She shared a thought-provoking presentation on how people should be aware of their capacities and in control of their emotions in order to handle the interpersonal relationships.
- The programme director encouraged women to believe in themselves and inspired them to motivate themselves to rise to the new level of self-confidence and belief of their position.
- The family relationship specialist stated the importance of strengthening relationships through trust and effective communication. She encouraged woman to remain in their positions as spouses and partners and to put all negative thoughts on the side.

- Mrs Mahumapelo urged participants to go back to other women in their communities and society, particularly those in the rural communities, in order that they could impart knowledge, enlighten and empower them so that they can also play a meaningful role in the lives of their spouses and partners.

During the interviews that followed the seminar, Mrs Mogoeng mentioned that the programme was powerful and that most women do not understand their role.

"I did not get married to the Judge, he has remained to be my husband before the title. The title comes with responsibilities but I believe that, with preparation, by the time the title comes a wife can be in a better position to know how to conduct herself," said Mrs Mogoeng.

The programme achieved the following outcomes for the women who attended:

1. They enjoyed the opportunity to network with other women and experienced an incredible feeling of uniting with them.
2. The women were empowered in terms of different aspects of their relationships.
3. They gained a broader understanding and appreciation for the importance of spousal support and acknowledging their talents, as well as how best to utilise their talents.
4. It brought hope to women who did not know how to tackle the similar challenges as discussed by the seminar.



Of great importance was the fact that the women who attended all agreed to spread the message as service ambassadors in their respective communities. There was also a commitment expressed to create structures to ensure the sustainability of the project.

During the proceedings, Mrs Mahumapelo acknowledged two young women who are playing a very important role in the society. “Neo Letlhogela is a young woman from Dryharts (a village in Taung) who has been suffering from HIV / Aids for 10 years and she is open about it. As the owner-operator of

McDonald’s in Mahikeng, I have appointed her the HIV / Aids Ambassador of McDonald’s, said Mrs Mahumapelo.

“The reason I appointed her is because she is playing a very important role in ensuring that other young women who are suffering from such are helped in terms of recognising their health status. To me, that is a support that goes with leadership responsibilities.

<sup>3</sup>“The second young lady is Kentse Badirwang, who comes from Signalhill, a village in Mahikeng. She is a woman who has been abused since the age of 14 years and on a

number of occasions she tried to commit suicide but there was a support that encouraged her to be strong and through her courage and commitment she became strong and eventually she even wrote a book about her experiences.”

Kentse is now the ambassador of the 16 Days Activism drive. “I thought it would be very important to recognise these young women during the Leadership Spousal Support Programme so they can show other young woman that you can start to be a leader from a young age. You can even start tomorrow to be a leader,” said Mrs Mahumapelo. ▲

### Problems facing spouses of leaders

- Societal pressures (always under spotlight, criticisms, wealth, competition).
- Lack of knowledge and understanding of the intensity of their spouses’ responsibilities and nature of their work.
- Coping with absence of their spouses due to work related responsibilities.
- Overwhelmed by the acquired status of their spouses.
- Personal insecurities.
- Creating a balance in terms of offering support but not being subservient.
- Immature approach in handling relationship.



### Leadership Spousal Support Programme (LSSP)

Behind every successful man there is a powerful, progressive and prosperous woman—and that’s me. It is an arduous journey I must say and on the other hand exciting as it prepared me to approach life positively and turned all my hardships into opportunities. In the process, as an independent person, I learnt the surviving skills through hard work, determination, perseverance and positivity, more over staying in a position as a mother, wife and entrepreneur to ensure that I realise my vision. Advice for spouses

- Spouses must take charge of their lives and be in control of their destiny.
- They must be masters of positive change and not victims of negative energies.
- Invest in their own development and empowerment (continuous learning).
- They must not be overwhelmed by acquired status of their spouses.
- They must be independent women of stature in the community.
- They need to demonstrate the highest levels of maturity in dealing with issues
- They should strive to maintain confidence at all times
- They must endeavour not to succumb to any pressures.



# Kabelo Ncholo

**Kabelo Ncholo is the founder and Managing Director of Yourself Management, a marketing agency he founded with the single R350 tip he earned from one table while working as a waiter**

**E**stablished in 2004, Yourself Management is a through-the-line marketing agency that specialises in the African market. Yourself Management employs more than 300 staff operating throughout the Southern African Development Community (SADC).

Kabelo is currently completing his MBA with Henley Business School and has been rated as one of 2016's top 100 Young, Independent, Inspiring and Aspiring leaders who are taking the African continent forward. Today, at the age of 33, Kabelo's highly rated agency operates from offices in Johannesburg, Cape Town, Durban, Namibia and Zambia, servicing blue chip firms that include Tiger Brands, Nestle, L'Oréal, Symantec, Platco Digital (e.TV) and the SABC, in addition to a number of companies throughout SADC countries.

#### **What moves you every day and inspires you to do bigger things?**

My humble background is the main motivation to dream, but my other inspiration is the difference that I make in the lives of others through the honour of being able to create employment opportunities. I am a dreamer. I dream with my eyes open, and I can't afford not to see my beautiful dream. My dream keeps me motivated

and inspired. That's the reason I can't afford to close my eyes, I might oversleep.

#### **What are your strengths and weaknesses?**

My strength is working hands-on with my team on whatever projects are underway or in planning stages. One of my weaknesses is that I tend to put too much faith in people who sometimes let me down, but that will never change who I am.

#### **What are the most important values you demonstrate as a leader?**

You lead by example. I don't tell my staff how to do things... I show them how to do things. Secondly, my leadership style is carried out in a Godly way, where I am interested in my staff's personal development.

#### **What are the critical mistakes leaders make?**

Lack of forward thinking and a resistance to change.

#### **How do you overcome challenges that get in your way?**

As a leader, most of the time I feel things don't go my way because you always put yourself last. You consider every challenge with an outlook thought of the organisation and its people come first, even if it goes against your personal view.

#### **What does Ubuntu innovation mean to you as a leader?**

Ubuntu innovation means that, as leaders, we are who we are because of others. You are a leader because of the people you are leading. No man is an Island: we all need each other – black

and white, employer and employees - to take this country forward. We need to have each other's best interests at heart.

#### **What is the best business advice you have ever been given?**

I am not special. I am different and I should use my difference to affect and inspire others.

#### **What can the business world expect from Kabelo in 2017?**

To have been acknowledged and honoured with business awards from many different organisations motivates and inspires me to think positively about 2017. I see myself making big strides in creating more employment through innovative ideas that we as a business have strategised for 2017. I will continue to align myself with the right partners, stakeholders and market opportunities. I am very excited about the African penetration and birth of digital television in 2017.

#### **What message would you like to share with South Africa's business leaders?**

Unemployment is a crisis within our country. We as business leaders need to work together with government and public sector leaders to fight this monster that is killing our beautiful country. As business leaders, job creation should be the first thing on our mind - not our profits - and government needs to work with us in motivating and inspiring this thinking. Let our leadership be measured on how much of a difference we have made to the community, not on how much wealth we have accumulated for ourselves. ▲

*Lhithi Tom*

# The man behind Fabiani

**Arie Fabian was born into a family of retailers and, through years of innovation, experimentation, failure, success and hard work, he has grown the Fabiani brand into the luxury icon it is today**

**“My father started Fabiani in 1978 at shop Number 6 St George’s Mall, Cape Town, just up the road from here,” says Arie Fabian, sipping on an espresso as we chat at a bustling Cape Town coffee shop. “This was at a time when our whole economy was very much confined because we were in the heart of apartheid. Fashion wasn’t global back then, so you could only get it in pockets, and we were one of the first importers of great luxury brands in South Africa.”**

Arie’s energy and focus suggest that espresso might well course through his veins. He looks razor sharp and lean, indicators of years spent building a brand locally and internationally, and sweating on the shop floor getting to know his clients. After studying at Cape Technikon (where he learnt every aspect of the clothing business, along with further studies in Business Management), Arie set sail for Munich, where he interned with Hugo Boss.

“I was a doer. I wanted to get out there. If a customer walked inside I wanted to serve him. German people are super-efficient and they do it exactly right... but they’re a little bit more reserved, and here was this young enthusiastic guy who was ready every time a customer walked in. I wanted to serve them and show them as much as I could,” recalls Arie. As he speaks his energy and enthusiasm is infectious, even though he was drained of energy from fasting.

He made one memorable sale in Munich when, at the age of 22, Tommy Hilfiger strode

into the store looking for samples for his own collection.

“I worked this guy throughout the entire shop. It was a three-floor store and I took him upstairs and down and just sold him as much as I could. At the end of the day I rung up a 40 000 Deutsche Mark sale for Mr Hilfiger. It was just unbelievable but, at the same time, all it took was a lot of effort and 100% service.”

While learning the trade overseas and picking up trends, he kept in contact with his father, continually updating him on his concerns regarding their business model.

“I would tell my father that, even though we’ve got a great brand at the top, being Fabiani, we’re selling all other people’s brands, which means that they are the masters of all—including the master of our destiny.”

It proved to be a pivotal vision for the brand, and one that needed the benefit of seeing the problem from the other side of the fence. Aside from being influenced by currency, there was also the issue of price parity.

“If you’re travelling you know you’ll be paying anything between 30 and 45% duty on your purchases, so what transpired was that I kept on telling my dad that we need to do everything Fabiani. I came back to South Africa, wet behind my ears—but hungry as hell—and what was in my favour was the fact that I loved people and I loved fashion. And then we started doing everything under the Fabiani brand.”

The beauty of this model was that it also allowed them to build the Fabiani brand parallel to the brands that they were selling in their stories—Prada, Armani and Boss.

One of their great success stories was found in one of their first new stores that was, ironically, a small site upstairs in Nelson Mandela Square.

“We traded in a 50-square metre store but, because it was located upstairs, we were trading at 2.5% rental to turnover, which is similar to like an FMCG or a food business,” he gleams. “There’s two important ratios in retail—salaries as a percentage of turnover, and rental as a percentage of turnover. In the luxury space where Fabiani sits, on a normal basis if your turnover is R1 million then your rental would normally be anything between R100 000 to R150 000—around 10% to 15%.”

The company took the lesson from this success and carried on opening small-sized stores that packed a punch at the tills.

## Building on success

Typical of the owner-run, family business is the attitude that comes through of the importance of building the business from the ground up.

“Most businesses operate top down, with people filtering information down. As a result, the people running the business don’t have a real understanding of what it’s like to work on the ground. I’ve had the privilege of meeting people of every sort—and sometimes not the privilege,” says Arie, laughing

“People always ask me how I know so many top business people and celebrities, but it’s because I’ve served them in my shops. From the CEO of Investec Bank to the CEO of First Rand, and hundreds of other CEOs. I think when you have that kind of interaction you can create real relationships.”

One relationship that made a significant impact on the brand's history was when the Foschini Group bought Fabiani in 2011.

"They bought seven stores as well as the brand, and I went with it to drive the brand as a brand director for a five-year term, which ended a few days ago," he tells me.

"When I left we had opened up 24 Fabiani Stores all over the country, all the way up to the Limpopo... and I personally opened up every single Fabiani Store and trained every single one of our fashion consultants before the store opened.

"It was an unbelievable experience, but I truly believe that success is about being present on the shop floor. If you care for your people then they're going to care for your customers. If you don't care for your people then they're not going to care for the customer. It's just basic."

One of his biggest legacies was convincing the group to become a retailer of brands within their triangular business model. Fabiani was their beautiful acquisition at the head of the triangle ("The diamond, as they call it," he reiterates), with Markham, Foschini, Totalsports, sportscene, American Swiss and Sterns all operating in the middle. At the base of the triangle are brands such as Exact, @Home, Due South, and new fashion brand THE FIX.

"They've got 22 brands and they now talk about it as the portfolio of greats. In 2013 I passionately addressed the Board and suggested that they shift from being a credit retailer to being a house of brands.

"Brands have personality, brands have emotions, brands have connections. After all, you connect with the brand, but you don't connect with the Foschini Group or the Woolworths Group."

Next up for this young man (in corporate terms) is a global executive MBA which will take him overseas for two-week stints in different countries.

"The one I'm going to has an Asian focus. I want to learn about the Asian culture, because I don't know it.

"Long-terms what I want to do is connect people and go into their M&A private equity space—that's where my joint is."

When you see the determination in Arie's eyes, you know that this is one space that's definitely worth watching. ▲

*Simon Lewis*



# Savvy cities

'Smart City Playbook' commissioned by Nokia identifies best practices from 22 smart cities around the world including Cape Town

**I**n the midst of the global economic crisis in 2008, IBM began working on a concept it coined “smarter cities—a concept that has captivated the world ever since, as cities strive towards the full package of being “smart”.

Today's cities are measured as “smart” in terms of the emphasis they place on human capital, social cohesion, economic development, public management, good governance, environmental performance, mobility and transportation, urban planning, international outreach and—arguably the most important of them all—technology.

It's the measurement of these parts that informs a city's ability to transform the quality of life for its citizens and deliver tangible benefits at government levels while best leveraging its natural resources. And it seems African cities may be at an advantage across a number of these measurables.

A report published by Deloitte in 2014 (“Africa is ready to leapfrog the competition through Smart Cities Technology”) noted that African cities certainly have a distinct advantage over many of their Western counterparts when it comes to technological adoptions, as many of these cities—among them Johannesburg, Pretoria, Durban and Cape Town—do not suffer from the same crippling costs associated with the maintenance of aging infrastructure in much older cities abroad.

Falling into the category known as “Transitioning” Smart Cities, South African cities are also among those undergoing rapid urbanisation and population expansion - which in turn are experiencing the rise of a strong and predominantly young middle-class: another key ingredient, according to Deloitte, as youthful consumer populations are often the biggest drivers towards adopting Smart City ideologies.

It’s no surprise then that several South African cities have dedicated strategies in place to become “smart”: The City of Tshwane’s smart city strategy is due for realisation by 2055. Cape Town is in the midst of its own five-year strategy. Johannesburg aims to do this by 2040, noted Executive Mayor Parks Tau in his “State of the City” address in May.

Looking back over the past five years since the genesis of the Johannesburg’s 2040 strategy, and commenting on innovations such as the upscaling of public transport, the introduction of free internet and WiFi in libraries across the city, and the development of corridors linking economic nodes, Tau said: “We’ve covered a vast distance in a very short space of time, as we build a city which is liveable, sustainable and resilient.”

International management consultancy McKinsey, in its report, “When cities rule the world” (Parag Khanna, 2011), sites Cape Town as an example of being a “Gateway City” - one of the three kinds of cities driving the new urban topography (the other two being global hubs and mega-cities).

In turn, the city’s traditional CBD is seen by many as the “gatekeeper” that’s driving the city towards both its “gateway” and “Smart City” status, as the CBD experiences reurbanisation and economic revival (having turned back from disinvestment in the late 1990s).

“The Cape Town CBD reflects an international trend that is seeing both businesses and people return to traditional downtowns,” says Rob

Kane, Chairperson of the Cape Town Central City Improvement District (CCID). “This is itself very much in line with the Smart City ethos that anticipates, by 2050, that 70% of the world’s population will be living in cities.”

This trend—around the reurbanisation of traditional downtowns - notes Kane, is reflected in research published last year by the UK government’s “Foresight Future of Cities Project” in its The Business of Cities report. It also bodes extremely well for South African CBDs that place investment and people equally at the top of their smart city checklists.

“Investment,” says Kane, “provides a downtown with a corporeal body but people give it a heart and soul. Both are essential.”

The UK report notes that businesses are starting to be seriously attracted to the pool of possible employees and residents steadily returning to well-managed CBDs. Quoting from the report, Kane notes: “With re-urbanisation comes new business locations including the densification of business districts, the rise of second and third districts, new campus city centre locations, new innovation districts and

the redevelopment of old locations into new corporate and enterprise hubs.

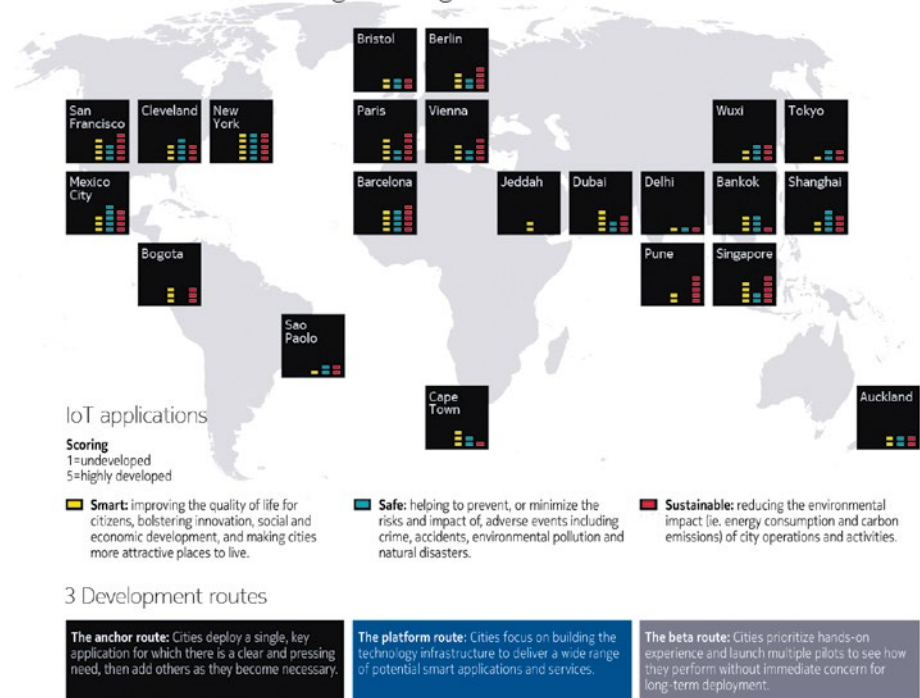
Says Kane, “Certainly—ust like other South African CBDs—we still have challenges of note, among them densification and improving environmental performance, not to mention tough economic times placing an additional burden onto our development as a nation, but I think the dedication that so many South African cities are showing towards becoming smart, bodes well not just for the country but for Africa as a whole.”

**Launch of The Smart City Playbook**

In November Nokia released the Smart City Playbook, a report developed in conjunction with Machina Research which examines the strategies of 22 cities as they become smart, safe and sustainable. The Report distills three different smart city approaches and highlights key developments in technology and business models which have helped cities become smarter

The playbook provides concrete guidance to city leaders on successful strategies used by other municipalities to make their cities smarter,

World map of smart, safe, sustainable cities  
Machina Research scoring & findings



## Key Findings from Cape Town, Dubai and Jeddah

### Cape Town

The city is very early on in its smart city programmes. Nonetheless, two key lessons may be identified.

**Locality:** Cape Town is adopting an approach suitable to its local context. Rather than pursuing grand projects that its citizens cannot benefit from, it is tailoring its efforts to what it perceives are their needs.

**Training:** The city has made strong efforts in investing in the less glamorous, but necessary work of providing basic training to ensure that people in the city are equipped to make use of digital services as they are introduced.

### Dubai

**Funding:** Tying smart projects to key infrastructure sites with its own funding makes it easier to unlock capital for investment in smart infrastructure. Expo 2020 site is a good example for this. **Dedicated testbeds:** Through setting up the Dubai Silicon Oasis Authority (DSOA) as a dedicated test site for smart applications, the city is able to trial projects in a controlled environment before full-scale rollouts.

**Communications:** From the beginning, Dubai realised the importance of communicating the benefits of its initiatives to its citizens and getting feedback from them, for example through its 'happiness meter'.

### Jeddah

Jeddah is not a smart city yet. The concept of a smart city in Jeddah is much broader than elsewhere and includes regeneration projects, such as improving the waterfront, the city's roads and how it copes with storms.

**Ambitious city.** Jeddah has the appetite to develop its digital infrastructure. By exploiting the potential offered for broadband connectivity, cloud and IoT will improve services for citizens.

**Note:** Cities profiled in the study include Auckland, Bangkok, Barcelona, Berlin, Bogota, Bristol, Cape Town, Cleveland, Delhi, Dubai, Jeddah, Mexico City, New York City, Paris, Pune, San Francisco, Sao Paolo, Shanghai, Singapore, Tokyo, Vienna and Wuxi

For city-by-city findings and the complete set of smart city best practices and recommendations, read the full Machina Research Smart City Playbook at [nokia.ly/smartcityplaybook](http://nokia.ly/smartcityplaybook)

avoided the creation of 'silos' between government departments.

Governments (and their third-party partners) that have worked to actively engage residents in smart city initiatives have been particularly effective, most notably those where the benefits are highly visible such as smart lighting and smart parking.

Smart city infrastructure needs to be scalable so it can grow and evolve to meet future needs, and secure to provide certainty that both government and private data are protected.

Cities that select technology partners that can provide the innovation capacity, ability to invest and real-world experience, along with technology platforms that are open to avoid vendor lock-in, will be at an advantage.

It is expected that 66 percent of the world's population will live in urban centres by 2050, making it critical for governments and other stakeholders to put strategies in place to more effectively meet the needs of their growing populations. Intelligent ICT and IoT platforms have essential roles to play in the evolution of smart cities. The study concluded that many cities are already leveraging these technologies to optimise services and infrastructure, make better-informed decisions, boost economic development, encourage social interactions and make their communities safer and eco-friendly while improving the delivery of a range of public services. The study also offers myriad, real-world examples of how various cities are managing challenges.

"No-one said becoming a smart city would be easy," said Jeremy Green, Principal Analyst at Machina Research and the author of the Smart City Playbook. "There are lots of choices to be made. The technology and the business models are evolving rapidly, so there are many degrees of uncertainty. Standards are emerging but are by no means finalised. So there is no 'royal road' to smartness.

But there is a right way to travel—with your eyes open, with realistic expectations, and with a willingness to learn from others. That includes other cities that might face the same problems as you, even if in a different context. It includes the suppliers, who may have learned from their experiences elsewhere, including in other verticals. It includes start-ups, who can be great innovators; and most of all, it includes the city's own inhabitants, who are your real partners for the journey." ▲

safer and more sustainable. Commissioned by Nokia and developed by Machina Research, a leading provider of strategic market intelligence on the Internet of Things (IoT), the playbook was developed through primary research into the strategies and progress of 22 cities around the world including Cape Town, Dubai and Jeddah.

"The process of making a city smart is extremely complex, and there are so many different strategies being put forward in the market that choosing the right path for your city can be an enormous challenge," said Joachim Wuilmet, head of customer marketing and communications at Nokia. "Our goal in commissioning this report was to cut through the clutter and identify strategies that are clearly working for cities."

While the study found significant differences between cities, even amongst those cities following the same route, it also concluded that there are several particular practices used by successful smart cities that would appear to be of universal benefit, including:

Successful cities have established open and transparent rules for the use of data (on which all smart cities are dependent) by government departments and third parties, whether shared freely or monetized to cover data management costs.

Many cities that are advanced in their smart city journeys have committed to making both information and communications technology (ICT) and IoT infrastructure accessible to users both inside and outside of government, and have

# What do your clients say about you?

## Using technology to shape brand opinions

**T**echnology and the ability to share information has democratised the perception of brands. Customer opinion is more influential than ever in determining brand perception. What consumers believe a brand represents, their views on products and services and how they compare with competing brands are now front and centre.

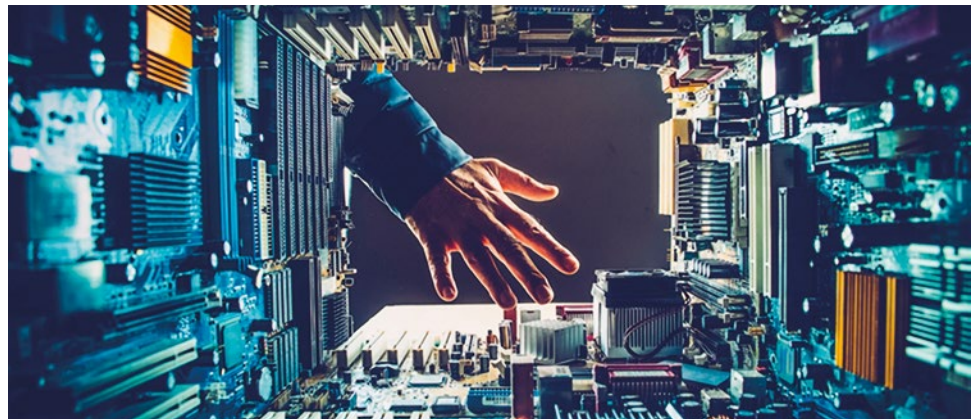
Companies that embrace new technology undoubtedly have the advantage in today's tech-savvy landscape. Tech trends often reveal new markets or expose niches for products and services. Companies who are actively using tech to gain consumer insights and adapt their offering will always have the lead over competitors.

Here's how businesses can harness the power of technology to shape public perception of their brand—and why the tech they offer needs to solve problems too.

### Social is the only currency

Increasing use of social media influences consumer opinions—it plays a crucial role in how consumers discover and share brand information. This reality means companies need to invest in solid social media strategies with an insight-feedback loop, to stay in the know about how consumers feel about their brand. Customers can now research and empower themselves about brands before they even interact with them. They're able to form assumptions about brands before they invest – and share experiences that influence potential purchasers.

Content shared online can answer questions customers might have about your product, service or brand and inform their perception upfront. Video content is especially powerful in this regard. Ensure relevant brand information and testimonials are available online, so you



influence brand perception from the outset—particularly where first time purchasers are concerned. They'll be much more attuned to their buying experience, will do more research and be looking for reassurance they're making the right choice.

### The value in user experience

In addition to gaining insight via social media and putting perception-enhancing information in the right places, make sure you're conducting frequent surveys or feedback sessions to find out how customers feel about your brand in real life. This information can then be used to inform product or service tailoring going forward.

Functionality and user experience are what make consumers loyal – simple, seamless experiences foster bonds that convert into brand loyalty. This is why people opt for Apple rather than Android, or vice versa. Brands can become 'trust marks'—which shorten the decision-buying process. More than ever, it's vital consumers have the best possible brand interaction. If the user experience is complicated or clunky it'll put them off the product or service permanently. And if they're having

these experiences with your offering, you need to know.

Seamless changes and integration are key to adaptation and boosting profits. Banking is the perfect example of an industry that's constantly adapting to suit consumer needs, based on feedback around tech and the user experience.

### Responding to tech changes

To constantly improve customer perception, Nashua has moved from selling products to integrated business solutions. By seeking out consumer insights, we've re-engineered our products to add maximum value and optimise processes. It's vital we're always exploring innovative ways to save money and enhance businesses – based on valuable feedback from new and existing customers.

Businesses need to be responsive in the age of ever-changing tech. To stay ahead, they must take advantage of technology to shape positive consumer opinions – resulting in increased loyalty, sales and profitability. ▲

*Ismail Schuster, Head of Nashua Business Solutions*

# Inspiring SA's youth entrepreneurs

**South African students and school-leavers are going through a wave of intense negativity and lack of enthusiasm in the face of an uncertain future. Fortunately, there is hope to be found in Dr Thea van der Westhuizen's doctoral thesis that explores ways to boost entrepreneurship among our youth**

**D**r Van der Westhuizen, an academic at the University of KwaZulu-Natal, was recently awarded her PhD in Leadership Studies for her thesis titled, "Developing Individual Entrepreneurial Orientation—A Systemic Approach", and she has emphatic advice for the South African business community on how they should be operating.

"People need to develop business friendships—as opposed to partnerships—and when they engage with each other, they should have an open mind, an open heart and an open will in order for ideas to transform into actions that might sustain.

The rationale behind having an open mind and heart is to bridge the disconnect people have amongst themselves and with different social systems," she explains.

Like the majority of South Africans, Thea is concerned about the current unrest amongst the South African youth, coupled with the fact that we have a 62% unemployment problem.

Thea began the research for her doctoral thesis using 60 second-year university students to determine whether Theory U (a management method to change unproductive methods of behaviour) and Individual Entrepreneurial Orientation (IEO) can be used to boost entrepreneurship amongst the youth in South Africa.

The students participated in an action learning and research project over nine months. Thea's findings indicated that participants IEO

propensities, entrepreneurial self-efficacy and learning preferences developed significantly and positively, and the conclusion was drawn that using the conceptual framework of Theory U as a social technology has a positive impact on the development of Individual Entrepreneurial Orientation.

"Through the involvement of various role-plays in the systematic action learning and research project entitled SHAPE, systematic goals were met," she comments. "The core of transformation is that we need to inspire people before we educate them. Leaders need to inspire the youth—and we need more inspirational leaders.

"That is what will transform society. We need to breach the disconnect between the student, the unemployed—and society. Inspiration fuels passion and the drive and will to succeed," she explains.

In an article featured on Get It Durban titled "Youth Brain Drain motivates Durban academic to inspire change", Dr Van der Westhuizen explains that, during her research, "it became clear that all our country's systems—political, social, ecological, economic and educational—are in crisis and that the group being most affected by this were young people between the ages of 18-32".

It was evident to Thea that the youth lacked inspiration and, as a serial entrepreneur who had started many businesses during her youth (including a silkworm business at the tender age of five), this reality resonated with her.

"It became clear to me that the 'leadership' was there and maybe even the desire and intention, but what was seriously lacking was the 'transformational know-how'. South African youth are continuously bombarded with negativity and conflict, so for us to get the youth mobilised positively, we need to replace the old, traditional ways of thinking with new approaches and we need inspired leadership that inspires positive action. This is not only necessary but crucial as a way forward," she says.

Thea adds that, although the government is investing large amounts of money into entrepreneurial programmes and skills development, the outcome is not what was hoped for—the youth are not empowered enough to start and run their own businesses.

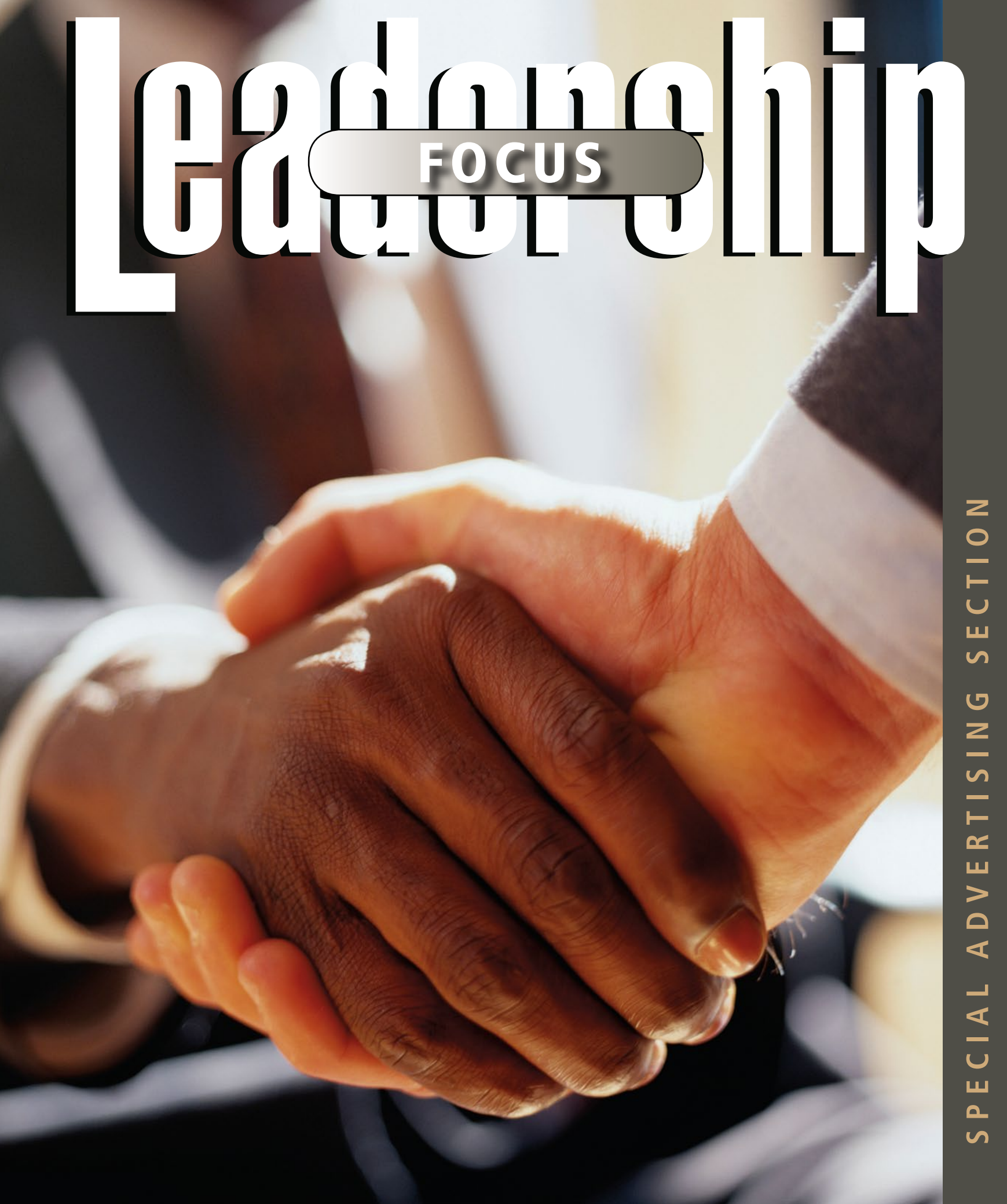
In the article, she emphasises that the situation will continue to be fragmented until inspirational leadership is present across the board. It is for this reason that she is dedicating herself to working with young people, from school-attending age to university, school-leavers and entrepreneurs, aiming to take her research findings to the next level.

Thea's career has come full circle, having started off as a student en route to the highest levels of international business and now back to research and the academic environment. Her research interests include corporate strategy, the entrepreneurial mindset, systems thinking and inspirational leadership. ▲

*Monique Jacobs*

# Leadership

FOCUS



SPECIAL ADVERTISING SECTION

# Leadership

## FOCUS



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# The South African Police Service (SAPS)

The South African Police Service has a proud heritage and has embarked on a steady journey of progress in the fight against crime. Nkosinathi Nhleko, Minister of Police and a man of steadfast principles shares his and the SAPS's unwavering dedication to serving our country and ensure the safety of all citizens



## How is the SAPS gearing itself for relevance in South Africa, today and in terms of the future?

The SAPS seeks to serve. It has adopted a "Back to Basics" approach to help simplify and animate its service delivery offering. The following key pillars inform the "Back to Basics" approach:

- Discipline, and the manner in which police officers conduct themselves, as a distinctive characteristic of policing.
- Enhanced police visibility, which implies more police officers in uniform, thereby minimising opportunities to commit a crime.

- The deployment of operational resources to ensure the optimal utilisation of the limited resources that the police have at their disposal, ensuring that they are applied to maximum effect.

## How do you hope to achieve these goals given the resource constraints that often thwart such ambitions?

The SAPS has been allocated R80.8-billion for 2016/2017. Key expenditure areas are the following:

- Addressing the current fixed establishments.
- Professionalising the police service through skills development.
- Continued strengthening of the criminal justice system by contributing to the criminal justice sector revamp and modernisation programme.
- Investing in capital assets consisting of machinery and equipment.
- Strengthening the resource capability of Public Order Policing Unit. A total of R1.957 billion has been allocated for this purpose.

## In recent times, there have been concerns about the unwarranted killings of police officers in South Africa. What are your thoughts on these killings?

Police killings cannot and will not be tolerated in South Africa. We have made special resources available to combat the spate of police killings and call on all citizens to work with us to fight the scourge. Attacks on police officers are shameful and retrogressive. Police attacks are attacks on the state and on the collective and individual freedoms of all of us. This kind of barbarism can and must be stopped.

## What has your progress been in the fight against crime?

We are making progress, yet it is not enough. In the current financial year, we have increased the resourcing of the Directorate for Priority Crime Investigation (Hawks).

It is now funded to the tune of R1.431 billion. We have re-established the Narcotics Bureau and the Firearm Investigation Combating units in response to the call made by our citizens.

In the years ahead, the Hawks will be funded directly from Treasury, in line with a ruling of the Constitutional Court premised on the need to safeguard the independence of the unit.



The Hawks have continued to notch up impressive successes, especially in the field of commercial crime and organised crime. Working with sister agencies, the unit has contributed to the freezing and forfeiture orders to the tune of R735 million.

The unit has also been involved in fighting rhino poaching, the illegal trade in precious metals and corruption and fraud in government, which has led to the conviction of 91 officials.

Our effort in fighting transnational, organised crime will continue and the recently-held Russia-Africa Anti-Drugs Dialogue bears testimony to the reach we are beginning to show with regard to the focussed fight against drugs.

#### **What are some of the key philosophical underpinnings in your role as the Minister of Police?**

At a personal level, I am, first and foremost, a servant of the people. What the President has mandated me to do is to give my all to the people of our beloved country through this critical portfolio.

Broadly speaking, my portfolio is inspired by the letter and spirit of our Constitution, the National Development Plan, the African National Congress' Ready to Govern document, and of course, the Freedom Charter. For me, the NDP is a summation of the imperatives of nation-building, social cohesion, equity and justice for all. It's a clarion call for the return to the values of Ubuntu.

Given our complex history of state-sponsored violence, the NDP is clear that we must demilitarise the SAPS.

It is imperative that the police serve the people of our country with integrity, dedication and compassion.

We cannot tolerate a SAPS that thrives on torture and all manner of abuse against citizens or foreign nationals who may be exposed to our criminal justice system under circumstances of vulnerability. Dignity to all is critical and must be encouraged in the entire SAPS family. At all times, the police must fully adhere to the letter and spirit of the Bill of Rights and embrace it in practice.

#### **Is there progress in terms of realising the vision towards a new SAPS?**

Without a doubt, South Africa is moving forward towards a new police dispensation. Already cabinet has approved two key pieces of legislation namely; the White Paper on Safety and Security and the White Paper on Policing. The White Paper on Safety and Security rests on these six pillars:

- An effective criminal justice system
- Early intervention to prevent crime and violence and promote safety
- Victim support
- Effective integrated service delivery for safety, security and violence and crime preventions
- Safety through environmental design
- active public and community participation
- Meanwhile, the White Paper on Policing provides a framework that will regularise SAPS as part of the broader public service. This approach enhances the role of an effective civilian oversight mechanism over SAPS. It is also about a professional, well-resourced and highly-skilled police service.

Since you suspended the IPID Head, Mr Robert McBride, in 2015, an impression has been created that you were acting unfairly against Mr McBride, and that when he returned to work in October, it was proof that your actions were not justified. What is your comment?

First and foremost, I am a person of principle and do not get swayed at all by the currents of populist rhetoric and find the idea that I would target the IPID head with malicious intent quite preposterous. Nonetheless, let me try to contextualise my response as it is my duty to account to all South Africans.

When the Constitutional Court declared section 6(3) and (6) of the Independent Police Investigative Directorate (IPID) Act unconstitutional on 6 September 2016, this did not mean that the Courts had pronounced on my motives. It merely ruled that Section 6(6) of the IPID Act, read with regulation 13 of the IPID Regulations, which gave me as the Minister of Police, the power to suspend, initiate disciplinary proceedings, and remove the Executive Director of IPID,

was unconstitutional. Simply put, although I had used a valid law to effect the suspension, the Constitutional Court concluded that it was not ideal for the head of an independent institution such as IPID to be subjected to potential political manipulation since a Minister is a political appointee and, first and foremost, is seen to be serving a political agenda.

What is also significant about this judgement was the order by the Constitutional Court to set the suspension of the IPID head aside for 30 days to allow Parliament and the Minister to decide on the disciplinary steps against Mr McBride. In full compliance with the court order, on 7 September 2016, I wrote to the Honourable Speaker of the National Assembly (the "Speaker"), requesting her to constitute a committee of the National Assembly or to authorise the Portfolio Committee on Police to initiate disciplinary proceedings against Mr Robert McBride on grounds of misconduct in terms of section 6(6) of the IPID Act 1 of 2011 as amended by the Constitutional Court order in the matter of *McBride vs Minister of Police and Another* [2016] ZACC 30.

#### **You went on record after Parliament had not acted in time and expressed your displeasure. Please elaborate.**

I had to put things into their perspective—so many untruths had been peddled and I felt it was important that our citizens get the full picture. My premise is that, even in challenging times, we must strive to do what is right and just, even if this attitude may make us unpopular. The truth is the best life insurance for someone who is steadfastly principled.

I genuinely wish that the Speaker had taken the matter seriously and allowed due process as ruled by the Constitutional Court to take its course. I have no desire, of course, to attack the Speaker or Parliament, save to express my disappointment about the casual manner in which the matter was treated.

To this day, nobody has explained why Parliament could not take a decision on the suspension in line with the court order in 30 days. ▲



## Namibia Institute of Pathology Limited

Namibia Institute of Pathology Limited is a public enterprise that was established under NIP Act 15 of 1999. It started its operations on 1 December 2000 with the objective of providing medical laboratory services to both state and private health facilities. NIP currently has 40 laboratories countrywide which provide comprehensive pathology services of high quality to both public and private clients.



Namibia Institute of Pathology Limited (NIP)  
Chief Executive Officer Augustinus Katiti

### VISION

To be the medical laboratory service provider of choice in Africa.

### MISSION

To provide accessible, affordable and excellent medical laboratory services.

### MOTTO

Where Commitment Matters and Quality Prevails.

### VALUES

Our seven fundamental core values reflect our character as a company and establish expectations of how we treat each other, our clients, partners and the communities we serve. Our core values are represented by the phrase:

#### "ACT FAIR"

#### Accountability

:We take full responsibility for our actions.

#### Commitment

:We will respond immediately to the needs of our stakeholders, and will strive to provide excellent services at all times.

#### Team Collaboration

:We exhibit a positive team spirit in working together towards shared goals.

#### Fairness

:We are fair and transparent in all that we do.

#### Accessible

:We guarantee accessible and affordable services to our valued customers.

#### Integrity

:We maintain ethical standards at all times.

#### Respect

:We treat our stakeholders with utmost respect, including the environment within which we operate.

### SERVICES

Medical laboratories are an important component and integral part of the application of good health services and health planning. The medical laboratories of the NIP therefore play an important role to:

- Increase the accuracy and assist in disease diagnosis and treatment of the individual patient.
- Assist in screening of the population for health challenges and assessing their response to treatment.
- Contribute to rapid investigation, identification of epidemics and diagnosis of communicable diseases.
- Contribute to the achievement of efficiency and cost effectiveness aimed at reducing expenditure in the treatment of diseases.
- Provide opportunities to develop a pool of properly trained and educated technical personnel that are capable to deliver quality laboratory services.

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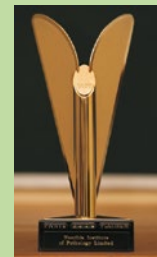
## Namibia Institute of Pathology Limited

**“Don't worry when you are not recognized, but strive to be worthy of recognition.” - Abraham Lincoln**



### Winners of the Windhoek Observer Newsmaker Awards 2015

- Award for Best State-owned Enterprise- Entities: NIP
- Award for Best State-owned Enterprise - Entities - Individuals: Runner-up Mr Augustinus Katiti



### Business Initiative Directions (BID) World Quality Commitment Award



- 3<sup>rd</sup> place Deloitte Best Company to Work for Survey 2016 (Medium Sized Company Category)
- Standard of Excellence Certificate



### European Award for Best Practices 2016



### European Business Assembly (EBA) Best Regional Institute

**We could not have won these Awards without our clients' support - Thank you**

# MTN South Africa

MTN South Africa is part of the MTN Group, a multinational telecommunications operator that boasts more than 233 million subscribers across its markets in 22 countries in Africa and the Middle East



*Mteto Nyati, CEO*

**“The company received its 3G license in 1993 and started rolling out its operations the following year. It offers voice, data, telemetry and enterprise services to over 30 million subscribers and enterprise customers.**

“MTN’s 2G network covers over 98% of the population, its 3G network covers over 85% of the population and its LTE network covers approximately 45% of the population. MTN SA is one of the key providers of fiber to the home (FTTH), a high-speed fiber network that it has deployed in over 10 000 homes,” says, Mteto Nyati, CEO.

In order to succeed within the industry, Nyati says that, more than ever before, innovation in telecommunications is a prerequisite for organisational growth.

“It is also necessary to enable the people and businesses of the 22 countries in which

we operate across Africa, Asia, and the Middle East to take part in the digital arena.

“The world around South Africa is moving very fast, and there is an ongoing shift towards everything mobile. OTT companies have built up massive communities of people, creating immensely powerful platforms for many things. Everything from commerce to politics is being transformed by leaps in technology and customer behaviour,” he explains.

MTN believes that customer-centricity is what will set the operator apart from its rivals. Customer-centricity entails multiple facets, which includes improving their systems and making them more user-friendly, improving their network quality and coverage, and introducing attractive and customised solutions that meet the needs of their customers.

With regard to important industry trends, Nyati believes we are seeing the uptake of digital services as the adoption of smartphones

continues to increase alongside the rollout of 3G and LTE.

“As a result, we are seeing strong growth apps, which are shaping and influencing personal life,” he says.

He believes that consumers want infotainment on the go, and applications such as MTN Play provide a rich reservoir of news, sports, apps, weather, entertainment and other services that consumers desire.

“We have a huge uptake of music on digital platforms, such as MTN Music+, and this platform has enabled artists from across the continent to broaden their revenue streams and earn royalties from the sales of caller tunes and their material.

“The Internet of things is one of the biggest trends that the industry is experiencing. People, machines and devices are becoming increasingly connected in an ever-evolving, digital ecosystem. The telecoms sector is transforming the way industry and enterprises function, and this disruptive impact of connectivity is beginning to be felt across many sectors of the economy,” he explains.

IoT is still in its formative stages in Africa, however, forecasts for growth are encouraging. It is projected that Africa will have 450 million IoT connections by 2020 and this will impact enterprises and the industry.

This expected growth in IoT presents unprecedented opportunities for companies such as MTN. MTN has laid the solid foundations to be a partner of choice for IoT across the continent through the substantial investment it has made in its network, submarine cables, building its transmission network and the strategic partnerships it has entered into with the likes of Microsoft and Huawei to provide IoT solutions.

MTN SA’s growth strategy is underpinned by a focus on three main strategic drivers, namely transforming customer experience,



improving employee engagement and driving business growth.

Following the industrial action that impacted on MTN's operations in 2015, MTN made an undertaking to rebuild employer-employee relations and mend the internal structures in order to improve engagement with their most valuable asset—their employees.

“A lot of work has gone into improving these relations, including the establishment of internal structures that allow employees to make an input into the company's strategy, regular engagements with the CEO and EXCO, regular roadshows, and departmental briefings.

“We have made considerable progress in enhancing MTN's employer value proposition, but a lot still needs to be done in that area,” Nyati explains.

Customer-centricity lies at the heart of everything MTN does and they have pledged to improve the quality of the service rendered to their clients. To that end, they have adopted a hybrid call centre model, which entails outsourcing some of their call centre facilities to an experienced vendor and retaining others in-house. The process of migrating to a hybrid call centre model has been finalised, and the hybrid call model went live in October this year.

At MTN, they are acutely aware of the relationship between improved customer service and high performing networks. To that end, MTN has embarked on a network rollout programme that has significantly improved network quality and coverage along the freeways and national roads across the country.

This network optimisation programme is aimed at reducing dropped calls and boosting indoor coverage and speeds in high-density areas such as the malls.

“We have doubled LTE throughput speeds in the last 18 months and rolled out an additional 4 500 LTE sites in all the main cities across the country.

“In addition to expanding our LTE coverage, we have also improved our 3G coverage by deploying an additional 2 400 new 3G sites, we have expanded our fiber network footprint by rolling out 900 new fibers to site connections

and we have installed 1 300 new physical sites to our network. Rural coverage was also improved during this period,” says Nyati.

Earlier this year, the MTN staff were on the brink of a protest, following the company's decision to outsource some of its call centre facilities in order to streamline its operations. This decision meant that there was going to be operational changes. Human beings are creatures of habit, and this change was met by protestations from some employees. Under the leadership of the union, some of the affected employees threatened to lay down tools in protest against the move, but through constructive engagement, MTN managed to address the situation and reached an amicable agreement with the unions.

“We are bedding down and improving our internal communication structures, and we remain confident that we are reaching our goal of enhancing MTN's employer value proposition,” Nyati explains.

In terms of challenges, Nyati says the non-availability of spectrum is one of the biggest challenges they are grappling with. Due to the unavailability of this precious resource, MTN has been compelled to re-farm the existing spectrum allocated to it in order to make provision for the rollout of new generation networks such as LTE and LTE-Advanced.

“The re-farming of spectrum is an interim measure and it is something that needs to be done carefully so that it does not degrade voice services,” he says.

Another worrying factor is the proposals contained in the ICT White Policy Paper. Some of the proposed policy changes do not bode well for the development of South Africa's ICT sector. For example, the policy proposes that high-demand spectrum is allocated to a wholesale open-access network (WOAN). Using the WOAN model adopted by Mexico, the adoption of the WOAN could provide access to the multitude of licences.

However, in its current format in accordance with the National Integrated ICT Policy White Paper, WOAN does not provide for infrastructure competition. As a result, WOAN will spawn the

creation of a single monopoly provider, which would not bode well for the sustainability and competitiveness of the industry.

A single wireless open access network will constitute a monopoly provider. In the absence of competition, and using historical precedence as a guide, a monopoly of such a precious resource will lead to increased pricing, a deterioration of service delivery and it will dampen innovation.

In addition, MTN believes that the full allocation of high-demand spectrum to a yet-to-be-established wireless wholesale open access network is unwarranted and not in the best interests of the industry. Additional policy prescriptions that existing spectrum assigned to operators be returned to the regulator, which is exceptionally worrying. The implementation of this policy will have a detrimental impact on operators.

The telecoms industry is evolving rapidly, and these changes influence consumer needs, behaviour and demands. It is, therefore, imperative that MTN remains relevant and in touch with consumer demands in order to remain sustainable.

New consumer and enterprise applications require the expansive rollout of high performing networks. However, due to delays in the allocation of high-demand spectrum, MTN is limited by the scope and extent to which it can expand its LTE coverage. MTN has been compelled to re-farm existing spectrum in order to roll out these new generation networks, but this is an interim measure that needs to be carefully managed so that it does not impact negatively on our ability to provide superior voice networks.

Nyati describes the aggressive network deployment that they have achieved in the last 18 months as one of MTN's most outstanding achievements.

“We have managed to quadruple our LTE coverage, considerably increase our throughput speeds and have ramped up our network coverage and quality along the freeways and high-density areas across South Africa,” he concludes. ▲

# Biovac

Biovac is a Public Private Partnership, which was established to revive the development and manufacture of vaccines and biologicals in South Africa



*Dr Morena Makhoana, CEO*

**B**iovac was formed to fill the gap that exists in the local manufacture of human vaccines. “We are the only vaccine manufacturer in South African and one of only four on the African continent,” explains Dr Morena Makhoana, CEO.

Vaccines form the cornerstone of any public health programme in any country in the world. This is because a fundamental provision and acceptance of governments healthcare programmes is that prevention is better than treatment, hence the investment in vaccines, which aim to prevent rather than treat diseases. Only through vaccines, have diseases such as smallpox been eradicated and the likes of poliomyelitis is on the eve of being eliminated.

Normal pharmaceutical manufacturing capacity is abundant in South Africa and on the continent, however, vaccine capacity is scarce.

“Local vaccine manufacturing is important in order to reduce the risk of supply—vaccines are quite vulnerable—as well as to be able to deal with vaccine-preventable outbreaks/endemics. We inherited an old government facility in Cape Town that we have completely revamped over the years,” he says.

According to Dr Makhoana, Africa is most vulnerable to outbreaks, as evidenced by the flu pandemic of 2009 and the recent Ebola outbreak. Without African vaccine manufacturing capacity, Africa will never be able to respond to its own vaccine-preventable diseases and will remain vulnerable. In addition to manufacturing, local development of vaccines is critical if we are to attain the aims of tackling our own diseases such as HIV, Malaria and Tuberculosis.

Product development—as compared to research—is taking a technology that has already passed the proof-of-concept stage and applying it to a product.

“With vaccines, there are many technology platforms that can be adopted but very few vaccine companies globally have all the available technology platforms in-house,” he says.

Thus, typical vaccine development takes 15 years, including the clinical trials.

In terms of product development, three critical factors need to be taken into consideration before leaping ahead as a manufacturer:

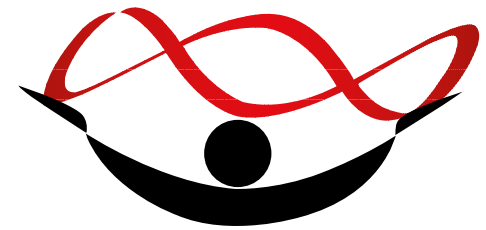
1. There must be a clear need/demand for the product.
2. The capacity and capability (including technology platforms) to develop the product must exist or be acquired.
3. Sources of funding must be identified upfront.

Dr Makhoana describes the current industry trends, explaining that product development continues to happen in either more resourced countries, for example, Western countries, or in countries with historically large manufacturing bases, for example, Asia, yet Africa consumes a large part of the world’s volume of vaccines but contributes little volume in terms of development or production.

“The resources needed—human and capital—to develop and adapt vaccines are still scarce in South Africa and highly sought after,” he says.

Through Biovac’s ability to forge partnerships across the value chain, the company has the potential to positively impact the lives of people throughout Africa as well as in the developing world.

“We have a strong public, private partnership with the South African Government in supplying paediatric vaccines, we also have strong



## THE BIOVAC INSTITUTE

The science of protecting life

technology transfer partnerships with our global, multinational partners (Sanofi and Pfizer) and we also work very closely with supranational organisations (World Health Organisation) and NGOs/philanthropic organisations (Bill & Melinda Gates Foundation),” says Dr Makhoana.

The key technology transfer partnerships of modern vaccines that Biovac has entered into with the likes of Sanofi and Pfizer have enabled Biovac to attract modern technologies to South Africa and to learn from global industry leaders. He regards this as one of Biovac’s most successful endeavours.

In addition, Biovac’s development of its own vaccine technology against Haemophilus influenza b disease (Hib), for which it has out-licensed to large manufacturers globally, is another achievement that he’s immensely proud of.

With regard to the foreseeable future, he is cognizant of the challenges Biovac faces. The African vaccine market is still donor-dependent and, therefore, Biovac will need to respond to not only South African vaccine-preventable diseases but to global vaccine needs, for which the company will need to expand their technology platform and offerings.

He is optimistic about the available opportunities, however, saying that, “Africa is starting to receive the required attention from the global vaccine community.”

In addition, he is clear about Biovac’s future growth potential, which could catapult the company to a highly influential status, saying that they are looking to expand beyond vaccines, and into other sterile manufactured products.

In terms of digital technology, Dr Makhoana says they’ve embraced its use by increasingly using cloud technology and IT hardware virtualisation, investing in advanced analytical equipment, implementing collaboration tools

internally and externally to streamline operations, and increasing their footprint on digital media platforms and embedded devices.

Transformation in a highly technical and complex industry such as Biovac’s is challenging but this has not prevented the company from prioritising transformation.

“Our contribution has remained comprehensive and sustainable over the past few years. Despite some key challenges such as a lack of local human vaccine manufacturing skills and the shortage of locally produced vaccine manufacturing related goods and services, we have converted these challenges into opportunities in our continuous endeavour to create value in South Africa.

“Examples include our substantial investment in capability advancement of our employees, youth within the communities and a few relevant local micro and medium enterprises. Furthermore, we’ve embraced the empowerment of women in the workplace as 60% of our executive team is female and the majority of our total staff complement is black females,” he explains.

When it comes to the safety and security of the workers as well as the public in terms of the biohazardous material Biovac works with, Dr Makhoana reassures that, because they operate in a complex and highly-regulated industry, proper controls are in place, including health and safety measures, to which the company conforms to.

Dr Morena Makhoana qualified as a Medical Doctor from the University of Cape Town and worked in Clinical Medicine within the public sector for a few years. He originally joined Biovac as a Medical Affairs Officer in 2004 and has been in his current CEO role since 2010.

He describes some of the major career challenges he’s faced, saying that, “Building a new company and, essentially, building a new industry in a middle-income country like South Africa has been challenging yet fulfilling.

“It is not only managing and balancing the immediate micro-environment, for example, raising funds, building infrastructure and recruiting competent staff but it has also been the management of the macro-environment, which includes the regulatory framework, changing technology landscape and managing expectations from various stakeholders.”

With regard to balancing work commitments and family time, Dr Makhoana says the growing demands on time (both work and family) are a reality that every executive in the global modern world has to adapt to.

“Whilst I do not believe that a perfect balance will ever exist, especially in building a growing company with global networks, it is important that every hour or day spent is not intentionally wasted and that quality time is had in both the workplace and at home.

“Modern tools such as teleconferencing, video streaming, webinars assist in reducing the time for travel to meetings and these need to be enhanced and fully utilised to ensure effective time management,” he says.

Dr Morena Makhoana is every bit the leader’s leader, who understands that people, by far, are the greatest asset.

He believes that the key to unlocking human potential lies in a deliberate effort to ensure a healthy ecosystem exists in the organisation between a good strategy, thorough execution and monitoring, good internal systems and controls and being receptive to the ever-changing external environment.

“Over and above this, I’ve also learnt to pick the right battles and not to sweat the small stuff,” he adds.

His leadership strength lies in the ability to facilitate alignment amongst diverse stakeholders from different backgrounds, who often share opposing views and purposes, in order to achieve a common vision and newfound collaboration. ▲

# From rural Indwe to heights of industry

The CEO of successful carbonated soft drink manufacturer, Twizza, welcomes the opportunity to share the lessons he has learnt on his personal business journey



*Ken Clark, founder and CEO*

**H**ow does a dairy farmer from the tiny town of Indwe, in the Eastern Cape, end up leading a competitive manufacturing business with three factories, in excess of 1 000 employees and a nationwide consumer base?

Ken Clark, founder and CEO of Twizza—the carbonated soft drinks company—attributes his business success in part to his technical skills, particularly his ability to devise solutions for the technical challenges he sees. He believes that fulfilling multiple job roles and facing up to a variety of challenges keeps entrepreneurs from becoming insular in their thinking and he is described as someone who has successfully



reinvented himself on numerous occasions in order to adapt to the radical changes of the business over the years.

Once such reinvention occurred in 2003 when he first set up a carbonated softdrink manufacturing line alongside his dairy business in Queenstown, Crickley Dairy. His first entrepreneurial success came about when he moved from running a dairy farm in Indwe to starting up a dairy business in Queenstown. Although Crickley Dairy has shown continued and sustained growth in the Eastern Cape over the past three decades, it is the soft drinks business that has shown exponential growth nationwide and beyond the borders of South Africa.

Capitalising on the growing popularity of their soft drinks, Twizza opened a second manufacturing facility during the November of 2012 in Middelburg, Mpumalanga in order

to adequately service market demand. In November 2015, the third factory started operating from its premises in Cape Town to extend the company's nationwide footprint and fulfil Clark's objective of being able to deliver to any customer in the country, on-time, in full, within 24 hours.

Today, Twizza is arguably the second-biggest carbonated soft drinks brand in the country with a significant market share, particularly in the lower-income consumer segment. In addition to national sales, the company also exports their products to Botswana, Lesotho and Swaziland.

Twizza prides itself on being a “pellet-to-pallet” producer, being one of the few manufacturers of carbonated soft drinks in the country that is completely vertically integrated, with the ability to produce preforms, blow bottles and fill finished product at every single one of its operating plants. Twizza is also the



only carbonated soft drink manufacturer in the country with the ability to produce its own caps. Clark believes that it is this complete cycle of vertical integration that allows Twizza to be able to produce a product of the highest quality, at the lowest possible cost.

As is the case in many other companies, Twizza has the vision and mission statement prominently displayed in their offices. Unlike a lot of businesses, however, the management and staff actively believe in and seek to live out that mission.

Part of the company mission reads, “To create an inspiring work environment and team culture where people want and love to work”. Clark himself is proof of this saying, “Despite having recently turned 60, I’m focused on where I want to go, on the team that I want to build and I’m having such fun doing it that I don’t even want to contemplate retiring yet”.

Clark explains that the business has achieved sustainable growth by focusing on the quality of its people—in addition to the quality of its equipment and the products Twizza produces. “We believe in growing people and providing them with real opportunities and this is demonstrated by the fact that fewer than 3% of our employees came to us with post-school qualifications.

“Career pathing is taken very seriously and there are numerous examples of people within the organisation who have grown tremendously as they have moved through the ranks, often having been informally mentored by fellow colleagues.”

For the first time in 2016, a formal mentorship programme was initiated, with “young stars”

having been identified for close mentoring. Over the last two years, the company’s intentional focus on team and leadership excellence has meant that there are extensive opportunities for all employees to develop and grow within the organisation.

“We’ve identified people who have the capacity to move to the next level but lack experience and so we have been sharing insights with them about the complexities of life at that next level,” says Clark.

He enjoys mentoring people himself and, in addition to sharing leadership and business insights with his sons (who are actively involved in the business), he is happy to see other staff members benefit from the lessons he has learnt.

Adamant that no-one in the business, particularly family members, be given a role unless he or she is capable of fulfilling it, Clark himself is qualified by experience. “I have my finger on the pulse of my business and I know what to look for and where to look because I have done so many of the jobs myself.

“Like many other entrepreneurs, I have been the sales rep, the logistics controller, the production manager and the financial manager because I had to be. Every business process within Twizza is still personal to me. Part of what differentiates us from our competitors is that this is a hands-on, personal, family business.”

As with any other business of this size, there are challenges and these challenges may intensify if the government introduces the proposed sugar tax.

The management of Twizza, like other producers of sugar-sweetened beverages in the

market, believe the proposed imposition of a tax on the sale of sugar-sweetened beverages to be highly discriminatory, especially considering that carbonated soft drinks typically contribute only 3% to people’s average daily calorie intake.

“The tax would obviously affect our sales as people in the lower LSMs have a finite amount of money for food and beverages and the drought has already resulted in significant increases in the price of staple foodstuffs.”

Clark is also concerned about the state of the South African economy and its limited growth. “The economy is crying out for reform and that there is a need to change the way that business is done in order to tackle unemployment,” he says.

“I also feel there is too much negativity framing the future of our country. Having said that, I still firmly believe that future growth is in Africa, including South Africa, but we need to make it happen. Everyone should be pursuing that goal with common purpose – something that is not happening at the moment.”

Unsurprisingly for an entrepreneur who has built two successful businesses from scratch, he doesn’t leave it at that. “We see ourselves growing despite these challenges. We are the lowest-cost producer, we operate a lean, mean and clean business model with a quality product and we are positioned to take advantage of the upswing when it comes.

“In fact, with our current capacity, we could double our output without too much sweat. We are in this position because of our foresight and planning and the combined efforts of the incredible team at Twizza,” Clark concludes. ▲



# Pula Medical Aid Fund

The Pula Medical Aid Fund is Botswana's premium health partner

**E**stablished in 1991, Pula Medical Aid Fund has become one of the most trusted Medical Aid funds in Botswana, and is administered by the Associated Fund Administrators of Botswana (AFA).

Pula Medical Aid Fund is open to all institutions in the private sector, such as parastatal organisations, NGOs, et cetera, and members have the certainty that they belong to a Fund that offers the most comprehensive benefits in the industry and continues to deliver value for money.

"Pula was formed by a group of employers who essentially came from the private sector and decided that they wanted to provide medical aid cover for their employees," explains Principal Officer, Dr Thato Moumakwa. "Over the past 25 years, the Pula Medical Aid has fulfilled its core mandate of being a leader in the provision of cost-effective health care solutions. At present Pula's membership is about 18 000 principal members, and in terms of total lives covered, we have in excess of 41 000 lives covered under our book."

The affairs of the Fund are managed under the direction and supervision of a 10-member Board of Trustees, which convenes in accordance with the Rules of the Scheme. Members of the board are nominated by the various employer groups and appointed by the relevant appointing authorities as prescribed in terms of the Rules.

"So in terms of its constitution, it draws its mandate from the notarial Deed of Trust. In addition to that we've got the rule book which also draws from the notarial deed of trust in terms of giving guidance on how the medical aid eventually operates," he adds.

Pula offers a wide range of services and products and three main products, in terms of medical aid cover. The Executive Benefit option offers the most extensive care and broader access to healthcare professionals, the deluxe



Benefit option, which offers a comprehensive and convenient cover and the Standard benefit option, which offers the most efficient basic healthcare.

Dr Moumakwa explains that in terms of offerings, they remain pretty traditional, however, he believes that all three products are very, very competitive, Pula's main focus being to ensure that all offerings are very strong in addressing their mandate of ensuring access to healthcare and ensuring adequate cover. "Naturally, over the years in addition to the three products mentioned, we have gone on and introduced other complementary benefits or products, including funeral cover, the premium waiver cover, the preventative benefits cover and travel insurance cover, which is valid everywhere in the world and which is one of our most-valued services. As we are a medical aid for employer groups,

we find that many of our members are people who work for big organisations where some of the executives have to do a certain amount of travel in their day-to-day business, and that is why at some point we felt it was necessary for us to actually introduce the travel insurance cover which has been extremely welcomed by members," says Dr Moumakwa.

"In addition to that we've also got the HIV/Aids benefit cover that has been around for many, many years, Emergency Medical Evacuation cover, Pula Baby and more. Our Managed Care Programme offers access to quality care without compromising member welfare. It endeavours to manage the costs related to chronic illnesses through specialised expertise and knowledge in evidence based medicine. Pula helps you manage chronic illnesses and ailments through the service provider of your own choice. Pula

also offers free counseling services for members with chronic illnesses. With our Value Add Partnership Programme, Pula offers you a great deal of savings through our carefully selected merchant partner programme VAPP CLUB. Members and their dependents are entitled to discounts when shopping at these select stores and hotels. So there are number of other things that we have added over the years that are very relevant in terms of the needs of our members,” he explains.

A unique aspect of Pula is that members are able to remain with the Fund even if relocating to another country. Pula offers medical aid cover throughout Botswana. However, those covered are also able to get access to healthcare services in any country outside the borders of Botswana. Most of their members regularly access healthcare services in South Africa and Namibia. In the event that members pay for themselves when accessing healthcare outside Botswana, Pula will reimburse them fully according to the agreed tariffs.

“Pula’s membership primarily comprises of employer groups that are all domiciled in the Republic of Botswana. The other membership category that we have is that of people who were part of an employer group but who, for one reason or the other, left that employer group but elected to remain a member with Pula. After all, if you’ve been an employee of an employer group for more than a year then you have the option of continuing as an individual member. “What has happened over the years is that, as much as our employer groups are domiciled in Botswana, people who have left the employer groups—some of them leave employer groups to go back to Namibia, South Africa, et cetera, and it being up to the main members of Pula, it means that we continue to cover them wherever they are. So that’s the membership side,” explains Dr Moumakwa.

Maintaining access for those international individuals as well as all members and clients of Pula has been made easy with the Fund’s



*Dr Thato Moumakwa, Principal Officer*



innovative digital platform. Since its inception, Pula has strived to be an innovative and technology-driven Fund and, as part of its aim to provide technology-driven health solutions, the Fund invested heavily in various systems over the years, and these investments have contributed greatly to its effectiveness to date. In 2012, Pula revamped its website and invested in a web portal that allows service providers and members to view transactions on their Pula account online.

Members of Pula Medical Aid Fund now have access to their Pula account information 24/7 around the globe. They can view recent transactions such as doctor visits and payments, outstanding balances for various benefit categories and other transactions that have occurred on their account.

“All businesses in this day and age need to have a good digital platform and it was definitely part of our efforts to ensure that we provide a good customer experience for our members. The work portal allows members to actually view their member information as well as their benefit information. Now, naturally, this is extremely important for the member because it allows them to understand what it is that is available to them, prior to accessing care, and I suppose in that sense it allows them to be able to plan accordingly, knowing exactly what is available to them in terms of their benefits, or the balances of benefits,” he says.

Regarding health trends in Botswana, Dr Moumakwa says that, increasingly, some of the existing medical aids—and also many of the emerging medical aids—are coming into the market and introducing what he would call new generation products.

“These new-generation products include such benefits that are called savings within medical aids, cash-back claims, and some of them are introducing hospital cash plans—it is certainly the emerging trend that we seem to be seeing in the industry. Pula has been around for 25 years and, as I’ve said, in many ways, Pula still remains a fairly traditional medical aid. However, there have been discussions between myself and the Board that begin with us asking if we as Pula should start considering cash-back claims and payments within our products. So that is a conversation that has started, but we are not there yet.

“Our main offerings, to date, have been fairly traditional, I think there’s a certain level of happiness on our side in terms of us being able to address the mandate that we have.

“These new generation products do not immediately talk to our primary members but right now we are not completely closed to the idea of incorporating them into our services.

“At the right time we will look at when it makes more sense for Pula to perhaps consider introducing some of these new generation products, because it seems to be an issue that

is quite alive out there, and if Pula is to stay on track with what is happening within the sector these are some of the things that you need to think about very carefully. But in introducing them, we need to ensure that we do not in any way erode under the parameters that we have always had in a sense of being a sustainable Fund, in terms of operating responsibly and profitably, and being able to guarantee access and the immediate ground to cover for our members,” says Dr Moumakwa.

On highlighting the successes of the Pula Medical Aid fund, Dr Moumakwa says that their greatest achievements lie in being transparent and honest with members and clients, and in the area of product leadership.

“We’ve put a lot of emphasis on and we pride ourselves in terms of having products that we believe hold the position of leadership in the market. They are well thought out, very competitive and showcase our mandate. The benefits that we provide are very comprehensive and they cover the needs and requirements of our members—and there is also no small print in terms of imposing limitations.

“A statement to that fact is that in the time that I have been the Principal Officer of the Fund, there has not been a single time that the Board has met to consider an ex gratia request from a member, which is when a member in the process of accessing care ran out of benefits, and that is something that I know is a standing agenda item for the Board in other medical aids. In Pula, it is something that has not happened in the last two years and it’s because the benefits that we provide are very, very comprehensive, they cover the needs and requirements of our members fully and there are no hidden agendas. When we say the overall hospitalisation benefit is this amount of money, that is exactly what you need. When you are in hospital we do not break it down into further sections that increase the figure. There is complete transparency,” explains Dr Moumakwa.

“I think that has been a major success because, for me, quite frankly it’s about providing access and, once you’ve provided sufficient access, to ensure that there is adequate cover to address what the intention is.

“Honesty and loyalty to all members and clients are our biggest aims and we believe that it is our transparency that will continue to strengthen our Pula’s reputation as one of the leading Medical Aid Funds in the country,” he concludes. ▲

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London College of International Business Studies

# Educor Holdings (Pty) Ltd

Educor is the largest provider of private education in Southern Africa and a global player in higher and further education, via face-to-face, distance and online learning. Charles Reeves, the newly appointed Group CEO, shares his company insights and expertise

## **You have just taken the reins as Group CEO. How does it feel?**

Exciting! To be given the opportunity to drive and make an impact in the most talked about sector right now is phenomenal. Educor is an influential player in the education landscape, and I believe that we have a significant role to play. I feel humble to be tasked with spearheading such a forward-thinking company and being able to make a difference.

## **Educor is ranked highly as a supplier of premier education. What is your secret?**

Educor is indeed a global player. We have a very distinctive passion for education that resonates throughout our brands. Our unique differentiator is the ability to listen to the market and understand the needs of our students. It is for this reason we are the only private education institution that offers education via face-to-face, correspondence and online learning, which will culminate in a blended learning approach going forward. We also offer courses from Grade 10, through to undergraduate and in the near future, postgraduate qualifications.

We are currently a leader in the private education sector and will be at the forefront of driving technology in this sector. Our goal is to provide an affordable, high quality educational experience for our students.

## **What about governance and risk?**

As an education institution, we need to ensure that we subscribe to good practice and governance. This year, we set up the Office of the Registrar to ensure that Educor has an effective governance, risk and compliance management process. In this way, we are able to identify and monitor the key risks facing the company, as well as ensure compliance with legislation and standards.

## **Share some background on Educor. What are Educor's core offerings as well as its competitive advantage?**

Educor houses many brands, which collectively boast a lineage of over 350 years in education. Our historical brands include Damelin, which has

been the home of higher education for over 70 years, INTEC, a leading distance brand for 108 years, CityVarsity, our specialist media and creative school for 20 years, Damelin Correspondence College, a 61-year-old correspondence brand, our Higher Education distance brand, Lyceum, nearly 100 years old, ICESA, which is 19 years old and Central Technical College, which is six years old.

The new additions to the Group include Damelin School of Banking and Insurance, CityVarsity Online and, this year, we acquired our first international college, The London College of International Business Studies (LCIBS). It means that Educor now offers internationally accredited qualifications, both in undergraduate and postgraduate studies.

Our key competitive advantage is that we offer quality, personalised education, at an affordable price, to our students.

## **Tell us more about the London College of International Business Studies?**

The 140-year-old college was purchased in June 2016 and has since been remodelled and relaunched as a new campus in London.

Through LCIBS, students can obtain UK-accredited degrees to elevate their career, whilst at the same time, experiencing London with its rich history and culture. The LCIBS range includes premium executive training, diplomas, undergraduate and postgraduate qualifications.

The LCIBS concept, which is the 'Global classroom' concept, gives students located outside the borders of the UK, access to UK-accredited qualifications and UK-based industry experts, at more favourable pricing, using technology as a bridge to create the global classroom effect. It will also allow them to potentially experience, first-hand, the London cultural and educational experience, by visiting the college based in London, and participating in lectures held there, utilising the block teaching methodology.

## **What are some of the key elements of Educor's strategy?**

The first is our people. To be able to identify and nurture talented individuals is central to achieving a successful business.



*Charles Reeves, Group CEO*

The second is using technology for transformation. As a company, we believe in the future of technology.

This includes digitalising our content with new e-learning platforms, the introduction of virtual classrooms, which allows for live broadcasts from one location across the country and being able to provide Internet access for our students at our campuses and outside our learning spaces.

**Are there further plans to increase your international footprint?**

Absolutely. This is the start of a bigger strategy, and through our shareholder, A1 Capital, we are extending our footprint in Africa and other international locations. Our strong education pedigree in South Africa has created many opportunities for strategic acquisitions and has set the foundation for the global market.

**The Academic Advising Centre (AAC) is the first of its kind in the country. What was the thinking behind the Centre?**

Quality and service are critical to our business, and in May this year, Educor made history with the launch of the first Academic Advising Centre (AAC) in the country. After immense success in the United States, the concept was launched in South Africa to provide students with the best resources and academic support available.

The AAC is made up of six faculties, including Business, Education, Creative and Vocational, IT, Technical and Social Sciences; each of which is spearheaded by a Faculty Head.

Since the Centre was opened in December last year, we have received favourable feedback from parents and students. There is better flow of information and quality of service, and we have also seen an improvement in the mid-year exam results..

**With the current problems in the education industry, what role can Educor play?**

The current crisis at public universities is unfortunate, as, ultimately, the future of the students in this country is at risk. We have not experienced any direct impact in any of our brands following the recent student unrest in the country.

However, as an active member of the education sector in this country, we have taken cognisance of the seriousness of the issues on hand, and will closely be monitoring the situation going forward. Our private colleges, like Damelin, provide a stable learning environment, regular, uninterrupted lectures and degrees and diplomas that are university-equivalent. We are acutely aware of fee pressures, and are constantly looking at innovative ways to address these issues within our brands. We understand that many students and parents are experiencing financial stress in the current economic situation and we are here to help where we can.

**What are some of the challenges that you are experiencing in the education landscape?**

Historically, regulatory bodies focussed primarily on public institutions and this has been one of our greatest challenges. Private institutions face a greater task in that we don't receive government funding, but through a more collaborative relationship with government, private institutions have the power to bring about positive change in the education space.

The communication channels can be improved. All parties can contribute to the issues at hand. We need to also look at the globalisation of education and be able to embrace the concept of bringing outside education partners into South Africa.

**How do you view the role of businesses in education?**

I personally welcome a more open relationship with business, as, ultimately, we are training our students for the working world.

I encourage businesses to review their recruitment strategy and be more open to Work Integrated Learning (WIL) apprenticeship opportunities for students. ▲

**Meet the Educor Executive Management team**

**Kapil Jaggeth,**  
Group COO (Face-to-Face brands)

**Creedon Kay,**  
Group Chief Financial Officer

**Ian Bayley,**  
Group IT and Special Projects Officer

**Reena Budree,**  
Group Chief Registrar

**Imraan Asmall,**  
Group Chief Marketing and Sales Officer

**Professor Henriette Hay-Swemmer,**  
Group Chief Academic Officer

**Dassie Moodley,**  
Group Legal Advisor and Company Secretary

# Top South African Cleantech innovators acknowledged

The 2016 winners of the Global Cleantech Innovation Programme of South Africa (GCIP-SA) were announced at a gala event in Pretoria recently, with women walking away with five of the six awards

**K**lerksdorp innovator Yolandi Schoeman of Baoberry took top honours for her innovation, a Wetbox—or a wetland in a box—a cost-effective, nature-based grey water treatment system that eliminates 99% of disease-causing micro-organisms and improves water quality for household use by up to 80%.

The two runners-up were Pamela Alborough of SanAqua HCA with the HAT System™, a small electronic water treatment enhancement component that disrupts harmful pollutants and cleans water cheaply and effectively, and Martin Ackermann of Thevia with roof tiles made from 99% waste materials, including slimes and recycled plastic. The Thevia tiles are twice as strong but 75% lighter than normal cement tiles, and are produced at a similar cost.

These three top performers will represent South Africa at the Cleantech Open Global Forum in Silicon Valley in the United States in February 2017, where they will be competing against winners of other GCIP programmes from across the world.

## Special category awards

Schoeman also received the award for the Most Promising Woman-Led Business, while the award for the Most Promising Youth-Led Business went to Sandiswa Qayi of Amahlathi Eco-Tech, who developed the Hot Spot for geysers, an innovation that supplies 50 litres of hot water within 30 minutes.

The Innovation For Social Impact Award went to Louise Williamson of Sustainability Professionals for the safe and fuel-efficient Mashsha/Syngas stoves specifically designed for use in schools and community feeding schemes.



*The nine 2016 GCIP-SA finalists with Min. Naledi Pandor, Barlow Manilal (TIA CEO), James New (UNIDO) and Masters of Ceremony Weza Matomane and Aki Anastasiou*

## Value of the GCIP-SA

Schoeman says the interest that Baoberry has received through the GCIP-SA programme from other companies, partners, potential clients and investors has been astounding.

Alborough agrees, “Presenting our business to potential funders confidently is a powerful skill we have learnt and we have developed relationships with other GCIP alumni, opening the doors to new avenues of collaboration,” she says.

According to Ackermann, the GCIP-SA enabled the entrepreneurs to become part of an international community of like-minded people focussed on working together and helping each other to make the world a better place.

## Showcasing an innovative nation

Delivering the keynote address at the awards event, Ms Naledi Pandor, Minister of Science and Technology, said that the GCIP-SA created a platform for linking South African entrepreneurs with investors, business and commercial partners, potentially resulting in the

commercialisation of new products and services and, ultimately, job creation.

“This Cleantech Programme has showcased an innovative nation. Innovation adds momentum to the structural economic change that is needed for economic growth, job creation and an improved quality of life for us all,” she said.

Mr James New from UNIDO said that the GCIP-SA and UNIDO remain committed to find, foster, and connect South African innovators who have developed innovative, practical and commercially viable ways to address the national challenges of achieving sustainable development and creating green employment opportunities.

In his address, TIA CEO, Mr Barlow Manilal applauded the GCIP-SA innovators. “TIA’s mandate is to provide funding and non-funding support to exploit the great ideas and talent in the country to bring about effective change to the economy of South Africa and, ultimately, to the lives of its people,” he said. ▲



*GCIP-SA 2016 overall winner and winner of best woman-led team Yolandi Schoeman with Min. Pandor, James New and Barlow Manilal*



*Runner-up Martin Ackermann receiving the award for the best pitch of the evening from Herman van Schalkwyk (Spoor & Fisher)*



*Runner-up Pamela Alborough with Min. Pandor, Barlow Manilal and James New*



*Winner of the award for most promising youth-led team Sandiswa Qayi with Min. Pandor, James New and Barlow Manilal*



*Louise Williamson, winner of the innovation for social impact award, with GCIP-SA national project manager Gerswynn McKuur and Min. Pandor*

#### About the GCIP-SA

The GCIP-SA is part of a global initiative that aims to promote clean technology innovations that address the most pressing energy, environmental and economic challenges in the fields of energy efficiency, renewable energy, waste beneficiation, water efficiency and green buildings. It combines an annual competition and a business accelerator programme where SMEs and start-ups are continuously trained, mentored and assessed on their business models, investor pitches, and communication and financial skills to ensure the development of more marketable and investor-attractive products and businesses.

The programme is implemented by the United Nations Industrial Development Organization (UNIDO) with funding by the Global Environment Facility (GEF). In South Africa, UNIDO partners with the Technology Innovation Agency (TIA) as the execution and hosting institution, while US-based Cleantech Open serves as the main knowledge partner of the global programme.

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# Bankmed

Bankmed is a closed medical scheme for members of the South African banking sector. Teddy Mosomothane, Chief Executive and Principal Officer, shares his expertise and insights



## **When was Bankmed established and what is its value offering?**

The Scheme was established in 1914 as a closed (restricted) medical scheme for the South African banking industry. Its origin is rooted in collaboration among the employer groups who saw it fit to contribute towards the establishment of an entity that would partner with them in health.

The Scheme provides healthcare funding to roughly 37 financial institutions operating in South Africa, including Absa, Standard Bank, First Rand Bank and the South African Reserve Bank, to name but a few.

Our value offering provides healthcare cover solution to a range of our members' healthcare needs, with due consideration to affordability, quality of care, and sustainability.

## **How is the company managed on a day-to-day basis?**

Delivery of service is managed by a small staff complement within the Bankmed Scheme office, through a range of contracted suppliers of outsourced services, including medical scheme administration and managed care services.

The Scheme office consists of 16 people. This is only possible because most of the operational activities are outsourced. Therefore, the servicing of members, the collection of monthly member contributions, payment of claims, hospital authorisations, et cetera, are all attended to by the Scheme's administrator on behalf of the Scheme.

The Scheme Management team, entrusted by the Board of Trustees to deliver on the Scheme's strategy and Bankmed's value proposition, is led by the Principal Officer, surrounded by competent colleagues in the areas of clinical advisory support, wellness, client management, finance and risk management and communications.

## **What is Bankmed's competitive advantage?**

We offer healthcare cover, giving our members access to quality healthcare. As a closed scheme, we are able to offer our members tailored benefits that are competitive, comprehensive and affordable. We also provide wellness support programmes, preventative screenings, Managed Care Programmes and various tools to maintain and improve good health—all designed specifically with our members' needs and circumstances in mind.

Our unique approach to healthcare is underpinned by our ability to support our employer clients with healthcare solutions that have a measurable impact on the health of members and, thereby, on the health of the organisation. Our initiatives are designed to contribute to the wellbeing and productivity of our clients.

Bankmed's better value is only one of the attributes that sets the Scheme apart. Our members enjoy 35% better value through a combination of richer benefits and lower contributions, compared to an average, open medical scheme. Bankmed is also the only closed scheme with an AA+ Global Credit Rating—this being the highest rating in the South African medical scheme industry—confirming Bankmed's financial stability and ability to pay claims. Herein lies our competitive advantage.

**What is unique in terms of the digital services your company offers?**

Our Bankmed App and Electronic Health Record afford members the ability to have all their healthcare information at their fingertips 24/7. Members may submit claims via Quick Response (QR) codes at those providers who have elected to take up this offering. Members are also able to download a digital version of their membership card, which ensures they always have their medical scheme information on hand.

**Please tell us more about your medical aid plans?**

We have six different plans, catering for different ages, stages, and healthcare needs in a member's journey. Our Essential plan, previously called the PMB (Prescribed Minimum Benefit) plan, for instance, is for the young and relatively healthy as it covers predominantly prescribed minimum benefit conditions, whilst our top-of-the-range Plus Plan is benefit-rich with a large savings portion and a self-payment gap, and targets those with higher healthcare needs.

The six plans are the Plus plan, the Comprehensive plan, the Traditional plan, the Core Saver plan, the Basic plan and the Essential plan. It is critical for members to read and understand the different options, and choose a plan that is both suitable for their healthcare needs, and affordable. Our Benefit schedule, available on the Scheme's website [www.bankmed.co.za](http://www.bankmed.co.za), is useful for providing a level of guidance in this regard. Choosing the incorrect plan often has unpleasant consequences.

**What is your role at Bankmed?**

I am entrusted with the responsibilities of the Chief Executive and Principal Officer of the Scheme. My core duties are broadly in the areas of strategic initiatives, service delivery, financial management, human resources development, stakeholder and risk management and providing support to the Board of Trustees and its committees in the governance of the Scheme. I attend to these responsibilities with support from a team of very competent colleagues, who have expertise in the various areas of responsibility.

**What are some of the most notable successes you have enjoyed with Bankmed?**

I was fortunate to be able to celebrate Bankmed's 100th birthday in 2014—a notable achievement in any industry. The Scheme has over 105 000 principal members (and more than 200 000 beneficiaries), making us the third-largest closed scheme in South Africa.

We are also one of only two medical schemes to have been awarded an AA+ credit rating by Global Credit Ratings—and the only closed scheme to be awarded this accolade.

Alexander Forbes has also ranked Bankmed amongst the top seven medical schemes in the country. Bankmed's participation in the assessment of the clinical quality of our healthcare offering, as performed by Health Quality Assessment (HQA), allows us to see how well Bankmed is doing with reference to the industry.

I am proud to be at the helm of a Scheme that has achieved so many substantial successes. More importantly, these successes are at the centre of our ability to continue providing our members with exceptional benefits, which remain cost-effective. Value to members is what this is all about.

**What key challenges has the company faced in recent years?**

The drivers of costs in the healthcare industry remain very stubborn and include medical inflation (which is known to be higher than normal inflation), the burden of disease,

increased utilisation, new health technologies and an increase in fraud and anti-selection. There is growing evidence that reveals utilisation as among the key drivers of costs. These factors threaten sustainability and affordability and have seen many medical schemes increasing contributions by double-digit percentages for 2017.

The reality is that Bankmed is not immune to these drivers of costs, although our exposure to different elements may sometimes be contained by our risk profile as a closed medical scheme in a banking industry. Be that as it may, this remains a challenge.

Overcoming these challenges is an ongoing effort and our strategy includes focussing on wellness. It is for this reason that Bankmed has a rich spectrum of screening and preventative benefits paid from risk. These benefits are actively promoted through various initiatives. Early identification of disease and enrollment into the relevant managed care programmes forms part of the Wellness Strategy. This improves the clinical outcomes of the member by decreasing disease morbidity and hospitalisation and ensures long-term financial sustainability of the scheme.

**What are your long-term, strategic objectives for the company, going forward?**

Bankmed's long-term objective is to become a leading provider of medical scheme cover to all employees and pensioners in the financial services industry.

The medium-term strategy is to demonstrate value to stakeholders, and, thereby maintaining and enhancing the support for Bankmed as a medical scheme of choice to the employer group clients and members.

**What does it take to be a truly exceptional leader?**

To be a truly exceptional leader you must have a vision, and a strong desire to succeed, individually and collectively. I see my leadership style as participative and situational. It is grounded in respect for others, and a commitment to achieving set objectives.▲

# Merck South Africa

Merck South Africa is a global science and technology company, which is active in the Healthcare, Life Sciences and Performance Materials business sectors. Stefan Maron, Managing Director, shares his insights



*Stefan Maron, Managing Director*

## **How was Merck South Africa started and what is your competitive advantage in the market?**

We are a global science and technology company headquartered in Darmstadt, Germany. With a history of nearly 350 years, we are the oldest chemical and pharmaceutical company in the world and, since 1897, we've conducted business in South Africa.

Our product portfolio ranges from innovative pharmaceuticals and biopharmaceuticals to life science tools, speciality chemicals, and high-tech materials.

Merck SA's healthcare business includes medicines to treat cancer, multiple sclerosis, infertility, growth disorders, cardiovascular diseases, diabetes and thyroid disorders as well as over-the-counter brands that can be found in pharmacies like Iliadin and Slow-Mag. With these products and solutions, Merck SA helps to create, improve and prolong life and is continuously working to make a lasting difference to patients' lives.

Incorporated in South Africa in 1971, we are not only providing our products and solutions to the domestic market but we are also the hub for Southern, Eastern and Lusophone Africa.

## **Merck SA appears to continuously take a long-term, strategic approach to investing in African countries. Based on your experience, what are the benefits of this approach and in which ways is this a game-changer in terms of making an investment decision?**

Our current Africa strategy was a conscious strategic decision, which was made by the group's executive board, upon recognising that Africa has changed. Democracy has now developed a strong foothold, the business environment and infrastructure is improving and legislation is increasingly enforceable. It was a strategic decision by the group to take a long-term perspective when investing in African

countries, working on Corporate Responsibility initiatives and public-private partnerships, and helping to shape healthcare systems by partnering with governments. We selected six countries where we wanted to build a presence: Mozambique, Angola, Kenya, Nigeria, Ghana and Ethiopia. We have established local offices, inserting our own people and each with its own general manager, thus, ensuring we understand what is needed in these markets.

We are conscious of the fact that many markets in Africa are in an early stage of the industrial life cycle. Regulatory environments are still developing, market structures are evolving and supply and distribution infrastructures are complex. In the field of health, many non-communicable diseases like diabetes and hypertension remain undiagnosed for more than 50% of the patients due to the lack of awareness and knowledge as well as medical capacity.

All these factors require taking a long-term view of our business model and the level of resources we deploy.

Merck SA is majority-owned by the Merck family, for nearly 350 years now. As a company, we think in generations instead of quarters. This is a culture that helps us in Africa.

**Trust plays a key role in doing business in Africa. What has been your experience of this and what advice do you have, in this regard, for other business owners or company leaders?**

Trust is the basis for all successful business activities as it reduces transaction costs—everywhere in the world. My experience in Africa is that these transaction costs can be very high when contracts cannot be enforced, market information is not transparently available and jurisdiction can become a lengthy process. But in addition, the high prevalence of counterfeit products, especially medicines in many African markets, makes trust a key success factor when it comes to patients and customers.

Building this level of trust with business partners and for your brands is essential and requires a long-term strategy.

**What are the challenges and opportunities for Merck SA within South Africa's developing markets?**

Sub-Saharan countries are very heterogeneous with regard to their economic and political situations, which can be observed, for example, in the risk index tables published by BMI Research—oil-dependent countries are exposed by the commodity cycles. But in more general terms, urbanisation and a young, well-educated workforce offer increasingly good opportunities to develop and grow the business.

The focus of the governments on strategic socio-economic areas like healthcare, environmental development and research is creating various business and collaboration opportunities.

At the same time, supply chain and distribution remains complex and, therefore, expensive, increasing prices for the end consumer.

Combined with a high burden of counterfeit products, ranging from sub-standard quality to outright falsifications and illegal parallel importations, stamina is required to serve customers and patients at the level they deserve.

**As part of a massive international company, how important is heritage, legacy and a network in the pharmaceutical industry?**

Merck has overcome two world wars, several monetary reforms and has operated under various political systems and many economic crises, such as the Great Depression. Trust in the work and quality of the products and services by customers, and faith in our own capabilities to face those challenges are the foundation for sustainable, long-term success.

But the ability to innovate and, even more important, to question those things that made

us successful in the past is crucial to avoid obsolescence.

**What are the growth opportunities for Merck SA's pharma sector?**

We are expecting growth across all Sub-Saharan African markets, including those markets that are suffering from low commodity and oil prices. Showing presence and commitment in difficult times is important to maintain trust and ensure long-term success.

Increasing the patient basis through awareness programmes, building public-private partnerships, based on a business model, which are sustainable for both parties, creating access to innovative medicine and helping to improve capacity in the healthcare system are key elements of our growth strategy. The latter is particularly important and includes cancer awareness campaigns and improving the training of medical students in the field of cancer, medical oncology fellowship programmes, diabetes awareness campaigns and medical training in collaboration with key universities, to name a few.

Last but not least, we see a clear trend towards self-medication and healthy living, which supports the success of our over-the-counter portfolio with brands like Neurobion, Femibion, 7 Seas, Iliadin and Slow-Mag.

**What is your approach towards B-BBEE and what success have you achieved in this regard?**

Merck believes in the value of equality and supports the process of transformation in South Africa. Within our continuous efforts to improve our B-BBEE score, we focus particularly on Skill Development and Enterprise Development.

About 60 percent of all products sold in our African markets are manufactured and packed in the Germiston facility, which Merck divested to a South African black woman-owned investor five years ago. Besides the sourcing aspect, we

collaborate on continuous knowledge transfer and best practice sharing. As highest quality is of outmost importance to us, we work together to cope with the ever-increasing quality requirements of Good Pharma Manufacturing Practices.

Additionally, we want to provide chances to young people: In 2015, we have employed 6 young interns from previously disadvantaged backgrounds to gain critical work experience and we commit to repeating this engagement in 2017. In order to increase the availability of scarce skills of Pharmacists, Merck SA also collaborates with the Tomorrow Trust and supports 3 pharmacy students financially throughout their studies to give these dynamic and bright young people a chance.

### **What new technologies or product offerings do you have in the pipeline?**

We are committed to innovation in science that will, ultimately, make a meaningful difference in the lives of people living with serious medical needs across our therapeutic areas of focus.

Our globally integrated biopharma R&D organisation deploys more than 2 300 professionals worldwide, with four strategically located hubs on three continents: Boston (United States), Darmstadt (Germany), Beijing (China) and Tokyo (Japan). Our four global hubs represent key markets for us, better positioning the organisation to deliver high-quality biopharmaceutical products to patients around the world.

Our global diversity is a source of strength, allowing us to leverage different cultures, regional knowledge and broad perspectives to foster new possibilities across research and clinical development. This innovation will help to accelerate our pipeline, creating breadth and depth throughout our areas of expertise, and building hope for patients. Our biopharma research and development efforts are focussing on Oncology, Immunology and Immuno-Oncology. Our most advanced phase 3 product is an Anti-PD-L1 inhibitor, which is developed in partnership with Pfizer for a number of indications like skin cancer, lung cancer, renal cancer, gastric cancer, ovarian cancer and gastric and bladder cancer.

The second phase 3 product is an oral drug to treat relapsing multiple sclerosis and is destined to provide great advantages to patients.

Overall, we dispose of a rich and well-balanced pipeline that will provide innovative treatments, in particular, cancer treatments that

will answer to the unmet medical need. But we are not only innovating in the biopharma division. The research and development of the Life Science and Performance Material divisions are working at the edge of technology.

### **Please tell us about your core CSR initiatives and your rationale for partnering with governments in many of these initiatives?**

Our flagship initiative for Africa is the Capacity Advancement Program, CAP, a 5-year programme focussing on diabetes, hypertension, infertility, thyroid dysfunction and cancer.

It aims to expand professional capacity in the areas of R&D, supply-chain integrity and efficiency, pharmacovigilance, medical education, and community awareness.

Since 2013, we have already trained more than 10 000 medical students and are aiming to reach 25 000 by the end of 2018.

The programme also includes diabetes awareness efforts to provide free diabetes screenings and education to 300 000 people in Africa by end of 2016. In addition, we are working to build the research capacity of the African scientific research community as well as to showcase innovative research in Africa.

Merck CAP partners with universities, ministries of health, research institutes and professional associations in implementing its activities. The programme consists of 7 signature initiatives:

- Merck Universities Program
- “Merck More than a Mother” Campaign
- Merck Diabetes Days
- Merck Cancer Access Program
- UNESCO-Merck Africa Research Summit
- Merck e-Health
- Merck Supply Chain Forum

### **Please share some background to your own career experiences and knowledge?**

I have been trained in mechanical engineering and business administration at the Technical University of Berlin, Germany, which I finished as Diplom-Ingenieur (MEng). A scholarship provided by the Toulouse Business School, France, allowed me to conclude my training with an MBA.

These trainings provided me not only with technical and business knowledge but enabled me to deal efficiently with unstructured problems. The combined technical and business studies prepared me to work at the interface of

technical and business domains, which I used throughout my career, during my time as a business consultant in the financial industry, in the operation of a technology start-up company or at Merck in a multitude of positions. I am and always was a versatile generalist, which was initiated by my studies.

### **How important was your time at Arthur Anderson and how did that experience help to mould you into the Managing Director you are today?**

I worked as a consultant at Arthur Anderson in various projects for the financial industry, for the German government and for industrial groups.

Structured and methodological approaches, insights in many industries and various areas within a company, analytical and strategic thinking, versatility and adaptability, integrated cross-functional teams and high work ethics were the key elements that defined my work at AA.

These features have served me throughout my career and are still essential in my role as Managing Director today.

### **How important has your near two-decades with Merck been and what are the benefits for a Managing Director of having spent a long time working for the company you now lead?**

In 2001, when I joined Merck, I would not have believed this endeavour would last 16 years and more. But several factors have contributed to me never leaving the company. It starts with the culture, which is still dominated by strong values that represent also the values of the Merck family. Secondly, I was given the opportunity to work in many different areas. This did not only allow me to learn and grow as a professional but also gave me the opportunity to live and work in many countries and to enjoy a variety of cultures.

In a technology and science company that is highly dynamic and innovative but, at the same time, thinks long term to ensure sustainable success, it is very helpful to intimately know the processes, the capabilities and the people across the globe. In a globalised and highly complex business environment, teamwork across the globe is one ingredient to success. During the last 16 years, I had the opportunity to work with many people and build a worldwide network that supports me a great deal today. ▲

# Medshield Medical Scheme

Medshield was originally founded as Medicaid in 1968 and, in 1996, was registered as Medshield Medical Scheme. Medshield has had numerous administrators over the years and has always remained a financially stable Scheme with a sound product offering. “Since 2009, we have been a self-administered Scheme, which makes us unique in that we are in control of our administration costs,” says Stanley Moloabi, Principal Officer.

**What is Medshield’s core mandate and vision, and why is it so crucial?**

Medshield’s mandate is to ensure that we cover our members’ healthcare needs whenever they have to access Medical Care based on their benefit entitlements. Our vision stated verbatim is, “Caring about you towards a healthier nation”. Our vision clearly shows that we are all about caring and we aspire to keep the nation healthy. This is crucial because the prosperity of our country is dependent on a healthy, working nation.

**The Scheme is one of the largest and most credible in South Africa—which factors have attributed to this trustworthy status, since the Scheme’s establishment?**

The most important attribute that Medshield has is paying claims consistently, without fail, since its formation. Medshield has been doing this for its members since 1968 when it was established (under a different name). Our reserve ratio has been strong over a long period, with a reserve ratio of about 52%—it is one of the highest in the industry. In addition, we have received an AA- Global Credit Rating consistently for the past 10 years. An AA- Global Credit Rating means we have a very strong claims-paying ability. This is the comfort any member wants from their Scheme.

**In which ways are you continuously able to offer your clients superior quality?**

Medshield is well-represented throughout South Africa, with regional offices in all the main cities. This provides us with an opportunity to offer our members face-to-face service in these regional offices.

Our state-of-the-art online claims submission system and dedicated customer service staff enable us to pay claims promptly and consistently, with three-times-a-week claim runs, we keep both members and health providers happy.

The Scheme’s leading-edge contact centre is filled with friendly and capable Scheme officers who ensure that our members are taken care of when they have customer queries or when they need to access their benefits.

Access to healthcare is key to Medshield, hence, we offer our members competitive premiums. We are also building on strategic partnerships with healthcare providers to grow our networks.

**What are your core services and product offerings? Please tell us more about your various medical aid options and what each one has to offer respectively?**

Medshield has comprehensive Medical Scheme Options, which are inclusive of traditional Options, new generation Options, a typical hospital plan and a low contribution Option, which, by design, is restrictive in that benefits can only be accessed through a defined network of healthcare providers. The various Scheme options are designed to cater for different

healthcare needs based on what you can afford (the options are on the table overleaf).

**Choosing a medical aid can be a daunting task for people who aren’t sure what it is they’re looking for—how does Medshield alleviate this stress?**

It is indeed a daunting task. I, however, am always striving to demystify healthcare funding—and this is a personal commitment I undertake whenever an opportunity presents itself to me. While choosing a medical scheme can be daunting, the choice of what Option one should take is informed by two main considerations: affordability and the state of an individual’s health.

We encourage potential members to contact the Scheme or their brokers. Medshield works in partnership with the brokers. Brokers are qualified to give financial advice to consumers with regard to which Medshield benefit Option is most suitable, based on a needs analysis.

**What sets the Scheme apart from its competitors? What are the reasons why people should join Medshield?**

At Medshield, we are on a mission and that mission is: “To provide access to affordable, high-quality healthcare through sustainable partnerships”. The fact that the Scheme has been in existence since 1968 and consistently paying claims throughout means we are “dependable”, which is one of our values.

MEDSHIELD OPTION	OPTION TYPE	OPTION DESCRIPTION
Premium Plus	New Generation (with Savings)	Premium Plus is comprehensive but remains a well-priced product for both families and individuals. It includes unlimited in-hospital benefits at any hospital of the member's choice, and a Personal Savings Account for Out of Hospital requirements.
MediSaver	New Generation (with Savings)	MediSaver is suitable for independent people who want unlimited in-hospital cover through the Medshield Hospital network, and control of their Personal Savings Account for Out of Hospital services.
MediBonus	Traditional (No Savings)	MediBonus includes unlimited in-hospital benefits at any hospital of the member's choice, where they will have fully comprehensive cover. Other benefits include a range of Out of Hospital benefits such as Optical and Dental benefits, and day to day benefits for family practitioner visits, radiology, pathology and many other specialists.
MediPlus	Traditional (No Savings)	MediPlus is the answer for middle to upper-income earners who want unlimited in-hospital cover through the Medshield Hospital Network and a comprehensive range of Out of Hospital benefits.
MediValue	Traditional (No Savings)	MediValue is suitable for young, first-time medical cover buyers. It offers unlimited in-hospital cover and limited Out of Hospital benefits for fundamental healthcare needs.
MediCore	Hospital Plan	MediCore is ideal for young individuals who need pure unlimited in-hospital cover through the Medshield Hospital Network, without any Day to Day benefits.
MediPhila	Low-Cost	MediPhila is a low-cost option providing access to healthcare, to those who would may not otherwise be able to afford it. It provides unlimited PMB cover through the MediPhila hospital network, with unlimited GP visits.

We are financially strong and you need this in a Medical Scheme as the ability to pay members claims is core to what we do and this also means sustainability.

We offer a variety of options to cater for different medical needs, we are affordable and we have a strong governance structure with a member elected Board of Trustees.

**What are some of the most notable successes Medshield has achieved that you are proudest of?**

Medshield has remained resilient in a very difficult and challenging Healthcare Funding

environment continuing to meet the expectations of its members by paying claims consistently. This is very important because the members contribute their premiums and the least they expect is their benefit entitlements.

**What are some of the biggest challenges the Scheme has faced and how were they overcome?**

Being placed under curatorship was probably the biggest challenge and all credit goes to the staff of Medshield who remained resolute and continued to deliver on their responsibilities during the curatorship, thus, continuing to

ensure that the Scheme functions and meets its obligations to members. That is now in the past and Medshield is on a new journey.

Another challenge has been remaining affordable during very tough economic times. We have overcome this by keeping the Scheme non-healthcare costs low, ensuring that most of what members contribute is used for their healthcare needs.

Lastly, the challenge that is faced by the entire industry is the trend of increasing healthcare claims. This is largely due to the requirement to pay claims at cost for Prescribed Minimum Benefits and we have experienced an increase in these claims, which puts an upward pressure on contribution increases. Another challenge is an increase in fraudulent claims. All of these are the challenges we have to constantly focus on when managing the affairs of the Scheme. We do that by having various programmes to deal with these challenges.

**Please provide us with an overview of your early life, education and what set you on your current path?**

I was born in Bloemfontein, my home is Thaba Nchu—I grew up and did all my schooling here. I am the sixth of seven siblings who were brought up with strong Christian values. Our father was a Methodist Church Minister but he passed away early in our lives and we literally were brought up by a very strong-willed mother who ensured that all of us obtained tertiary education despite becoming bedridden early in her life and raising us as a single parent.

Her condition is what set me on the path of becoming a medical doctor. I remain in awe of the doctors who were always prepared to do house calls in order to relieve our mom of pain whenever we called upon them to do so. A very caring Dr Ellen Blackie was always there for two decades when duty called. She largely influenced me to become a doctor. I studied and qualified as a doctor at the Medical University of Southern Africa—today, known as Sefako Makgatho Health Sciences University—an alma mater I am proud of due to its history.

My lovely wife and two kids are the ones who keep inspiring me to achieve more in my career.

**What is involved in your work as Principal Officer—what do your duties and responsibilities entail?**

The duty of a Principal Officer is to implement the Board of Trustees' resolutions and

decisions, which are in accordance with the Medical Scheme Act and Scheme Rules. I am also responsible for implementing the Board Strategy, ensuring that the entire Executive Management team delivers on the Strategy.

The Principal Officer of a Scheme is the Executive who is responsible for the day-to-day running of the Scheme.

As the Accounting Officer, I am fully accountable for Scheme funds, ensuring that these are spent appropriately and prudently. This is critical as a Scheme is essentially a Trust Fund.

**How would you describe your leadership style? What kind of leadership is necessary in your industry to ensure success?**

My leadership style is engaging, consultative but, most importantly, decisive. It is based on the basic tenet of taking your team along, thus, ensuring all members of the team embrace what we need to achieve as an organisation. While it is important to have the leadership team embrace the organisational vision, I have to be decisive in ensuring that I lead when there are difficult decisions that need to be made, particularly when there is no consensus on the way forward—a situation that will invariably arise in any organisation.

I am of the firm belief that the two most important attributes needed for success as a leader in this industry is the ability to manage stakeholder relations and possessing a deep knowledge of the industry to guide you in your decision-making.

Both of these attributes will enable you to deal with the often conflicting interests of the various stakeholders in the healthcare funding industry.

These stakeholders are the regulators and government who are responsible for compliance and policy direction, the various service providers who are profit-driven businesses, the healthcare professionals who have to earn a decent and rewarding living for practicing their various professions, the employer groups who often subsidise the premiums the members pay and the labour movement who represent the interests of the workers who are our members.

Of all these stakeholders, the most important stakeholder is the member, and my commitment is to ensure that the members of Medshield Medical Scheme have access to the healthcare benefits they are entitled to when they are ill and at their most vulnerable. ▲



*Dr Stanley Moloabi, Principal Officer of Medshield Medical Scheme*

# The Sanaa Africa Festival

Nonhlanhla Matshazi is the Director and Founder at Sanaa Africa Festival, sponsored by the MTN SA Foundation and DSTV

## The Sanaa Africa Festival is now well established, but what is the background to its formation?

Sanaa came out of two experiences, the first of which was the fact that, at the time, Africa Day wasn't really recognised. We travelled to Santa Fe in the United States to attend the Sante Fe International Folk Art Market, which celebrates Native American traditional creativity and art. We looked at what the Native Americans were doing within their reserves, because the small grants they were receiving were not helping to create a sustainable lifestyle for their people. The Native American culture is one of their biggest assets as it is so unique, and when they recognised that fact they decided to build an economy around their culture, from dance to crafts to music. Following on from that they set-up their festival and this is currently the key economic driver for their communities for the whole year. When we came back we realised that we in South Africa also have a special, unique and diverse culture that is exciting, diverse and constantly evolving.

## How well received was the Festival?

In the beginning we didn't have a lot of interest, largely because at the time Africa Day was not yet well recognised, and this made it difficult to garner the kind of support we needed in order to get people more interested. At the start we faced considerable financial hurdles, but thankfully we now have support from sponsors along with tremendous interest from the public. It has been a real challenge to meet and connect with people who will buy into a bigger story and who see this as an important way to help grow the Festival. We have since had incredible support from the MTN Foundation and DSTV.



## What makes the Festival so special?

For a start, the Sanaa Africa Festival cuts across multiple genres including music and arts, and that was a thing that pushed it to the level it is today. Everyone who attends is able to feast on so many different experiences and, with so much else on the programme, it offers a full artistic arts experience. We have also created a 60/40 spread of artists from across the continent and this gives it a really nice flavour.

One of the other things that enabled us to get where we are is that the people we partnered with, in particular the Department of Arts and Culture, the MTN SA Foundation and DSTV, not to mention the benefit of incredible teamwork

from within Sanaa. From a growth perspective, something that has been of huge importance is the fact that the focus of the funding from the sponsors is geared towards empowering the artists themselves—but there is a forgotten layer, which is the managers, the curators and all the people behind the scenes and who run supportive businesses. A lot of the focus is usually on the front of face so we have made a commitment to focus on the entire spectrum of people who play a role.

## What are attendees looking for when they come to the Festival?

Some of the people come for a particular experience from a specific genre, but the great thing is that they will then see that there is a fine arts exhibition that interests them and that offers them such a full range of experiences because things they aren't normally exposed to are suddenly right in front of them. This diversity has blossomed over the years from when we started at Moyo Zoo Lake—we have now partnered with St Stithians College and the beauty of that space is that we have worked with them on a programme that allows us to have the Festival and workshops in schools in the northern region and especially for disadvantaged children, because this is crucial in order to get them engaged in the arts.

Nationally there is a lot of focus on science and maths, and that is vital for us socially and economically, but we also need a strong drive to foster an interest in and appreciation for the arts. Through our collaboration with St Stithians we are also getting young people to appreciate what is involved behind the scenes in the art world. We put a lot of emphasis on them experiencing and understanding what is involved



in scriptwriting and marketing and curating and all the other behind-the-scenes activities.

**What is the central theme of the Festival?**

The Festival has a 1994 feel about it because, to be honest, since 1994 we have all gone back into our silos. Sanaa has a 1994 energy of bringing so many diverse people together and it's a much-needed platform to bring different people together, and that is what drives

We realised that we in South Africa also have a special, unique and diverse culture that is exciting, diverse and constantly evolving

the development of the arts, along with the collaborative workshops that we run.

The ongoing theme is to connect, collaborate and create, and it is a platform for connection and an opportunity for people of different backgrounds to come together and rub

shoulders. St Stithians run a brilliant outreach programme with us which enables students from St Stithians the opportunity to engage with other children from another space. This is so important because it allows them all to learn things or take experiences from people who they would otherwise never have the chance to spend time with.

We leave a lot of the talent selection up to the different genre heads as they are operating in those spaces where they can spot the talent, but we also place great emphasis on promoting emerging talent to ensure that there is a balance.

For 2017 we are also looking for a strongly Pan-African content mix as there is an increasing need to start connecting to the rest of the continent.

**How were the seeds for Sanaa's development originally planted?**

My background is in arts and I have a Masters in African literature, and I gained a great deal of knowledge and insight from the experience I gained after receiving a W.K. Kellogg Foundation grant, and that really stimulated my appetite to start a festival of this nature. Growing up, we didn't have 'Little Red Riding Hood' or 'Cinderella' as our bedtime stories. My father brought us up with bedtime stories of the history of our family and the history of Southern Africa, the kings and the queens, the different wars and battles, the different ethnic groups and the very journey of Southern Africa. Therefore, we were brought up knowing our cultural roots and having an understanding of them, and it's this spirit that drives what we do to develop and grow the Sanaa Africa Festival.

**What are some of the key leadership lessons that you have learned during your time as Director of Sanaa?**

A key lesson I have learned along the way is recognising that you cannot do something of this scale and importance on your own. What

has made Sanaa successful is that has involved a lot of people who have all shared their expertise and passion and that has been a key driver for the Festival.

It's all about teamwork and you may be the leader but you cannot succeed without the right people around you - and you cannot succeed if you lead ego-centrally - you have to recognise that this can only be achieved through collaboration and incredible teamwork.

It's really important to be able to tune into people's abilities and talents in order to be able to harness those and pull those skills through to be able to add to the quality and energy that goes into an enterprise such as the Sanaa Africa Festival.

You also have to recognise that people all have different temperaments and the importance of finding ways to manage those unique temperaments. After all, there are so many diverse people in the world - and even more so in the world of arts and culture - that you always have to treat Jane in a different way to Peter.

Another thing that was critical was in terms of finances, and we found ourselves on a fast learning curve in that respect. If you get a budget of R50 000 for anything related to the arts it will invariably end up going past the R80 000 mark, so you have to cross the T's and dot the I's.

Without doubt finding a way to get control of the financial side of things has been critical and it remains a constant battle because of the artist nature of everyone involved in Sanaa. Another great leadership trait is knowing how and when to delegate, and fortunately we have been able to delegate some of the financial control to the genre heads.

They are closer to the artists and are better able to help them understand the clear picture of the financial constraints, but at the same time the genre heads in particular know they are dealing with artists and they know how to ensure that their artists don't feel too restricted. ▲

# North West Department of Culture, Arts and Traditional Affairs (CATA)

The department is responsible for the promotion of culture, arts, heritage, libraries, archives and matters relating to Traditional Leaders, says MEC Ontlametse Mochware. “Our vision relates to a thriving arts, culture and traditional affairs sector that contributes to a sustainable economic development in a socially-cohesive Bokone Bophirima Province.”



**Please can you share what your department is responsible for and some of its key projects are?**

CATA aims to enhance job creation by preserving, protecting and developing arts, culture, heritage and the institution of traditional leadership. The whole idea is to play our part in the province's drive to rebrand, reposition and renew itself.

Some of our key projects are the preservation of culture through such institutions as initiation schools, traditional leadership, promoting the culture of reading and writing, heritage and arts. Every month during the year, we engage with youth in all the municipalities in the province in cultural competitions. We support our artists to participate in national and international events.

Two of our flagship events are the Taung Cultural Calabash and the Mahika Mahikeng Festival. The Calabash is a developmental festival for artists in the province. We then support the finest of those through training with Mmabana, which is our entity that promotes arts and culture in the Province. For those who may not be aware, some of South Africa's finest actors and musicians that have their roots in our province are products of Mmabana. These include such success stories as Tsotsi's Presley Chweneyagae, Thato Molamu and Zenzo Ngqoba, to name but a few.

We also work very closely with the traditional leaders to preserve and promote the heritage of the people of Bokone Bophirima. We go into the villages across the Province.

**How did the department celebrate Heritage Day this year?**

Just after the official national Heritage Day celebrations, we held a successful provincial event at Lotlamoreng Dam in Mahikeng. I was happy that the venue was packed, which helps

us with our mandate of promoting and reviving our cultural heritage. Before that, we had a number of weekly build-up events to promote heritage.

Equally important, we used those heritage events to promote Bokone Bophirima artists who were nominated for this year's South African Traditional Music Advancement (SATMA) Awards, which took place in Richards Bay in October. Not only were we celebrating, but also highlighting the impact our artists are making on a national scale.

**Which of the department's achievements are you most proud of or do you think has made the greatest impact on the people of the North West?**

Our close working relations with the traditional leadership is something we are proud of. That is a constituency that tends to be forgotten by some in modern society.

We are also very active in the promotion of writing and the culture of reading. Every year, we run competitions for the youth where they compete in reading and writing, particularly in Setswana, which is one of the previously marginalised languages in our country. Furthermore, every year, we participate in the National Book Week, which promotes a culture of reading and writing.

We ensure that community libraries are provided with books and other information



**cata**

Department:  
Culture, Arts and Traditional Affairs  
North West Provincial Government  
The Republic of South Africa



Our close working relations with the traditional leadership is something we are proud of

resources, including toy libraries. The department ensures that libraries in the province are equipped with Internet facilities and that they are friendly to those clients who are visually-impaired.

Currently, the total number of libraries across the province is 107. The department recently held events to officially hand over four community libraries in Lethabong (Madibeng Local Municipality), Tlokwen (Moses Kotane Local Municipality) and Lomanyaneng (Mahikeng Local Municipality). There is also progress

with new building projects, such as Ipelegeng Community Library, Tlaskgameng Community Library and Khunwana Community Library.

**What progress has been made on the community art centres as far as supporting artists is concerned?**

The department has assessed and assisted 28 community art centres with business plans in recent months. Business plans were also submitted to the Department of Arts and Culture (national) for further assistance on

infrastructure and programmes. Three community art centres were approved in recent months.

**Tribal authorities are hosting traditional symbolic ceremonies across the province each year. What is the purpose of these symbolic ceremonies and what do they want to achieve?**

The programme is meant to support our traditional leadership and its communities to revive, preserve and promote cultural heritage. There



is a total of 56 traditional leaderships and these activities are meant to revive indigenous practices of cooking, brewing, clothing, dance, music, identification of sites of historical and cultural importance, ritual practices, taboos and many others.

The symbolic ceremonies are visually recorded as part of preserving the history and culture of the people of Bokone Bophirima.

The idea is to select a certain number of traditional communities each year for these symbolic ceremonies and the department works with the House of Traditional Leaders to select activities for each.

So far, the department has covered almost half of the traditional leaders in the province and the support will continue until we reach everybody.

However, this does not mean the department does not assist communities that have their own annual celebrations of their cultural heritage such as the AmaHlubi of Kgosi Zibi in Khayakhulu who celebrate Isikhumbuzo annually, and also Kgosi Phoi in the village of Setlhwatlhwe where they celebrate ritual practices of washing away misfortunes and a rain-making ceremony annually, which the department, in one way or the other, supports

as part of promoting cultural heritage to posterity.

#### **In which ways has the department been able to play a role in job creation and alleviating poverty?**

Through the events we hold, we create jobs for the artists and all who are involved in the eventing industry. The arts industry does create jobs in various forms and we seek to be involved in empowering the broader value chain of the industry. We promote our visual artists not only through exposure, but we also use them for our own buildings so they can showcase what they can do. The crafts practitioners are also part of our engagement in terms of empowerment. At the various events we hold in the province, we get them to exhibit and show people what they are capable of. In the short, medium and long terms, that tends to create jobs—something we are proud of.

#### **What has been paramount to running a successful department?**

Working closely with senior managers and other members of staff to ensure service delivery. Furthermore, we engage constantly with stakeholders, including artists and other provincial

and national departments with whom we share responsibilities for service delivery.

**You recently said you believe that the respectable image of the government depends highly on the conduct of public servants. How can public servants ensure they rise to meet these standards and maintain them? What effective checks and balances can be put in place to guide and monitor public servants and what do you see as the great benefit for the province (and the country) if our public servants can succeed in this endeavour?**

The administration of the province has set out its clear, strategic thrusts in order to deliver quality services to our communities.

Our public servants need to reflect that and be exemplary. They need to be the living embodiment of these strategic goals in whatever they do for the people.

At the end of the day, these strategic goals serve to enhance the goals of the National Development Plan, which is why it is important that each civil servant in the province promotes them. These strategic goals are about rebranding, repositioning and renewal of the province.

In short, these goals are:

1. Improving our economy through agriculture, culture and tourism (ACT)
2. Boosting our economy with special focus on villages, townships and small dorpies (VTSD)
3. Reconciliation, healing and renewal (RHR)
4. Setsokotsane, which is a rapid-response mechanism to service delivery in every ward in the Province of Bokone Bophirima
5. Saamtrek, saamwerk, which is a call to all to work together, hold hands towards a common goal—which is the delivery of services to and the betterment of our communities.

If every civil servant could reflect these ideals, we could all be winners and benefit.

#### **In what ways is the department embracing technology as a means to fulfil its mandate?**

Our libraries are equipped with the latest technology, ranging from computers to the Internet and facilities for the visually-impaired. We have also embraced such platforms in social media as Facebook, which helps us mobilise people to meetings at short notice. Recently, it helped when we were preparing for a workshop for



artists on how to apply for funding. Those are but some of the examples.

**Are there any exciting projects in the pipeline?**

One of our most important projects is the Mahika Mahikeng Festival, scheduled for December.

This is a festival that showcases the best of what the province has to offer. The different genres reflect the province. It is now in its second year, and we want it to be one of the festivals that are of national importance.

As a department, we are also involved in the Liberation Heritage Route, which traces the route taken by freedom fighters on their way to exile in such countries as Botswana, Tanzania and many others.

This is very important for the reflection of our history as a country, as well as for the role played by the people of the province in helping liberate this country, including Dikgosi (traditional leaders).

**Please tell us about your provincial language services, how you help to develop previously marginalised indigenous languages used in the province, and how to promote respect and tolerance for our linguistic diversity?**

We work together with various stakeholders, including North-West University (NWU), to develop programmes and competitions to promote languages. We have also set up a publishing house in the province to promote indigenous languages.

School-going youth are encouraged, through competitions in various genres, to write and read our languages.

These competitions take place across all four districts of the province. At the end of the

process, each year, we give them prizes such as laptops and certificates.

**How does the department intend to preserve our heritage as the province?**

We have a unit that has been able to identify new heritage sites, particularly those based in townships, villages and small dorpiets. Currently, the province boasts a database of 400 heritage sites from four districts and 18 local municipalities. Most of these heritage sites are underdeveloped but there is a plan to raise funding through establishments of NPOs, for the purpose of improving them.

Bokone Bophirima has two World Heritage Sites graded and declared as such by UNESCO. The first one is Taung Skull in Buxton Village in the Greater Taung. And the other one is Vredefort Dome Meteorite site in Parys in Tlokwe Local Municipality. The department has managed to send youths from various communities to register for degrees in the Indigenous Knowledge Systems at North-West University. CATHSSETA has funded a total of 50 learners from the sector for a heritage management course, which was conducted by Kara Heritage Institute.

**Initiation schools are a crucial issue in the province. What has been done to ensure that schools are legalised and communities are made aware of illegal schools?**

Recently, the North West Initiation Schools Matters Bill was gazetted. The Tradition and Culture Committee of the North West House of Traditional Leaders and the task team are conducting outreach programmes to promote awareness in communities so that they can make a meaningful contribution during the consultation stage. ▲

**MEC Ontlametse Regina Mochware**

Ontlametse Regina Mochware, better known as "OR", was born on the 21 June 1960, in the small village of Gamanyai near Ganyesa in the North West Province.

She is a self-driven, creative and adaptable woman with a very strong character. She is also a family woman who always knows how to balance her family time and her professional time.

She was a school teacher from 1980 to 1997 and, because of her dedication and commitment to work-related matters, she was employed as the Principal from 1997 to 2005.

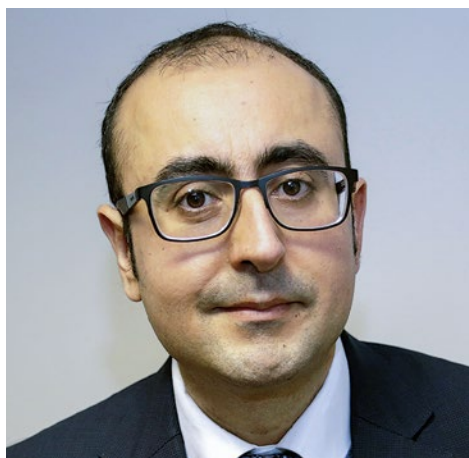
She managed to multi-task and worked as a teacher and part-time Municipal Councillor Speaker from 2000 to 2005 when she decided to retire as a teacher and became a full-time Councillor at Kagisano-Molopo Local Municipality.

During 2006, she was elected as the Mayor of the Kagisano-Molopo Local Municipality where she served for 8 years.

In May 2014 to December 2015, she was employed as a Political Advisor to the Premier of the North West Province. Because of her political maturity and the level of growth she had gained, she was called on by the African National Congress (ANC) to form part of the North West Provincial Legislature in January 2016. During her career as an MPL, she was mandated by the ANC to be the MEC for the Department of Culture, Arts and Traditional Affairs from May 2016 to date.

# HEAIDS Programme

HEAIDS is a national programme to develop and support HIV/TB/STI, General Health and Wellness mitigation initiatives at South Africa's public Higher Education Institutions (HEIs) and Technical Vocational Education and Training (TVET) Colleges. Dr Ramneek Ahluwalia, Programme Director, shares his insights.



**Please provide us with an overview of the Higher Education and Training HIV/Aids Programme's establishment as well as details about the programme's three phases.**

HEAIDS was established in 2000/2001 as a partnership between the then Department of Education, the South African Universities Vice-Chancellors Association and the Committee of Technikon Principals.

- Phase 1, from 2001 to 2005, implemented elements of an HIV/AIDS prevention and mitigation strategy, undertook pilot studies, data gathering and impact analyses. It also established decision-making and programme management structures, created loose networks and accessed resources in order to initiate the next phase.
- Phase 2, from 2005 to 2009, worked on the basis of an agreement between the European Union and the South African Government, with the Department of Education as the implementing authority and Higher Education South Africa (HESA) as its implementing

partner. Phase 2 established the need to channel the response through the mission of higher education institutions – specifically focussing on teaching and learning, research and innovation and community outreach.

- Phase 3 was initiated in 2012, emphasising implementation of a comprehensive combination prevention in line with the NSP 2012-2016. The programme has since 2011 been directly funded by National Treasury through the Department of Higher Education and Training. In 2014, the programme brought the 50 TVET colleges into its fold, and now works with 76 institutions in collaboration with Universities South Africa and the South African College Principals Organisation.

**What is the key focus/vision of the HEAIDS Programme?**

In a country where there are 380 000 new infections a year, 1 000 new infections a day and where 2000 young women get infected each week, it is our priority to align our strategies to safeguard South Africa's next economy. Very few young people from predominately disadvantaged communities get access to tertiary education, therefore, it becomes all the more important as we safeguard the investment made on these young people which will, in turn, benefit their communities

HEAIDS is a national facility that develops and supports HIV/TB/STI mitigation efforts and overall health and wellness promotion interventions for two million beneficiaries across South Africa's 76 public universities and TVET colleges. It supports higher education institutions through their core functions of learning and teaching, research and innovation and community engagement. Programmes

and initiatives promote HIV/TB/STI awareness and prevention, treatment and referrals for health and wellness services, as well as policy formation and implementation, curriculum development, and advocacy with various stakeholders from the higher education and training, government, private and non-profit sectors.

**How successful has the programme been in terms of achieving its goal and on which fronts are HEIs addressing the HIV/Aids pandemic on a human rights basis?**

HEAIDS iprides itself in being one of the most far-reaching and impactful national health programmes. It has built robust structures and applies evidence-based methods which are supported by the integration of services and facilities to support its initiatives working with both public and private partners. All our work centres on a human rights-driven approach. More than two million students and staff situated at 76 institutions, which have a combined 429 campuses, directly benefit from HEAIDS. In 2015, through hundreds of activations, 175 000 students and young people tested for HIV and go screened for STIs, TB and other health conditions. A record 25 million coloured, scented condoms were distributed to students and young people. Research conducted by the Human Sciences Research Council (HSRC) in 2014/2015 indicated HEAIDS programmes—particularly its flagship, award-winning First Things First programme—offer a valuable source of information and awareness-building, support health-seeking behaviour, encourage testing, collaborations and resource-allocation.

**In partnership with a range of public/private role players, HEAIDS implements a number of programmes in the higher**

### education and training sector—whatis the nature of each programme?

HEAIDS has several core programmes within its fold:

**First Things First:** this is an HIV, STIs, TB testing and screening programme which has been broadened over time to include other general health and wellness topics. It gets implemented across different campuses so that services, referrals and provision of HIV prevention and family planning methods are brought to easy access of its main beneficiaries—the young people.

**Men Health and Empowerment Programme** focuses on gender issues, promotion and provision of men’s health services including medical male circumcision which is proven to reduce HIV risk to men by 60%.

**Women Health and Empowerment Programme:** this is a growing area of work in recognition of the high level of sexual and gender-based violence (SGBV) that happens within higher education institution environments. A technical task team formed in 2016 will formulate a sector-based approach to reducing SGBV which is expected to be rolled out from mid-2017.

**Alcohol and Drug Abuse Prevention Programme** and initiatives for MSM and LGBTI communities are targeted risk-reduction and support interventions which link with other services both within institutions and in communities where they are based.

Alcohol and drugs are recognised factors that increase the risk of unsafe sex and transmission of STIs including HIV. Research conducted by HEAIDS and partners in 2013/14 provided important information to further strengthen strategies aimed at protecting the needs of men who have sex with men and other sexual minority groups.

**Academic Capacity Development Programme:** this has been a particularly dynamic area of work in the last few years following research that indicated that teaching curriculums lack content about health including HIV and that academics and teachers were not sufficiently confident and skilled to tackle the difficult topics of HIV as a societal, workplace and economic challenge, and associated factors related to

personal health, sexuality, gender and social norms that impact on it. Major strides have been made to redress this situation and enable the teaching of more diverse and richer content that goes beyond technical and vocational competency and enables graduates to manage HIV/AIDS within workplaces and communities.

**Future Beats Youth Development** uses campus and youth-oriented community radio and social media to expand the reach through authentic youth voices and creativity to tackle issues of student health and wellness.

All of these programmes are underpinned by cross-cutting programme management, research and peer education efforts.

### What are some of the partnerships HEAIDS has formed and what is the importance/benefit of having these?

HEAIDS ability to work across the higher education and training sector and to mobilise human, academic, health and financial resources is largely due to the fact that HEAIDS is driven through partnerships and collaborations.

As an initiative of the Department of Higher Education and Training, its foremost champion is the Deputy Minister Mduzuzi Manana who regularly participates in HEAIDS activations, engagement with youth and other stakeholders and high-level advocacy targeted at parliamentarians and other decision-makers.

Higher education institutions and their representatives, Universities South Africa (USAF) and South African College Principals Organisation (SACPO) are equally dedicated partners and implementers of services. Other alliances with the government departments at national and municipal levels have been forged to align approaches and integrate services.

The Department of Health and the South African National AIDS Council have both been instrumental in providing services, medical consumables and health promotion tools and support and advocating for the prioritisation of youth health and empowerment.

International agencies including the Global Fund to Fight HIV, TB and Malaria and the German government agency, GIZ, are invaluable funders and partners in HEAIDS’ efforts..

### What role does research play in terms of enabling effective policy and programme development by the various institutions?

HEAIDS has a strong track record of generating evidence as a tool for programme planning and in 2015 added to this body of research. Findings are disseminated through publications, and frequently during talks, seminars and conferences. Major recent research includes:

- HIV Knowledge, Attitudes and Behaviour Survey of Students and Staff at TVET Colleges.
- Survey on Knowledge, Attitudes and Behaviours of Lesbian, Gay, Bisexual, Transsexual and Intersex (LGBTI) Individuals within Campus Communities Nationwide.
- Situational Analysis/Baseline Study on the Nature and Extent of HIV Education at TVET Colleges.
- Impact Evaluation of the First Things First HIV Counselling and Testing Campaign.

### What is the most notable success the HEAIDS Programme has achieved?

It is significant that a national programme on student and youth health with humble beginnings 18 years ago is now flourishing and making a real difference. HEAIDS has grown from a two-member team to 34 members and additional 150 institutional staff members. The programme’s budget has increased from R5 million to R200 million per annum. The expansion has entailed reach from 23 to 427 campuses to benefit a population of over two million because health and life matter at every campus. First Things First was awarded as the top health programme in Africa—its impacts documented in a recent HSRC study report, and we receive letters from programme participants who have since graduated and are working and contributing meaningfully to their families and communities. We are cheered every time parents write to us about the success of their children and how the youth are now healthy and productive family members.

Stakeholders from different spheres of public and private sectors attend our sessions and presentations at major local and international conferences. HEAIDS and its Programme Director, Dr Ahluwalia, are contributing to the next NSP 2017-2022. ▲

# MCG Industries

Proudly boasting a 50-year history, MCG Industries is a South African-owned and managed market leader and a significant manufacturer of plastic injection moulded products. “It has developed an excellent reputation for quality and service, and enjoys the custom of a blue chip customer base,” says Ian Victor, Managing Director

**M**CG Group manufactures plastic crates, containers, chairs, stadium seating and pallets, and serves a diverse market, including the beer, wine and spirits, soft drinks, agriculture, dairy, materials handling, bakery, poultry and armaments industries. It also manufactures a range of flexible products, which includes films, sheeting, clear cling firm tape, pallet wrap, security/courier envelopes, co-extruded film, flexographic and screen printing as well as bags.

“Depending on the specific industry served and in respect of those products which it produces, it enjoys market shares ranging from 15% to 100%,” says Victor.

MCG has a well-established technology and know-how base. Key intellectual property in certain products is protected by patent and design registrations. Certain technology used by MCG is licensed from a leading global player and the balance is developed internally or supplied by customers.

Manufacturing facilities are strategically located in Malvern (Johannesburg), Montague Gardens (Cape Town), Mobeni (KwaZulu-Natal) and Namibia (Windhoek). South Africa and its neighbouring countries are serviced by these facilities. The facilities have ISO9001:8000 and BRC accreditation, as well as blue chip customers such as AB Inbev, Heineken, Namibian Breweries, Distell, Clover, Coca-Cola et cetera.

MCG’s mission is to grow market share locally as well as in predetermined Africa territories. MCG will predominantly target SADC markets as possible growth markets. There may be a requirement to open manufacturing facilities in some of these territories, but this would



depend on the demand and Governmental requirements.

“To achieve our growth strategy, we need to enhance our brand and position in the market by ensuring customer satisfaction, which is non-negotiable, provide innovative approaches and solutions that will solve customer related problems, strive to build effective, long-term relations with our customers by means of excellent service delivered in a timely and cost-effective manner, commit to giving customers the level of quality and customisation they demand, strive to produce fit for purpose products and become a low-cost manufacturer through continuous efficiency improvements,” explains Victor.

In the foreseeable future, Victor says that MCG Industries aims to “be a leading international Polymer Conversion company that attracts the best-performing people who can diversify MCG’s business to enable it to deliver strong, sustainable, long-term growth with existing and new customers.”

In terms of challenges, Victor says that MCG operates in a highly competitive environment

and, as a result of its highly demanding customers, one has to be extremely competitive not only in price but in service and quality alike.

“When we purchased MCG in October 2013, I soon realised that, for MCG to stay one of the leading suppliers of crates to the industry, it would have to make some serious capital investment. The investment required to meet the customer demands was high and was, essentially, the only way MCG would be able to retain its status as one of the leading crate manufacturers in SA and meet the return on investment targets set by the new shareholders.

“The greatest challenge is to remain a preferred supplier and improve the position of the company in the marketplace while facing ever-growing competition in a shrinking market. It is imperative that you understand who your competitors are and what their strengths and weaknesses are, if you are able to determine this, you can strategise against them to win market share,” he says.

MCG supplies product to blue chip organisations who demand quality, service and competitive pricing. In order to succeed in the industry, Victor says that technology and innovation are critical, customers expect continuous improvements in production efficiencies, which, in turn, leads to reduced cost and pricing.

He believes that their strong brand, which has been developed since 1956, gives them a competitive advantage.

“MCG is renowned for quality products and exemplary service. MCG has always enjoyed strong relationships with overseas technology partners such as Schoeller Allibert, with whom MCG has an alliance. This alliance allows MCG to be at the forefront of technology development and improvements on the products that MCG sell,” he adds.



Schoeller Allibert is one of the world's largest manufacturers of returnable plastic packaging for material handling. They have been inventing, developing, designing and manufacturing Returnable Transit Packaging (RTP) for more than 50 years. Today, they are the European market leader with operations worldwide.

"The benefits for MCG to have a technology partner such as Schoeller increases MCG power base significant. MCG is able to offer customers turnkey solutions in that Schoeller can manufacture high-quality product moulds for MCG to manufacture products for their customers," says Victor.

Towards the tail end of 2015, MCG Industries made a major investment in tool maintenance capability, which is enabling it to greatly improve its ability to keep its moulds performing optimally as well as service moulds to OEM standards.

"In a project with an estimated value of R7-million, MCG installed what is effectively an entirely new toolroom at its plant in Malvern, Johannesburg. The new CNC milling machines, lathes, spark eroders and wire cutting systems give it the capability to service its large moulds, specifically crates for SAB, one of its largest clients.

"Four highly-skilled mould makers and two assistants are employed in the 600m toolroom. MCG has been supplying crates to SAB for well over two decades and most of the moulds employed, to date, have been supplied by Schoeller of Germany.

"MCG has had an on-going relationship with this internationally reputed tool manufacturer, which has specific expertise in the production of large moulds for the crate sector.

"MCG is able to build and supply moulds from Schoeller as well as other suppliers. Customers can then have these moulds serviced at our mould shop where we can guarantee the service according to the OEM standards," says an MCG spokesman.

Ian Victor boasts a long, illustrious career, and has worked his way up from Engineer at Iscor to Managing Director at various

companies. He was appointed Managing Director at MCG Industries in 2013. His main role is to provide strategic direction to his companies and his employees. "I drive the strategy I prepare on a yearly basis through my Directors and Managers, and we live, eat and breath the strategy. It is, however, important to have an attainable strategy that everyone believes in," he explains.

He describes himself as a very hands-on person who enjoys getting involved in all aspects of his business.

"My engineering streak still comes through, though, and I love buying new equipment for my factories, I am like a 'kid in a candy shop' when it comes to buying new equipment.

"I sit in many meetings with the main aim of assisting my managers in solving problems. I still get involved with my workforce at ground level and enjoy engaging with my union representatives to understand the frustrations my employees sit with.

Since he took over MCG on 1 November 2013, he set a sales revenue target of R1 billion, to be achieved in 5 years. The base was R200 million and, after three years, I am three-quarters of achieving his goal.

"The almost doubling of MCG Rigids output in three years, the acquisition of LR plastics, the opening of MCG Namibia, with 40 % local partners, the partnership build of Schoeller Allibert, the opening of a mould shop with Schoeller and the plastic injection moulding replacement programme, whereby I have already bought and installed five state-of-the-art machines in MCG Rigids over the past three years, are all, as far as I am concerned, major achievements over such a short time," he explains.

With regard to his leadership style, Victor emphatically says, "Lead by example. Whatever your employees can do, you must be able to do better.

"Be on the floor and offer advice. Be approachable and make your employees feel they can discuss anything with you. People must respect you, but respect, you earn, you don't just receive it." ▲

## MCG Rigids and MCG Flexibles—product offerings and services

The Rigids division serves diverse markets that include beer, soft drinks, agriculture, dairy, bread, baked goods, meat, fish and poultry. They also have a range of chairs and seats designed for schools, auditoriums and stadiums. Flexible division:

- Films – Polyethylene, Polypropylene, Co-extruded, laminated, Poly shrink.
- Sheeting – FFS, Embossed
- Clear 100mm cling film tape
- Pallet wrap—up to 500% stretch
- Tamper evident security/courier envelopes
- Co-extruded film—foldable and paper-like look and feel.
- Coextruded Film for liquid packaging
- Up to 10 colour flexographic printing●●
- High Definition Screen printing
- Tamper evident security/courier envelopes
- Bags—laminated pouches, Standup pouches, Ziplock, Poly tubing (all sizes)
- Carrier Bags—draw tape, loop & Patch handles, sleeves

# The African Cancer Institute

The African Cancer Institute (ACI) is a strategic initiative by Stellenbosch University's Faculty of Medicine and Health Sciences aimed at consolidating its cancer and cancer-related research activities, with a view to developing a critical mass of scientists, clinicians, postgraduate students and fellows so as to mobilise the cancer research agenda for South Africa and the African region at large

**S**tellenbosch University is regarded as a thought leader. This requires forward thinking and not being afraid to make bold decisions. Apart from the mindset of the leadership, the enabling resources and eagerness of the faculty to participate in cancer research made the university well-positioned for the institute's establishment.

In establishing the institute, the potential for pooled resources for improved outcomes, larger and more specialised teams to enhance the depth of research in specific cancers, the setup of subject area platforms with champions that coordinate and drive the agenda and transdisciplinary research were considered.

Stellenbosch University's Faculty of Medicine and Health Sciences (FMHS) has become world-renowned for the development of health professionals of the highest calibre and in the conduct of numerous groundbreaking research initiatives of local, regional and international relevance.

In keeping with its vision of "Advancing health and equality in South Africa and beyond", the faculty remained steadfast in embracing human values, allowing for freedom of thought and dialogue, and allowing intellectuals to create knowledge and lead the path of continuous learning.

"It is against this backdrop that the faculty has attracted some of the best minds in the country, which has allowed the faculty and the university at large to be one of the top institutions worldwide," says Professor Vikash Sewram, ACI's Director.

The African Cancer Institute (ACI) was launched within the faculty in 2013. At



*Prof Vikash Sewram, Director*

present, the institute functions as a virtual centre with research taking place within the various departments/divisions of the university and with international partners. The ACI has identified key priority areas of research and has formed partnerships with international and local stakeholders.

In terms of the constitution, the ACI has an International Advisory Board and a management committee that provide support to the office of the Director. The institute may be three years old, but it already has a vision of becoming an internationally recognised, comprehensive cancer research centre.

"Cancer has a significant health impact on the South African population and on the region.

Therefore, cancer risk identification and prevention, and advancements in early detection and treatment are emerging national health issues that need to be dealt with appropriately in order to improve the quality of life and increase the life expectancy of South Africans and people on the continent at large. Hence, the strengthening of research and development remain core to any success in understanding and curbing the rising epidemic of cancer.

"The determination of the university not just to harness the collaborative intellect of individuals, groups and institutions within SA, but rather to transcend regional and international boundaries in the interests of the whole of Africa, points the way to a broader and brighter future for the African nation and to a rejuvenation of and recommitment to our fight against cancer," explains Sewram.

The ACI has a substantial, ambitious and demanding agenda for their health-related programmes and research activities to reach all of Africa in a single wave, however, their activities will be seen as nodes in a broad, regional framework.

Through its programmes, the ACI will assist South Africa and other African countries to build capacity, to provide education and training and to promote national and international collaboration in the field of cancer with learning and research institutions from other countries.

The institute aims to be a leader in the field, ensuring that cancer research activities are focussed, innovative, relevant and create a huge value add, thus enabling a platform for policy-driven outcomes.

Professor Sewram explains that most cancers are treatable and some are curable. Yet, cancer rates are on the increase in Africa with



## AFRICAN CANCER INSTITUTE AFRIKA KANKER-INSTITUUT

Towards a Cancer Free Africa  
Nader aan 'n Kanker-vrye Afrika



UNIVERSITEIT  
STELLENBOSCH  
UNIVERSITY

approximately 1.3 million new cases expected by 2030 simply due to an ageing population.

“There are huge disparities in health resources—infrastructure, human resources, access to treatment, and so forth—that make populations in Africa, including South Africa, extremely vulnerable to developing and treating cancer.

“Furthermore, much research in Africa is also needed that will better inform policy and practice that’s relevant to the different countries,” he says.

The ACI was thus established to address the burden of this disease on various levels and to provide a beacon of hope for the African continent with the aim of co-ordinating, facilitating and focussing cancer research in a way that optimises available resources and to develop a critical mass of scientists, clinicians, post-graduate students and fellows so as to mobilise the cancer research agenda for South Africa and the region at large.

Furthermore, the hallmarks of cancer are extremely complex and, given the depth of research that is required, the ACI’s plan is intended to mould a skill set designed to advance current knowledge on this disease and tackle key problem areas through research.

There is a shortage of basic and clinical research endeavours in the field as well as the lack of training to understand the fundamentals of cancer biology, research methods and comprehensive approaches to addressing the burden of cancer.

Hence, meeting these challenges is not simply a matter of providing appropriate equipment and more staff but rather sufficiently trained and knowledgeable staff with clinical and research experience.

Professor Sewram draws attention to the importance of collaboration in the fight to combat cancer on the continent.

“The simple saying that ‘two heads are better than one’ holds very true for scientific

research. Cancer research, as with other scientific research endeavours, has evolved from comprising primarily simple, well-controlled studies to complex, multi-faceted ones that cut across demographic boundaries.

“Combatting cancer is a global problem and this requires the best minds to come together to tackle cancer from a multidisciplinary approach. The continuum of cancer from primary prevention through to palliative care reveals how a variety of teams working together in a co-ordinated manner can make huge strides in reducing the burden of cancer.

“Sharing resources, using technologies that may not be in-house, pooling of data, et cetera, can all help get the job done faster than either of us could achieve alone. Therefore, I believe that by harnessing the collaborative intellect of individuals, groups and institutions within South Africa—and transcending regional and international boundaries in the interests of the whole of Africa—the ACI will play a key role in co-ordinating and escalating the fight against cancer,” he explains.

The has been recognised as a clinical trials site for undertaking therapeutic research on Aids-related cancers by the Aids Malignancy consortium, funded by the USA National Institutes of Health.

“We have signed a partnership with the MD Anderson Cancer Centre, which is the largest cancer centre in the world, based in Houston, Texas, for the development of training programmes, faculty exchanges, specific oncology courses and collaborative research projects to advance the understanding of cancer and improving cancer care.

“We have also partnered with the Cancer Association of South Africa to focus research on cancer rehabilitation and survivorship. The Deputy Minister of Health of the People’s Republic of China recently visited and we signed a memorandum of understanding to undertake collaborative research between the ACI and the

Chinese Academy of Medical Sciences,” says Sewram.

To date, China has been remarkable in helping us address the huge burden of oesophageal cancer that we have in South Africa.

Professor Vikash Sewram says his interest in cancer emanates from his desire to remain at the forefront of discovery and attempting to unravel the mysteries of the disease.

“Cancer is a major problem worldwide and it’s extremely complex at numerous levels. From its biology to its societal impact, one can spend an entire lifetime exploring its causation, methods of early detection and diagnosis through to therapeutic interventions without ever getting bored,” he says.

As the Director of this newly-established entity, he has been tasked with building the ACI into a recognised brand of hope for cancer patients, whilst also ensuring they attract the best health professionals and that they become a sought after institute for research, teaching and training and providing the best possible service to communities.

In terms of his leadership style, Professor Sewram says, “My style can be anything from affiliative and democratic to coercive and, at times, to take the role of a coach or finally and rarely, an authoritative approach.

“What’s important is that a leader needs to be mindful of sensitivities, embrace human values, and ensure integrity and honour in one’s conduct. My career and working with large teams across the world has taught me that leadership is about harnessing the team’s aspirations and making it happen. A leader must be someone whose sense of identity should be beyond himself and that such a person must be willing to think, feel and act for more people than just him or herself. Over the years, I know I have touched many lives in profound ways and this has humbled me tremendously. A true leader has a big heart and a brave heart,” he concludes. ▲

# Treating South Africa's biggest pandemic

South Africa carries the burden of one of the highest profile HIV epidemics in the world, with an estimated seven million people living with HIV, as reported in 2015. In the same year, there were 380 000 new infections, while 180 000 South Africans died from Aids-related illnesses



*Kevin Moodaley, Senior Vice President and SA Operations Head*

**K**evin Moodaley, Senior Vice President and SA Operations Head of Hetero Drugs South Africa, a division of the India-based global pharmaceuticals manufacturing company, believes that making antiretroviral medication (ARVs) more affordable is key to combating the future impact of the disease.

Moodaley, who started his career with Aspen, was approached by Hetero Drugs South Africa in 2008 to establish a presence in the country.

“Hetero manufactures 40% of the ARVs available on a global scale. Their decision to join the South African market was not only from a commercial perspective, with the pandemic clearly escalating, but it was also about a sense of social responsibility. Hetero Drug’s own origins stemmed from the HIV pandemic facing India, and making treatment available at an affordable price has always been at the forefront of their vision,” he explains.

Hetero Drug’s primary goal in South Africa was, according to Moodaley, not to compete but rather to assist or partner with local players. Many of the major pharmaceutical companies operating in the country do not have formulation plants and the necessary Research and Development (R&D) facilities to manufacture Active Pharmaceutical Ingredients (APIs), which is where Moodaley says Hetero Drugs can offer assistance.

“We support companies from an API and a technology transfer perspective, equipping them to manufacture locally. When we started in 2008, we started off slowly. At first, I was on



my own but as the business grew, I employed nine people. Together with my team and the successful partnerships we have cultivated, our sales have seen a 140% growth rate over the past four years,” Moodaley says.

“In South Africa, there is still an issue when it comes to available supply. The demand for ARVs is constantly increasing and Hetero has a key role to play in addressing this problem, given our API and finished formulation capacities. As one of the leading companies in terms of our large manufacturing capacities, we are in a position to make the prices of medicines more affordable. Hetero is a vertically integrated company, from our APIs to our finished formulations, and this helps to keep the costs of the drugs down.”

While Hetero previously distributed single molecules, they now offer a wide range of fixed-dose combinations. Moodaley believes that reducing the number of pills required for treatments—where people take one pill a day instead of taking three pills a day for HIV—will also impact positively on the effectiveness of ARVs. “We are constantly working on new combinations,” he adds.

For Moodaley, proper awareness, education and an adequate stock of ARVs are necessary to combat the spread and negative impact the virus could have on the country in the future. “But, more importantly, the supply of medication must be high-quality, this must not be compromised due to either the high demand or competitive field. Poor quality medication can result in worsening the side effects. I do also think that the private market has an opportunity to be more involved in order to properly educate and bring awareness around HIV. These awareness programmes often involve high costs and the private sector could do more to support both NGOs and government. I’m talking about cash offerings, but perhaps they should consider assisting with condoms, or even medication,” he says.

With the primary focus on access to medication and affordability, Hetero supports the local industry through partnerships and also support

buyouts. Where government is out of stock, Hetero can assist with supply.

“At Hetero, we never compromise on quality and we have always strived to give our partners the very best price. And while we work towards ensuring adequate supply and price sustainability, quality is still our main priority,” Moodaley says.

“Most of our facilities are also USFDA and WHO Pre-qualified approved and, because they are located in India, we are also cost-efficient. Hetero also offers contract manufacturing for local players in the private market, assisting to keep the price lower than what it would be locally.

While ARVs account for 60% to 70% of Hetero SA’s business, the company also has a strong footprint in a number of other areas, including oncology and biosimilars, or generic medication.

“While ARVs will always be an important part of the business, our focus has shifted to niche molecules for non-ARV products. These are small volume, high-value products, some of which are still under patent, and we really do respect patents, so the process is a bit longer. Some of these products could take up to five years to get into the market, but that hinges largely on the therapeutic class. If it features on the essential drug list when the product is pitched, like diabetic medication, for example, it may be fast-tracked because there aren’t many products like that in the market already,” he explains.

Hetero was also the first company in South Africa to launch the generic TB drug, Linezolid.

“As a new player in the country, I think we have achieved a lot in eight years. Hetero is not only committed to the development, manufacturing and marketing of APIs, intermediates and finished dosages, we are also passionate about limiting the spread of the disease. Despite being fairly new in the country, we were the first company to support the Aids benefit concert, organised by the South African Clinicians Society and held at the University of Pretoria in 2014. We are also looking forward to World Aids Day again this year, where will

show our continued commitment to fighting the disease,” he says.

A qualified chemist, born and bred in Port Elizabeth, Moodaley worked at Aspen in procurement for 10 years before seizing the opportunity with Hetero in order to show his own commitment to a healthier South Africa.

“This role is different for me in that I’m now involved in the marketing side of the business. By taking this position, I now play a key role in ensuring affordable healthcare, without compromising on the quality, and making sure that our goal of patients getting the medication they need, and on time, is achieved.

“My overall vision for Hetero Drugs SA is to improve the mortality rate in South Africa, through supporting local content and the local players involved,” he says.

A more strategic role for Moodaley, he is responsible for the growth of company. For him, this means not only growth in terms of profits but empowering people. He believes that by supporting local players, Hetero is not only ensuring medication becomes readily available but that their involvement is helping to create jobs, as local pharmaceutical companies have more resources available to run their own manufacturing facilities.

“It’s up to me to ensure that my staff achieve the necessary job enrichment and job satisfaction from their time here at Hetero. They must also live our vision and mission, thus ensuring that this company can continue to grow from strength to strength,” he says.

“My own leadership style is anything but autocratic. I believe in being approachable, and I have an open door policy—this gives my staff and colleagues a sense of ownership. Empowerment is very important but it is also up to me to see that my staff or colleagues are in a happy environment and feel a sense of achievement when they leave. If you are a leader, and you think you’re a leader, but nobody follows, you are merely taking a walk. That’s my philosophy in life and if you don’t inspire the people around you, you will never be a good leader,” he concludes. ▲





## The indelible image

Prior to the assassination, President John F. Kennedy, First Lady Jacqueline Kennedy, and Texas Governor John Connally ride through the streets of Dallas, Texas on November 22, 1963.

*Photo by © CORBIS/Corbis via Getty Images)*

# Wellness

Leaders in

The Business of Health



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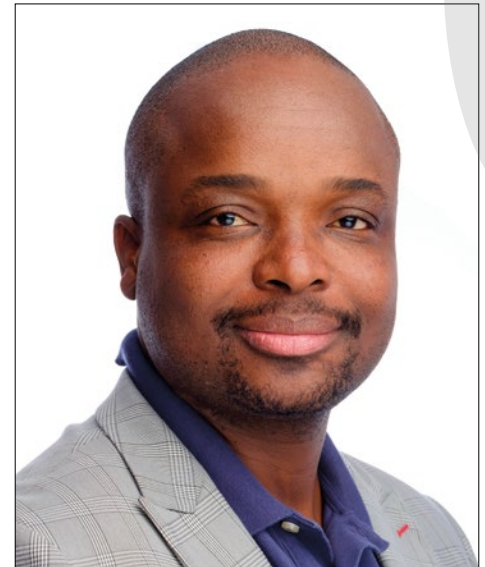
**ENDORSED  
BY EAPA-SA**





# The effect of legislation on EAP

This month EAPA-SA examines legislation and how it has influenced the EAP industry in South Africa



Rivalani Mkasi is a qualified Social Worker with B&M degrees from the North West University and is currently pursuing an MBA degree. He has 9 years of experience in the field of Employee Health and Wellness. He joined the Department of Labour in 2012 as a Manager responsible for Employee Health and Wellness, Gender, Disability and Youth Programmes. He has been a member on EAPA-SA within the Jacaranda Chapter since 2009, and in 2015, he was elected as Chairperson of the Jacaranda Chapter commencing in August 2016.

“South Africa operates within a specific economic and organisational context and legislative imperatives, which provide for guidelines on Employee Health and Wellness Programmes (EWP). The government has also outlined in terms of its key strategic priorities, the creation of Decent Work programmes, to which both the Public Service and the Private Sector seeks to contribute. The Decent Work programme is in line with the ILO Decent Work agenda, which seeks to achieve sustainable development that is centred on people. The Decent Work Agenda addresses, among others, tackling HIV and Aids and other health conditions in the world of work”.

- Rivalani Benneth Mkansi

## The different players within the sphere of Employee Health and Wellness legislation

There are different role players that can participate in efforts to ensure the health and wellness of employees in the workplace. The four major role players can include:

The employee, by means of the things he or she does to keep him- or herself well (Cartwright & Cooper, 2002).

Labour/trade unions (Cousins et al., 2004) through negotiating health and wellness issues of their employees on their behalf with their employers.

Management of organisations by means of the implementation of employee health and wellness or assistance programmes.

The national government, by means of the laws and national strategy it imposes. Legislation could play an important role in governing employee health and wellness, but that would only involve the national government as a role player and might be bureaucratic. According to an article published on the “SA Journal of Human Resource Management” website, titled, “Employee Health and Wellness in South Africa: The Role of Legislation and Management Standards”, an alternative might be to involve all the role players in the

development of management standards to ensure the health and wellness of employees. However, the government can have a large influence by imposing legislation that promotes and protects employee health and wellness and by providing the infrastructure to support a management standards approach.

## A global perspective on legislation

The World Health Organisation’s (WHO) definition of health is: “A state of complete physical, mental and social well-being, and not merely the absence of disease.”

In their Occupational Health/Healthy Workplace Framework the WHO states, “... governments have more power than individual enterprises or workers, or even groups of enterprises or groups of workers. Differences in the distribution of political and economic power have a profound influence on the work environment and health of workers. Benach et al note, ‘In scientific papers, reports or other publications on public health, little attention is paid to the political issues that shape health policy. Policies and interventions on health cannot be thought of as a financial or a technical value-free process; rather, it is influenced by the political ideology, beliefs and values of governments,

unions, employers, corporations or scientific agencies, among others.’”

As trade mechanisms and awareness have developed, and major industrial accidents in developing countries have received increased worldwide media attention, many developing countries have increased their enforcement of occupational health codes and laws.

## Legislation through Constitutional and Labour Laws in South Africa

The article, “Employee Health and Wellness in South Africa: The Role of Legislation and Management Standards” declares that the main employment-related statutes in South Africa that influence employee’s health and wellness by protecting them include:

### The Constitution of the Republic of South Africa

The Constitution is the basis from which all government legislations derive their mandates. It stipulates that everyone has the right to an

environment that is not harmful to their health or well-being, and that, everyone has the right to have access to healthcare services, including reproductive healthcare.

It further states that every South African employee has the right to be protected from unfair labour practices.

### **The Occupational Health & Safety Act (no. 85 of 1993) (South Africa, 1993b)**

This Act imposes a general duty on employers to provide a reasonably safe and healthy working environment, to provide information, training and supervision as is necessary to ensure health and safety and to report to an

addressed through workplace forums that employers have to consult.

The Act through Section 9 and 10, provides guidelines for the management of employees who are poor performers as well as incapacitated. Among the host of reasons given by the Act for poor performance and incapacity, is the reality of alcohol and drug abuse by these employees. The Act, inter alia, recommends that before employers can dismiss these employees, they should investigate the causes of their behaviour. As a corrective measure, the employers should provide counselling, training, appropriate evaluation, instruction and guidance to these employees

borne from the workplace. Further, the Act goes on to prescribe compensation to employees who have either been injured or who acquired a work-induced disease in the course of their employment. In line with the Act, the EAPA-SA standards provide that the EAP “will offer responsive intervention services to employees, family members, and the organisation in acute crises situations”. The guidelines for the provision of intervention, among other things, include the debriefing of employees, which is linked to the provision of the Act, which regards Post Traumatic Stress Disorder (PTSD) as an injury rather than a disease.

### **The Unemployment Insurance Act (no. 63 of 2001 as amended)**

This Act provides for payment of benefits to employees who have lost their employment through pregnancy or other circumstances beyond their control. This Act can influence the health and wellness of women in that it ensures an income while they are on maternity leave. The Basic Conditions of Employment Act only stipulates that women should receive four months’ maternity leave, but the maternity leave does not need to be paid leave. In view of the current economic situation, the Unemployment Insurance Act reduces stress for women, who otherwise would have had to cope without an income for the stipulated four-month period.

### **Medical Aid Schemes Act, 131 of 1998**

Makes provisions for the employer to help members to pay for their health needs in the form of employer contribution at a certain percentage, which is greater than what the employee contributes. In line with the Act, employees cannot be discriminated against on grounds of health, i.e. refusing one to join the medical aid scheme because of their HIV status. As a result of the Medical Aid Schemes Act, most medical schemes make provision for treatment of chronic conditions including HIV. Treatment for substance dependency and depression, which is one of the challenges which EHW professionals are faced with, is also covered by most medical schemes.

### **Employment Equity Act, 47 of 2013 as amended**

The Employment Equity Act (EEA) aims to create an environment of equality and non-discrimination in the workplace. It states,

## **This Act influences the health and wellness of employees in that it ensures compensation for employees whose health was negatively affected while performing their work**

inspect any incident in which an employee dies or is injured or when dangerous situations arise.

Employees are obliged to obey health and safety rules and to report unsafe or unhealthy situations or incidents to employers or health and safety representatives. In a case where an employee is injured at work as a result of the employer not following a safety regulation, that employer can be fined up to R100 000 and/or two years in prison.

Such a fine acts as a deterrent for non-compliance and also seeks to ensure that employers promote and maintain the highest degree of physical, mental and social well-being of workers in all occupations.

### **The Labour Relations Act (no. 4 of 2014 as amended)**

It aims to encourage collective bargaining and the settlement of disputes by enhancing powers of forums designed to facilitate these objectives. Therefore, the Act ensures that employees’ voices can be heard and that employee health and wellness issues can be

### **The Basic Conditions of Employment Act (no. 75 of 1997) (South Africa, 1997a)**

This Act ensures that working hours do not exceed certain maxima, that employees are granted adequate breaks during the working day, that they are given prescribed annual and sick leave and that they are paid a premium for overtime and work on Sundays and public holidays. This Act protects the health and wellness of employees through strict rules that ensure rest periods for employees, adequate leave and overtime pay.

### **The Compensation for Occupational Diseases and Injuries Act (no. 130 of 1993) (South Africa, 1993a)**

This Act ensures that employees or their dependants who have suffered injury, illness or death arising from the execution of their work are compensated. This Act influences the health and wellness of employees in that it ensures compensation for employees whose health was negatively affected while performing their work. The purpose of this Act is to determine and describe injuries and diseases that are

amongst other grounds, for non-discrimination in the workplace to include among others: Disability, HIV status, pregnancy and family responsibility, which directly contributes to the health and wellbeing of employees. EE Act is important because it includes three grounds on non-discrimination that are not included in the Constitution or the Equity Act; being family responsibility, HIV status and political opinion.

Part of the EE Act is the Code of Good Practice on managing HIV and Aids in the workplace which aims to: Eliminate unfair discrimination and stigma in the workplace based on real or perceived HIV status; promote access to equitable employee benefits, employment protection; and management grievance procedures; create a safe and healthy working environment; promote appropriate and effective ways of managing HIV in the workplace; and give effect to the international and regional obligations of the Republic on HIV and Aids, TB and the World of Work.

#### **The Skills Development Act(Act 56 of 1997)(South Africa, 1997b)**

This Act influences the health and wellness of employees in that it promotes the development of skills levels of employees.

Increased skills levels can reduce stress because employees who previously lacked skills will feel more confident and experience less job stress than when they had to perform jobs for which they did not have the necessary competencies.

#### **Legislation through the EAPA-SA Code of Ethics**

The “Code of Ethics” article on the EAPA-SA website explains that the purpose of the Employee Assistance Professionals Association of South Africa (EAPA-SA) Ethics Committee is to promote the highest ethical practice among Employee Assistance professionals and its members by:

- Creating a working document to be reviewed regularly and revised by the Ethics Committee, which establishes a code of conduct and a set of ethical standards.
- Providing training and education in the Codes of Ethics for the profession and EAPA-SA's members.
- Establishing a process by which unethical behaviour and complaints from members of the organisation and the public can be

reviewed and outcomes can be objectively determined.

#### **Legislation through employee wellness rights and responsibilities**

The “Employee Wellness Policy”, published on the “HR Works” website outlines the following:

- The employees
- Employees have the right to expect that:
- The environment in which they work is healthy and safe.
- The basic wellness services will be made accessible to them and will be conducted in an ethical manner.
- Their working environment and working conditions will be conducive to wellness.

## **The EAP “will offer responsive intervention services to employees, family members, and the organisation in acute crises situations”**

- Their rights to confidentiality, autonomy, sensitivity, timeous intervention, equality, openness and transparency will be protected.
- They will not be arbitrarily and unfairly discriminated against.
- Their privacy is maintained and respected.

Employees have the responsibility to:

- Conduct their work in a manner that advances sustainable, high-quality service delivery, and that protects their health and wellness.
- Report and/or take action to correct conditions in the workplace that may be harmful to their own health and wellness and that of other employees.
- Inform themselves of ways in which they can protect their health and wellness, both within and outside the workplace.
- Take an initiative to seek professional intervention.

#### **The employer**

With respect to employee wellness, the employer has the responsibility to ensure that:

- A healthy and safe environment that is conducive for optimum productivity/service delivery is created and maintained in the workplace.
- The basic wellness services are made accessible to employees, are conducted in an ethical manner and that the working environment and working conditions of employees are conducive to wellness.
- Employees’ rights to confidentiality, autonomy, sensitivity, timeous intervention, equality, openness and transparency and confidentiality are protected.
- Employees are informed of conditions in the workplace that may be harmful to their health and wellness.
- Employees are not arbitrarily and unfairly discriminated against.

#### **The Right of Confidentiality**

Confidential information generally pertains to private personal information and may include an employee’s financial and marital circumstances, criminal record or health status, but not to the exclusion of other types of information. The constitution of the Republic guarantees every person’s right to privacy. Its application in the workplace, therefore, determines that an employer may not disclose an employee’s confidential information to the requesting party.

This right, however, may be limited by legislation (for example, section 16 of the Labour Relations Act, No 66 of 1995 and Promotion of Access to Information Act, 2000) and/or court orders that warrant the disclosure of information. The collection and maintenance of confidential information should be kept securely and only those entitled to officially engage therewith may be allowed controlled access.

An employee should be afforded an opportunity of verifying the accuracy, to rectify and to update confidential information, particularly in circumstances of employment equity.

Breach of the Code of Confidentiality is a dismissible offence. 🚫

*To find out more about EAPA-SA, please visit [www.eapasa.co.za](http://www.eapasa.co.za) and follow them on Facebook: The Employee Assistance Professionals Association of South Africa*

# Recruiting for the Future

Mandisi Feni looks into his crystal ball to find the champions of the future



During the next few years as development across Africa increases, so too will opportunities for investors and solution providers involved in healthcare, environmental sciences, crop protection and animal science. However, as an industry collective, we need to start thinking differently and innovatively so that we can create a better, healthier future for all and part of that discussion, is talent management and building competencies not only for today but also for the future.

They say the only constant is change—and life sciences are the epitome of this. New, innovation, developments and new challenges test the status quo constantly and at the heart of pushing life sciences forward is the human element.

Those individuals that think differently, explore boundaries and focus on growth areas with a vision for changing lives for the better. We need to start moulding and shaping these individuals through talent management programmes and link these two crucial business drivers as not only does effective talent management increase attractiveness, but also productivity and efficiency.

Taking this into consideration, it remains clear that skills development and corporate training is required to not only assist in curbing the skills shortage, but to begin to develop this required workforce now and into the future. Corporate SA needs to get involved

and a good starting point is the continuous skills training and development of one's own workforce. Such training can be done through business-to-employee training (in-house) or it can be outsourced to a third party.

Either way, the reality is that such training needs to occur, to ensure that a business's workforce is continually developing their skills and passing information on to others.

In fact, with any talent management and development programme the following becomes important:

- Attracting, identifying and developing the right employees
- Building strategic leadership responsibility—where the company encourages talented staff to take on positions of greater responsibility in the short to mid-term to achieve long term strategy and goals
- Focusing on competencies based evaluation that not only evaluates employees' level of competency, and gives insight into preferred style of working, but also helps to predict and measure candidate's behaviour and performance. Competency development follows a 70-20-10 rule – which means as a new employee 70% of learning is from experience, 20% is from feedback and relationships, while the remaining 10% is from training.
- Personal mentoring—which helps to foster individual innovative capability

At the same time, it also becomes important to further guard against possible shortage of

skills and specialists—which means taking a broader look at talent development beyond the company's boundaries. Look at stimulating young minds, driving vocational training and skills development and offering opportunities to enter the workplace through internships and bursaries.

Together, we have to get to the heart of how we are educating our students at schools and universities, how we are challenging them to grow within an organisation, and what types of mentorship opportunities we are providing. What's more, in order to appeal to the best and most talented people worldwide and to retain employees for long periods we need to focus on providing good development and career opportunities, a modern working environment and competitive compensation.

The South African business landscape is undergoing constant change and in order for organisations operating within this dynamic environment to achieve their stipulated organisational goals, it is crucial for business decision makers to look for better ways to manage their operations.

More importantly, competitive times require businesses to invest in the key elements that will help them remain functional and afloat—one such element is that of an organisation's workforce—the glue that holds an organisation together. After all, the true wealth of an organisation lies in its people. 🍷

Mandisi Feni





# A shield against disease

Wellness programmes are being rolled out to protect and empower workers at risk from HIV/Aids

In the past 15 years, much has been achieved in the battle against the HIV/Aids epidemic and the associated tuberculosis epidemic but workers are still being affected. According to a statement by the National Institute for Occupational Health (NIOH) on 16 November, “Of the 36.9 million people living with HIV (PLHIV) in 2014, the vast majority were of working age and over 60% were workforce participants. Several reports have indicated that gender inequalities remain among the most important drivers of the epidemic and are linked to gender-related economic disparities.”

A public health institute dedicated to OEHS innovation, research, teaching, training, and service delivery, the NIOH maintains that workplace wellness programmes can do much to help reach the proposed 90–90–90 treatment goals for 2020. Achieving this goal means that 90% of people living with HIV should know their status, 90% of people who know they are HIV-positive should be getting the antiretroviral treatment they need and 90% of people on treatment should have suppressed viral loads.

As technology advances, the world of work continues to change. According to the NIOH, “This presents us with progress but also with new Office of Environmental Health and Safety

(OEHS) risks related to new technologies, such as exposure to nanoparticles.

“At the same time, many countries, including our own, are still trying to cope with epidemics of largely preventable work-related diseases, such as silicosis-, tuberculosis- and asbestos-related diseases, which have plagued workers since before the industrial revolution.

“One of the most important challenges is the absence of a national policy on OEHS. Workplace injuries and diseases continue to contribute extensively to the burden of disease in South Africa.

“The majority of these diseases and injuries can be prevented and often remain undocumented and mostly not compensated. Hours of work and the arrangement of working time have been under increasing pressure for change,” the institute said.

## Championing wellness

National health imperatives require employers to implement effective HIV/Aids awareness and wellness programmes. A leading example of this would be the nationwide Wellness Programme rolled out by the South African National Roads Agency (Sanral) on all its routine road maintenance projects.

The programme provides free advice, counselling and support to workers on national roads, as well as their immediate families. Life, health, performance and wellness management are among the topics included.

The Wellness Programme will be managed by Sanral-appointed service providers assisted by Wellness Champions charged with educating their peers about HIV/Aids and wellness in the workplace. Each routine road maintenance site should have its own Wellness Champion. The purpose is to empower workers to take charge of their physical, mental and emotional wellbeing.

The benefit of this approach, according to Ntando Ngidi, Sanral Eastern Region Human Resource Professional, is that workplace peers can exchange ideas, thoughts, views and opinions “free from external prejudice”.

“This makes peer education an extremely powerful and effective channel through which people can act as change agents.”

The goals of the Sanral Wellness Programme are to create a healthier and safer workplace for workers on Sanral routine road maintenance projects, promote a healthy lifestyle, give all workers and their immediate families



the opportunity to know their status and live responsibly, pro-actively engage with HIV-positive workers and register them on relevant treatment programmes or refer them to their nearest clinics for the relevant assistance and ensure HIV-negative workers and families acquire adequate knowledge to manage their status.

The Wellness Programme is being implemented on a number of projects in Sanral’s Eastern Region, including Mtubatuba (N2 North), Port Shepstone (N2 South), Camperdown (N3), Newcastle/Ladysmith (N1 1), Winburg (N5 & N1) and Bloemfontein (N1, N8 and N6).

Although the Wellness Programme’s immediate beneficiaries are routine road maintenance project workers, Sanral saw an opportunity to extend these benefits to workers’ immediate families.

Ngidi comments, “We cannot treat just one piece of a bigger puzzle. The awareness, testing,

treatment and education has to reach all pieces of the puzzle.

“For example, if an employee is tested positive for a sexually transmitted infection, then the partner should also be included in the treatment, management and education of that infection.”

The Wellness Programme also provides for HIV testing bi-annually as well as testing for tuberculosis, blood glucose and cholesterol. It can be arranged for family members to be transported to the Wellness Day venue for education and voluntary testing.

The Wellness Programme has met with an extremely positive reception.

“Champions have been out and about at their respective sites sharing information, educating and engaging with employees.

“The support from employees shows promise that the programme will yield positive results and will be impactful,” Ngidi says.

Eight Wellness Champions have been appointed in the Eastern Region so far. Some R9 million budget has been allocated to the Wellness Programme in the Eastern Region over the next three years.

### Shaping up

The agriculture sector is one of South Africa's biggest sources of employment, but historically, South Africa's farmworkers have not been well looked after. Today, they are exposed to a range of health hazards every day, from the potentially harmful effects of pesticide residue to high-prevalence diseases such as tuberculosis or HIV/Aids.

Consequently, in agriculture as well as elsewhere, it is necessary to promote health awareness amongst farmworkers and create a working environment conducive to each farmworker's wellbeing.

A leading exponent of this approach is agricultural empowerment company BONO Holdings, which operates citrus and grape farms in South Africa together with trusts and the farms' beneficiaries.

"We're committed to creating a safe, healthy working environment and ensuring that our employees take care of their health," says Managing Director Evans Nevondo. "We understand the vulnerability of farmworkers, which is why we provide them with basic health benefits and go a step further by also investing in training them as accredited health workers."

The whole community benefits from the health awareness and training provided. Services rendered include handling minor illnesses, recognising abnormalities and preventing diseases. Workers are referred to health services, such as clinics, and receive support with primary healthcare, homecare, TB directly-observed treatment and assistance for chronically ill and handicapped workers.

The net result is an overall increase in healthcare, child health, good nutrition and occupational safety. Raised awareness of the risk of sexually transmitted infections in the community strengthens family ties, which helps community members develop self-esteem and moral values.

"Once trained, they have the ability to ensure health problems receive quicker attention, act as first-aid workers in emergency situations and advise their communities on social issues," Nevondo shares. "But most importantly, they

help us spread the message of good healthcare amongst our farmworkers."

BONO farms are visited monthly by the Department of Health's mobile clinics, which provide TB screening, HIV testing, counselling and medication for chronically ill workers and children. By way of encouraging a healthy lifestyle, sport and recreational facilities and activities are offered on the farms. This helps to restore workers' self-esteem, thus enabling them to reach their full potential.

In addition, skills transfer and development programmes covering finance, human resources management and safety are offered in partnership with the training provider Skills for U.

Workers learn how to handle money wisely at work or in their private lives. Managers and workers learn how to be more aware of workplace safety.

"We feel these additional offerings help to build the agricultural sector—something we need much more of in South Africa to guarantee a sustainable farming future. The health of our farmworkers—the backbone of our agricultural economy—really is a basic human right," concludes Nevondo. "We are now calling on the country's agricultural sector and government to help promote health awareness." 🌱

*Greg Penfold*



# Spinning the globe

**Award-winning South African record producer and DJ Nkosinathi Innocent Maphumulo, better known as Black Coffee, is a firm believer in the transformative power of travel**

One of the big winners at the 22nd Annual South African Music Awards was DJ Black Coffee. He won Best Dance Album, Best Engineered Album, and Album of the Year (served hot by Nescafé) for 'Pieces of Me'. He also won the International Achievement Award in recognition of his meteoric rise on the global dance scene.

Other top awards include him being chosen to grace the cover of MixMag—the first African DJ to have this honour—and being named the authoritative dance music magazine's Star of the Year. He also scooped the Dance Nation of the Year Award for South Africa and Best Breakthrough Artist Award at Ibiza's prestigious DJ Awards last year.

Achievements such as these, much like winning Best International Act: Africa at the BET Awards, have become an important way to grow his brand outside South Africa, where he's already exceptionally done well. At the same time, he doesn't feel a sense of pressure to represent the country when travelling abroad.

"South Africa is too big a country for me to nominate myself as an ambassador," he says. "There are, and always have been, a lot of artists helping to brand South Africa. Yes, I showcase South African music at the highest level. But I don't take on the responsibility or 'represent' the country. I concentrate more on what I'm doing. I have so much love for it and I get nervous to showcase that."

Given that the story of who he is and what he does is so widespread, thanks to the internet, his international audience is familiar with his music.

If anything, because he often goes to countries where people already know him, there isn't much difference in how listeners respond,

although he does make a few adjustments to the song selection, depending on where he is.

"I believe I have a lot to offer," he says. "Usually, wherever I play, I sit and watch and learn, hoping that other DJs are also going to sit and watch and learn. I've learned a lot about the songs they play and what makes them tick compared to what makes South Africans tick. It's different things and it's different elements; that's the stuff I'm learning."

His process of learning new things "slowly but surely" isn't just about the music. In his travels, he's also learned about so much more. By experiencing the reality of each place he visits, he's been able to overcome certain misconceptions and hype that the media has fed him for years.

"We grew up in a different world," he says. "It shocked me the first time I was travelling. For example, there aren't as many German cars in Germany as there are German cars in South Africa. We assume that there must be. And then you go to Amsterdam and it's bicycles instead of cars. We learn so much and when we come back, we understand things better."

He's discovered much during his travels so far. His world tour, which began in January last year, saw him perform over fifty acts in 17 countries including the United States, Canada, Spain, France, Ireland, Poland, Germany, Italy, Japan, and more. His favourite destinations so far are New York, London, and Greece.

"I feel like I'm growing and have learned a lot," he says. "I get to go to New York and see that New York is not as it is on TV and that what's special in New York isn't so special in South Africa. I get to go to London, meet the people, and see it as it is. Travelling has literally changed my life."

Because travelling has had such a positive impact on his life, it's not surprising that DJ

Black Coffee often encourages his friends to travel too. Even if it's just for a weekend, or just once a year, he's a strong believer that it's something everyone should do.

"I always tell my friends in South Africa to come and see me play or just take time away," he says. "I encourage it as much as I can. I also tell the guys at home that it's not as expensive as they think. Save money, book a flight, find a hotel, and go to a place you've never been. It's such an eye-opener. You always come back a different person. And the more you do it, the more you learn."

Even though DJ Black Coffee encourages people to have global perspectives, he believes that we should embrace local perspectives too. That's why he considers the SABC's controversial decision to play 90% local music on its radio stations as "one of the most brilliant things that has ever happened for the country."

"It's not just bold but there's so much reality about it," he says. "The reality being that South Africa today isn't the South Africa it was ten, fifteen, or twenty years ago. Twenty years ago, an 18-year-old in South Africa was consuming something different—whether it's in clothes or lifestyle or where they hang out—to what an 18-year-old in South Africa is consuming today. And I've always felt that we were so stuck in the old."

Indeed, because Africa today is different from what it was in the past, DJ Black Coffee believes that the time is now for us to be exposed to more of what's home-grown. And instead of sending money away to other countries to import what they have to offer, we can invest the money where it belongs.

"It's such a bold move but also such an inspirational move," he says. "I hope other people learn from it; not necessarily doing it the same way but as a way to wake up and look around." 🍷



Photo: Nick Boulton

*I Am Not a Dj*

# The F-word

Jaguar's F-TYPE SVR is the most powerful Jaguar to ever hit the road



**J**aguar has always been the brand to aspire to when it comes to luxury and sports vehicles. Models such as the XJ6 and the E-TYPE spring to mind, both dashing vehicles, which combine stunning good looks with awe-inspiring performance. On the race track, Jaguar's sports cars have always been top of their game, winning numerous classic sports car races including the famous Mille Miglia. They have, however, excelled with their latest offering—the Jaguar F-TYPE. Developed from a bloodline of powerful, agile cars, the F-TYPE showcases exhilarating performance as well as state-of-the-art handling and cutting-edge technology.

This fastest-ever F-TYPE was developed by Jaguar Land Rover's Special Vehicle Operations and has been designed to be lighter, quicker and faster than any of its predecessors while, at the same time, allowing for easy day-to-day driving. The F-TYPE shape and style earned international acclaim as the 2013 World Car Awards Design of the Year.

The twin-vortex, supercharged 5l V8 develops 423Kw of power and 700Nm of torque. The instantaneous throttle response propels the car to a mind blowing 0-100km/h in 3.7 seconds with a top speed of 322km/hr. The lightning-fast automatic transmission with fingertip paddle shift control ensures there is no lag in gear changes when accelerating through the gears.

Adaptive dynamics—along with torque vectoring—provide controlled, independent braking of the wheels and, in so doing, reducing the understeer and helping with road holding. Torque vectoring also increases agility and driver confidence. Dynamic stability control and all-wheel drive are all included in the F-TYPE SVR, allowing for confident control at all speeds and under all road conditions.

An enhanced aerodynamic package, flat underfloor and carbon-fibre rear wing reduces lift and drag. The uprated chassis and suspension feature new dampers, anti-roll bars, wider tyres as well as lightweight, 20-inch forged alloy wheels. The Active Sports exhaust system delivers a purposeful sound, which rises to a racecar crescendo as the F-TYPE SVR accelerates.

The lightweight aluminium body has also been stiffened, transforming it into the perfect

platform for a sports car. Although developed over a decade ago, the technology continues to push the boundaries today.

The cockpit of the new F-TYPE SVR surrounds the occupants in comfort, with the driving experience taken to new heights. The low fascia is free from clutter and the large analogue dials are clear and easy to read. Seating is finished in premium leather, with the SVR steering wheel and aluminium paddle shifters finishing off the interior. The car can be driven in full 8-speed automatic mode or manual mode in the Sports configuration. An 8-inch touch screen is the single interaction point for the InControl Infotainment system. This allows direct control over navigation, music and cell phone, in addition to climate control. Parking aids can also be controlled from the screen.

Not only is Jaguar the brand to aspire to—it's also a true head-turner. The fastest and most powerful Jag ever sold in South, cutting-edge aerodynamics are part of the design architecture of the F-TYPE SVR.

Every form line or component is there for a reason, and contributes to the car's increased performance and presence. From its exceptional good looks down to the outright power, everything is moulded together into one package engineered to excite the senses and provide outright driving excitement.

There are not many cars on the road today that provide this complete experience for the driver, passenger or the casual observer... so handle with care. ▲

*John Elford*

## The Jag for you

### Jaguar XE—Jaguar's most advanced and efficient sports sedan.

Jaguar XE is the most advanced, efficient and refined sports saloon car that Jaguar has ever produced. Instantly recognisable as a Jaguar, it feels like a Jaguar, it drives like a Jaguar and, to its core, the XE is a Jaguar. XE is the foundation of the Jaguar Sedan car family.

### Jaguar F-PACE—Jaguar's luxury performance SUV

The Jaguar F-PACE is inspired by the acclaimed C-X17 concept vehicle. It takes the pure Jaguar DNA of legendary performance, handling and luxury, to which it adds space and practicality. Technologically advanced to the core, F-PACE is the most practical Jaguar sports car. It combines maximum driving exhilaration with efficiency and is enhanced by technologies that keep you safe, connected and entertained. F-PACE has the capability for every road and the capacity for every day. It is the latest in a bloodline of beautiful, exciting cars.

### Jaguar XF—The most dynamic luxury business sedan

The Jaguar XF builds on the success of Jaguar's most award-winning car ever built. Possessing an unrivalled combination of style and substance, it delivers an utterly seductive blend of design, dynamics and refinement to create a car that offers excitement and efficiency. These power features are enhanced by state-of-the-art technologies to keep the driver and passengers safe, connected and entertained. XF sits in the Jaguar Sedan range between the XE's taut athleticism and the supreme luxury of the XJ. The fusion of these outstanding Jaguar attributes is what creates the XF.

### Jaguar XJ—A dramatic combination of beauty, luxury and power

Jaguar XJ is Jaguar's pinnacle sedan car, the perfect combination of cutting-edge technology, sporting vehicle dynamics and opulent luxury. Its assertive styling turns heads with an upright grille and energy-efficient, full LED headlights that give prominence to the unique, 'Double J' Daytime Running Light design. While state-of-the-art systems keep you informed and safe, the XJ's beauty and craftsmanship are brought together with the power and driving experience you would expect from a Jaguar.

# Walk this way

**With the world's current woes and political upheavals, one thing is certain: South Africans need to set aside their long-held prejudices and walk together to create a unified and prosperous South Africa**

**F**rom our ongoing state capture saga to how Pravin Gordhan has been treated, to the unresolved student fees and jobs crisis, South Africa is playing its part in an increasingly uncertain, volatile world.

It is a world where the advent of Donald Trump and Brexit is symptomatic of a shared, core problem: reigning political leaders are not listening to the voice and tone of the people, and the people have had enough.

It's a global phenomenon where the younger and older generations are increasingly dissatisfied, pessimistic and desperate. While the older generation is concerned for its young people, it is also fearful of a future where they won't have enough money to survive; the younger generation is impatient and angry about the status quo in which the majority does not have an education, employment or career prospects.

The combined effect is that a great many younger and older people alike are saying, "We'll go for anything, except the same." They do not want to hear lengthy explanations about economic policy or whether neoliberal economic theories have contributed to the positive or negative state of things. People are living for the here and now, and what they want to hear are the magical words, "jobs, education, money, and security now!" The piper who whispers these words will be pursued.

Malema and the EFF have done this in South Africa; Trump has done this in the United States and Brexit did it for Britain. Like it or not, they are proving the polls wrong and riding the wave of urgency. Whatever you think of the individual personalities, what they stand for and how they convey their messages, populism prevails.

Reflecting on the crisis in which we find ourselves in in South Africa—and, which is not



going to resolve itself without turbo-charged change—I looked back to the turmoil of the 1980s when South Africa was in the midst of sanctions and disinvestment. We were the pariahs of the world and our Treasury was bankrupt. There was no alternative but to drastically change, based on strategic thinking and action.

At that time, futurologist and scenario planner Clem Sunter stepped forward with his two-choices scenario for South Africans—take the high road to democracy and economic growth for the benefit of all South Africans or take the low road of civil war and economic meltdown.

Anglo American provided the mechanism for Sunter to present the scenarios, which played an important role in getting influential people together, including business people and politicians, firstly to make inclusive decisions, and

then to commit to them. The critics were cynical about this process but, cynicism aside, it had a profound impact on changing mindsets, with the private sector playing a significant role in this process.

Come 1990, a progressive business grouping—the Consultative Business Movement (CBM)—helped to facilitate the way forward. The CBM was a grouping of 40 progressive business leaders who understood that, unless a democratic government was elected, the violence would increase and the economy and country would suffer even further. The South African church community also rose to the challenge and called for a more equitable distribution of wealth as well as for a peace summit.

The following year, on 18 April 1991, F.W. de Klerk called a multi-party conference. A preparatory meeting for a peace summit was

convened within weeks and set for 22 June 1991 at the corporate headquarters of Barlow Rand (now Barloworld). All political parties were invited, as well as trade unions, faith and community groupings. It was the first time that all three major parties (the ANC, the IFP and the Nationalist government) sat around one table and displayed remarkable openness during this acutely difficult process.

The National Peace Committee (NPC) and the National Peace Secretariat (NPS) started their work soon afterwards. John Hall of Barlow Rand was the Chair of the National Peace Committee. His contribution was recently mentioned at a #SaveSouthAfrica event, when the Telkom Chair and President of Business Unity South Africa, Jabu Mabuza, explained how Hall had played a key role in making sure that no-one left the room until they came to some agreement.

The NPS set up regional and local dispute resolution committees, creating an impressive network of committees across the country. These consisted of political, church, business and community representatives. These committees, despite plenty of disagreements and divergent views, achieved much in a short time, and the thousands of citizens involved helped to pave the way for the transition to democracy.

On 21 and 22 December 1991, the first plenary of what was called the Convention for a Democratic South Africa (CODESA) took place at Kempton Park near Johannesburg. It did not proceed as planned and led to a public fall-out between President de Klerk and ANC President Nelson Mandela, but serious negotiations nevertheless started in early 1992. While many are highly critical of CODESA and the local committee approach, important lessons were learned from these attempts to follow the high road.

As 2016 draws to an end, we once again find ourselves having to choose between the high and low roads, and business, the faith sector and civil society as a whole need to step forward again in a publically visible way, and contribute to strategic thinking that will create viable, implementable scenarios for the way forward. The King IV Report on Corporate Governance released in South Africa on the 2 November 2016, offers the strategic direction we need to follow.

It is all about stakeholder inclusiveness and Mervyn King and his co-authors have nailed their colour to the mast in the reporting

framework by integrating all six capitals—financial, manufactured, social, human, intellectual and natural. It states that no capital should stand above any other capital, and we can, therefore, no longer say that financial capital is the most important of the six.

The legitimate and reasonable interests of all stakeholders in this country need to be considered and, government aside, the private sector has to start thinking strategically according to this model.

To achieve this, it might be useful to refer back to the Dinokeng Scenarios of 2009, when a group of South Africans from a wide spectrum once again gathered to engage in strategic discussions of critical national importance.

Questions asked included:

- What will our country look like in 2020?
- How will our citizens be faring?
- How will we stand in the world?

Three scenarios were presented: civil society could either walk behind government, apart from government or together with the government. Seven years later, walking behind government can be left off the table because the opposition parties and students have demonstrated this will not be happening.

Walking apart would mean a disengaged, distrusting and self-protective civil society that acts for itself in the face of a corrupt and ineffective state. We are in increasing danger of this scenario, which is why we so urgently need to think of ways to start walking together.

Walking together requires an active citizenry with a collaborative and engaging state. The latter is tricky at present, but whatever the state is doing or not doing, the private sector and civil society needs to take the lead.

We need to ensure that we engage more with each other, across political lines, across the public and private sector, with NGOs, faith-based organisations, sporting organisations, and with all business and education sectors. An active citizenry puts the best interests of our country at heart by walking the path of ethical and effective leadership.

Time is not on our side. All of us have the power to bring about change, we need to get off the fence wherever we are and throw our preconceived notions out of the window and walk together in good faith and in a manner that is inclusive of everyone's reality to save South Africa. ▲

PROF OWEN SKAE



Professor Owen Skae is President of the South African Business Schools Association (SABSA) and the Director of Rhodes Business School.

Note: Professor Skae writes in his individual capacity and hence the views expressed are not necessarily those of SABSA or the member schools. For more information on SABSA and its members, visit its website [www.sabsa.co.za](http://www.sabsa.co.za)

# The paradox of leadership

**Whether you are revered or reviled as a leader, the basics of leadership are clearly the same**



**The myriad of business books, workshops, courses and advisors go on about the importance of a vision, determination and consistency of message. It wasn't until the recent presidential election in the United States of America that these ideals were proved beyond any doubt.**

In one week, two significant events occurred in America. The country's politics were turned on its head with the election of Donald Trump as its 45th president while, in the business sphere, Mark Zuckerberg was nominated Fortune's

**“It is not just about communication - it is about walking the talk and delivering on promises made”**

Businessperson of the Year. These are two very different individuals in leadership positions who have made history in unique ways. Their approach to achieving their success was, however, quite similar.

Both set audacious goals—the one to run America, the other to socially connect the world through technology. Once they knew what it was that they wanted to achieve, they had a laser focus on reaching that goal; everything that they said and did edged them closer to achieving their objectives... and no distractions deterred them from their mission.

An organisation's reputation starts with its leaders setting the right tone for the rest of the business. This can only be done when there is a very clear strategic intent and understanding of what the business' core purpose is, as well as what the underlying values are in achieving those goals. This is the golden thread that will need to be communicated to all the different

stakeholders internally and externally to the organisation.

It is not just about communication - it is about walking the talk and delivering on promises made, i.e. consistency of messages and actions. Even though the message presented by both the president-elect and Zuckerberg were completely different, they both communicated their ideals consistently.

Another important aspect that impacts an organisation's reputation is its strategic alliances; who you associate yourself with impacts your reputation. A shared vision and core values are important for any organisation as it allows people to understand where you are going, encouraging continuous support and help in achieving your end result.

South Africans can draw many valuable lessons from the recent leadership examples in America. I think it is safe to say that our own leadership has impacted our country's reputation. I find it sad when talented individuals emigrate due to the crime and corruption rife within South Africa. What annoys me is when these individuals comment on various social media platforms from abroad on how the country should be ruled. Leaving the country does not solve anything.

We all need to become the leaders of our own lives. What are the lessons that we can take heed of?

#### **Setting audacious goals**

What would happen if we all, as South African citizens, had the daring goal of focussing on being the best possible citizen /business owner /employee that we could be?

#### **Consistent actions and messages**

Every day we need to tenaciously work towards achieving our goals, not allowing ourselves to be distracted for one moment from the end goal of being the best possible version of ourselves that we can be. What would that do for our society, country and own reputation?

We need to be the leaders of our own destiny. So, as we wrap up this year and strategise for next year, let us not be complacent - let us be bold in our actions and set the examples we wish that our leaders had set for us. ▲

REGINE LE ROUX



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

# The future of digitalisation—embracing change

The drive towards digital transformation requires a definite change in skills and infrastructure



Today, the business as we know it has changed and it is all about collaboration, connectivity and mobility. Naturally, for these to work hand-in-hand there is a real need for organisations to move towards integrated technology solutions. It is about digitalising your business through solutions that are tailored to your organisational structure and needs, as well as those that meet the demands of your customer network.

The reality is that the customers' world is already so complicated and, with digitalisation on the rise, it is certainly important that organisations are educated as to how digital solutions can change that - positively.

We believe, however, that aligning machine and technology is what will drive digital transformation. Let's take a closer look at what this means for business.

## Digital transformation and the move to the cloud

Traditionally, companies have acquired and deployed their own communications infrastructures, and this was by far the most economical approach as companies could deploy their own PBX switches and avoid the cost of individual phonelines for each employee. However, with the advent of IP and virtualisation of the data center, the economics have shifted back in favour of a service provider (SP) model. The SP invests in a virtualised data centre, negating

the need for the enterprise to do so, and offers a more flexible consumption model.

Hosted communications services and/or Cloud, as the market preferred term, are modernising the communications digital revolution. In fact, at a recent conference held in Paris (and hosted by Mitel Networks) one of the many poll sessions conducted revealed that the move to cloud communications is mainly motivated by the following:

- Technology (32%)
- Costs (68%)

Cloud cannot, however, be viewed in the simplest forms as just a PBX hosted at some data centre. The technology should, in fact, be viewed as distributed computing and building integration, in a number of environments and instances, and in real time.

Many mid-market and large corporates will not be taking the big leap to the cloud just yet, given current traditional on-premise model. Ultimately, however, SMEs will lead and drive cloud technology as adoption is easier due to the size of the business and immediate business demands.

It is very evident, though, that not every business will move into cloud communications at once. We must move into an enabling environment whereby clients are aided to move at their own pace, within the constraints or opportunities of their own businesses and budgets.

### **Unified Communications as a Service (UCaaS)**

The market is quickly adopting unified communications as a service (UCaaS). Primary UCaaS allows a company to shift from a capital investment (CAPEX) to an operating cost model (OPEX). With a traditional communications model, companies must acquire capacity ahead of demand and they rarely get it totally correct, which means over-capacity – which is why a technology and ICT management partner becomes a business critical consideration.

Secondly, the growing sophistication of enterprise unified communications has meant that companies must invest not only capital. Traditionally, they would need to invest more

and more in their IT staff in order to be able to support this growing shift. In addition, adding new features and upgrades are vital to advancing UCaaS communications model. While communications are critical to the success of the business and productivity of its staff, the maintenance of the infrastructure requires a high level of expertise that continues to grow. Companies are able to off-load most of this complexity to service providers with a UCaaS model, as well as ensuring that they always have the very latest versions and features.

Another major shift is that of traditional carriage companies, and their services are becoming a mere commodity and UC licensing is becoming a premium. There is considered risk to moving to a service provider with a UCaaS offering. Security is one of the most common reasons given – mid-market and large companies in particular are cautious about moving their telecommunications into the UCaaS-enabled cloud. Most reputable service providers, however, are better placed to mitigate this risk and are much more likely to have the discipline around redundancy.

Similarly, an on-premise communications platform requires a high level of CAPEX investment and a very high skills base on the part of the company's IT staff. This of course impedes rapid digitisation due to very limited skills pull. Without highly experienced staff, organisations can easily fall behind in the sophistication of their features and productivity of their communications tools. Therefore, the solution lies in the recruitment of a technology management company and partner that understands the business needs and is able to deliver on the company's UC and related requirements –giving the organisation the room to focus on other aspects of the business that keeps the bottom line strong.

If you look at the benefits of on-premise platforms versus UCaaS, total cost of ownership (TCO) is an area that will ultimately drive success of UCaaS.

In fact, we believe the economics of UCaaS is so much more compelling and a key imperative to a business that wishes to experience true digitisation. ▲

SIMBO NTSHINKA



Simbo Ntshinka is current MD and partner at Itec Tiyende, having joined the company in June 2006. Simbo has a mechanical engineering and managerial finance background. He started his career at NECSA as an engineering trainee and technical trainer in fluid (water) mechanics. He pursued a career in document management and printing technologies, diversifying to enterprise communication systems.

# Nothing new under the sun

## Adopting biometrics to verify your digital identity

**B** iometrics is one of the oldest and basic recognition methods used by Humans. Thousands of years ago cave paintings were surrounded by numerous hand prints that “acted as an unforgettable signature”. There is also evidence that fingerprints recorded in clay tablets were used as early as 500 B.C. by the Babylonian community for business transactions. On the other side of the world a few generations later, Joao de Barros, a Spanish explorer and writer, wrote that early Chinese merchants used fingerprints to settle business transactions.<sup>[1]</sup>

During the last decade, the human race has reminded itself about using biometrics as a medium of identification and authentication. Improving safety of one’s digital identity as a response to the ever-increasing cybercrime has been one of the main reasons for the shift towards biometrics. The creation, storage and recall methods like: user name and password and or pin code combination and the many variants of such an identity security solution have proven to not only be an ongoing struggle for humans over the years; this solution is constantly exploited by cyber criminals. In 2016 alone, the majority of global cyber breaches are related to sensitive information like user names and passwords being “hacked”.<sup>[2]</sup>

In South Africa 2015, we have suffered financial losses of more than R500 million rand from credit and debit card fraud combined.<sup>[3]</sup> This type of fraud continues mainly because cyber criminals are able to steal sensitive information like your credit and debit card details, and pin codes. Financial losses are only the tip of the ice berg in terms of the negative impact on society when sensitive information

theft takes place. In the United States of America there has been a greater percentage of violent crime (rape/sexual assault, robbery, assault) victims that experience Identity theft.<sup>[4]</sup>

In response to all these “underworld” activities, many organizations around the world have picked up the pace in embracing biometrics in an effort towards making their cyber spaces a safer place. Abroad; in China two banks have applied to test the use of biometric authentication for securities trading services,<sup>[5]</sup> In Europe MasterCard, has launched its “selfie pay” biometric authentication application.

MasterCard has also established through research and piloting of biometrics payment systems that Dutch people prefer biometrics payments systems. Almost 75 percent of users are convinced that biometric payments will decrease fraud. The 750 ABN AMRO cardholders have been able to complete their online purchases easily without pin codes, passwords or confirmation codes over six months.<sup>[6]</sup> In North America Apple Pay and Visa are promoting “Enroll your card in Apple Pay and use your fingerprint to pay.”

On the African continent, in Southern African Democratic Countries (SADC), we see the uptake of biometrics in an effort to deliver credible elections and reducing the likelihood of violence. The Democratic Republic of Congo now joins Botswana, South Africa, Zimbabwe, Zambia and Malawi, in trying the biometric voting systems which are intended to ensure a clean register, eliminating “ghost” voters and multiple voting. The biometric system is already in use in 25 other African countries.<sup>[1]</sup>

Within recent years, here at home, our Government (the Department of Home Affairs of South Africa) also launched the identification of citizens based on biometric information

system in 2011. South African banks have been partners with government in this initiative and have since then been working on improving their banking systems and product offerings to integrate with biometric services. Related to this progress; KPMG has recently expressed their support for this type of technology as follows: “Biometrics makes life easier and safer for customers in South Africa”.<sup>[7]</sup>

The department of Home affairs has also been involved in rolling out our biometric services at four points of entry into South Africa. This solution is aimed at enhancing security while easing the pressure on travellers, including those in transit as part of the enhanced Movement Control System (eMCS) Biometric Pilot programme.

While our government makes biometric strides, Ideco, a private company launched what it calls the world’s first mobile biometrics console in its Biometric Identity Management System (BIMS) at the connectID 2016 expo. According to Coetzee (CEO of Ideco), BIMS enables biometric identification across a range of modalities—from fingerprint through to iris scanning—as well as being highly mobile and readily configurable and it can be rolled out rapidly in any environment requiring agile identification and processing of crowds.<sup>[8]</sup>

We have also seen the establishment of the new standardised specification to facilitate biometric authentication on payment cards, by the Payment Association of South Africa (PASA).

“Through this interoperable biometric verification standard in South Africa, we can connect a complicated web of players who operate with different rules and technologies. Together, we can drive ubiquity, safety, and utility of biometric payments, while helping to accelerate the number of smart and secure biometric payment solutions available to consumers on

these platforms.”<sup>[9]</sup> said Mark Elliott, Division President for MasterCard, South Africa.

MasterCard, also released interesting feedback from their study of 23,000 consumers in 23 countries across Europe, Africa and the Middle East at the 2016 innovation forum in Budapest. According to the study results; more than half of South African respondents said they would prefer to authenticate themselves with a fingerprint rather than a PIN when paying with a bank card.<sup>[10]</sup>

Interestingly, a local South African Based biometrics authentication software company has been quietly pioneering a unique payment solution using biometric technology in Africa since 2015. Picture yourself in a coffee shop or restaurant wanting to pay your bill. When your bill arrives, you place your finger on the payment device, then within seconds... your bill is paid. This displays premium convenience and security.

PayPrint has been piloting finger print payments at an entertainment event, cafeteria's and coffee shops in South Africa. To date PayPrint is working with one national institution and two multinational institutions together with their catering partners; offering customers this unique payment service. The current PayPrint customer service survey revealed the following feedback:

I have loved using PayPrint, I think it is a great convenient service to have! I love the concept overall, it's quick and easy will definitely keep using for the future!!

Will this type of development together with the interest and confidence of global citizens result in countries around the world adopting biometrics as a digital verification platform? At the end of the day, the goal is to make the world a safer place.

According to Juniper research, there will be 770 million biometric authentication applications downloaded annually by 2019<sup>[11]</sup>

One thing is certain; our future is set to experience security solutions empowered by information technology rather than today's conventional physical, mechanical and automated electronic solutions. ▲

#### FOOTNOTES

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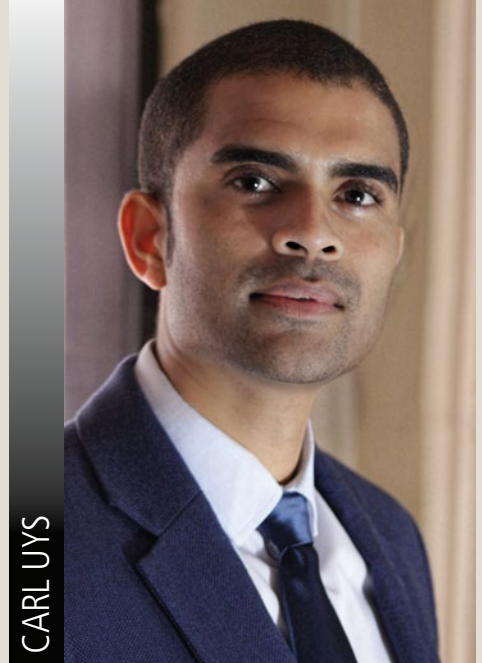
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CARL UYS

Carl is a qualified and experienced cyber security practitioner. He currently applies his trade within seven industries across the globe. Uys also finds time to, champion youth, community and business development societies to promote socio-economic development, justice and life skills when he is not spending time with his family.

# The talent leak

**Elana Sonnenberg, managing director of YellowTreeHub, shares her insight into essential strategies to ensure your staff are ready to give it all for your company**

**E**ngagement can be defined as the propensity of an employee to go 'over and above' the call of duty. What causes an employee to want to give more of himself to his job and the organisation, that part that could be called 'discretionary effort'? It has been linked to overall satisfaction levels and general happiness with one's job, which also drives one's intent to stay.

To have a chance for future success, companies need to be able to engage the following questions: What gives meaning to people? What value do people get from their job? What does success mean to any individual?

In order to create increased human capacity and leadership capability to take their business into the future, it's essential that businesses strategise a shift of focus from delivering pure technical and functional training to programmes and interventions focussed on the development of leadership competencies such as self-awareness and personal effectiveness (for instance, mindfulness programmes) with an intent to drive outcomes of increased and improved leadership efficacy. One of the outcomes of improved leadership efficacy is the generally positive impact it has on employee retention and, in most instances, morale.

I suspect that one of the unintended effects of such programmes is, however, that more self-aware employees become more self-empowered and, therefore, more inclined to take action against their unhappiness and dissatisfaction – for instance, leaving jobs that they are not happy or fulfilled in, or leaving teams in which they feel suppressed or underutilised. Ultimately, they will leave businesses where they cannot develop their full potential and talent.

Business, therefore, has a calculation to make with regards to the retention of staff. The

calculation will sound like this: what is the right amount of self-empowerment and self-awareness that we can 'allow' or 'hold' without losing our competitive advantage and return on investment through the seemingly inevitable talent leak caused by empowerment?

The tension that is created by empowered employees (and the effect of their power on work-relationships and businesses that are focused on and have to drive strategy and profitability) will create chaos once that transformation point is reached, beyond which the business cannot control the probable outcome. This tipping point will be the divide between having control over the employee and losing the control.

So, ultimately, organisations probably seek some kind of a control-balance over people. The talent leak could, therefore, be seen to be one of the measures of the amount of self-empowerment and individualism in action. There might not be a solution to this for big business, or an

If not, what type of talent are employed by big business? How do you keep your specialists who are focussed on mastering their trade and want to do so at all costs?

A reality that big business will progressively have to come to terms with is that once a person realises and consolidates their personal power (and claims their right to self-determination and healthy self-empowerment), this state of empowerment challenges the 'tribe' which constitutes big business culture.

What is required is a new methodology which addresses each employee (person) as unique and individual. What is of value to people has changed and will be changing more radically in the future. The relationship that a person has with her job - or career - is ultimately a power relationship.

Power here relates to one's sense of agency and ownership. An individual who has consolidated his personal power will not be inclined to negotiate away their ownership and agency and

## Self-aware employees become more self-empowered and, ultimately, they will leave businesses where they cannot develop their full potential and talent

alternative model for employment might have to be discovered and the narrative around retention and talent loss might have to change.

Self-empowered individuals make choices that have no price tag (soul not for sale), yet organisations often think of the employment relationship in monetary terms only. What do you offer people who are not willing to 'sell their souls' to a business? Is there anything to offer?

it will determine strongly the degree to which the individual will be willing and motivated to contract with an organisation.

Organisations tend generally to have monocultures where there is not much space for individualism and a healthy degree of willingness to morph with the culture/personality of the organisation is required for success in one's job or career.



Generally this type of organisational culture requires of people to conform to a certain set of rules and policies and a ‘way of doing things around here’. In fact, organisations probably spend more and more energy and attention ensuring a good match between prospective employees and the organisation’s culture, values and personality. It, therefore, goes something like this: the organisation perpetuates its established culture and power systems through very rigorous selection and induction practises. It keeps the pattern as the pattern will keep the power and behaviour of people in check. The question around retention becomes interesting viewed through the lens of a mono-culture and, hence, business needs to ask itself whether it wants to continue nurturing its mono-culture, or create a different type of tribe based on other and differing values, measurements and measurement systems which could make it more attractive to more people.

There is nothing mystical about the fact that skills scarcity carries a premium, and so ‘in demand skills’ will be highly mobile. People who become masters in what they do and who want to build and craft their skill will be impatient and highly intolerant of stagnation by virtue of their focus on mastery. It would be prudent to identify the ‘to keep’ specialists and to establish on a one-by-one basis what their

needs and dreams are and how the business can accommodate or facilitate their development of mastery. Work against stagnation.

Another lens is that in a probabilistic universe such as ours, it makes sense to move to places where there are more jobs and opportunities. High potential people, talented people and highly driven individuals, will progressively become more impatient and mobile and move to places and organisations where there are opportunities. How does a big business harness this potential? Think technology... think decentralisation.\*

The Millennials demand conditions that allows for individuality and freedom. New narratives around collaboration and shared ownership will need to emerge to have appeal for and engage the younger generation in the economy.

I am of the view that the ‘talent leak’ that big corporations are experiencing are linked to the shift in power from the organisation (centralised) to the individual (decentralised). The intent to have a mutually beneficial relationship lies in understanding that the inherent requirement of organisations to own and centralise power will need to be renegotiated. This renegotiation will have to take place in a different place, a different context and a different understanding of how power is constructed in the new economy. ▲

ELANA SONNENBERG



Elana holds a B.A degree in Communication, Honours and Master degrees in Human Resource management and is a registered Industrial/Organisational Psychologist. She has a solid and broad business background spanning over 23 years with extensive experience in communication, change management, organisational development and transformation. Her heightened need for congruency with her personal values of freedom, authenticity, purpose and finding the beauty in life made her quit her corporate role early in 2015. This saw her starting her own boutique consulting business, Yellowtreehub. She is an astute visionary, planner and presenter, with a realist approach in capitalizing on available resources to get the work done. Her practical style and intuitive ability to harness ideas and people into necessary structure and organisation makes her highly skilled in strategic intervention and adaptability. Her talent to drive organisational effectiveness through leadership and culture programs through grounded methodology, makes her an accomplished architect of programmes. Her current focus is on reconfiguring and rethinking the concept of leadership and have developed a methodology that will allow the containment of leadership from a place of authenticity and congruence.

\* *The Chaos Protocols* by Gordon White (Llewellyn Publications, 2016). Pages 150-153 & 179-186.

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*Trump weighs in on abortion*

**“I think it’s terrible if you go with what Hillary is saying in the ninth month you can take the baby and rip the baby out of the womb of the mother just prior to the birth of the baby.”**

*Trump keeps the nation in suspense when asked if he will accept the results of the election after the final Presidential Debate.*

**“What I’m saying is I’ll tell you at the time. I’ll keep you in suspense, okay?”**

*Trump announces in June 2015 that he will be running for President.*

**“Politicians are all talk, no action. Nothing’s gonna get done. They will not bring us—believe me—to the promised land. They will not.”**

**“Our country needs a truly great leader, and we need a truly great leader now. We need a leader that wrote ‘The Art of the Deal’.”**

**“So ladies and gentlemen...I am officially running... for president of the United States, and we are going to make our country great again.”**

**“I will be the greatest jobs president that God ever created. I tell you that.”**

**“Sadly, the American dream is dead. But if I get elected president I will bring it back bigger and better and stronger than ever before, and we will make America great again.”**

# Trump said it!

*Trump attacks Democratic candidate Hillary Clinton.*

**“We are going to have a massive, massive tax increase under Hillary Clinton.”**

**“The one thing you have over me is experience. But it’s bad experience.... The problem is you talk, but you don’t get anything done.”**

**“If you become president, this country is going to be in some mess.”**

*Trump denies being a misogynist...*

**“Nobody has more respect for women than me. Nobody.”**

*Yet he keeps on talking.*

**“You know, it really doesn’t matter what the media write as long as you’ve got a young, and beautiful, piece of ass.”**

**“If I were running ‘The View’, I’d fire Rosie O’Donnell. I mean, I’d look at her right in that fat, ugly face of hers, I’d say ‘Rosie, you’re fired.’”**

**“All of the women on The Apprentice flirted with me – consciously or unconsciously. That’s to be expected.”**


**“I’ve said if Ivanka weren’t my daughter, perhaps I’d be dating her.”**

*Trump hits the campaign trail and touches a nerve when describing Arizona Senator. John McCain, a Republican.*

**“He’s not a war hero. He is a war hero because he was captured. I like people who weren’t captured.”**

*Trump promises to protect America... against Mexico.*

**“I will build a great wall – and nobody builds walls better than me, believe me – and I’ll build them very inexpensively. I will build a great, great wall on our southern border, and I will make Mexico pay for that wall. Mark my words.”**



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