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Sibongile Manganyi-Rath:
making waves as she builds
Indigo Kulani Group's legacy

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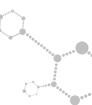


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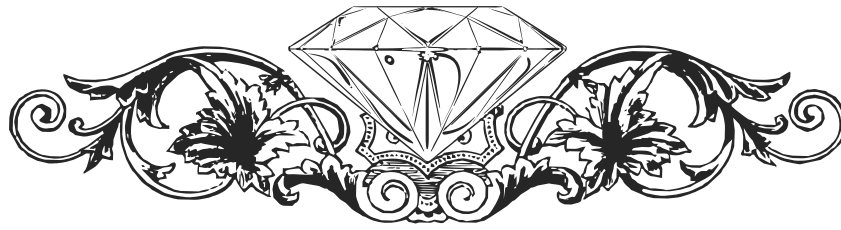
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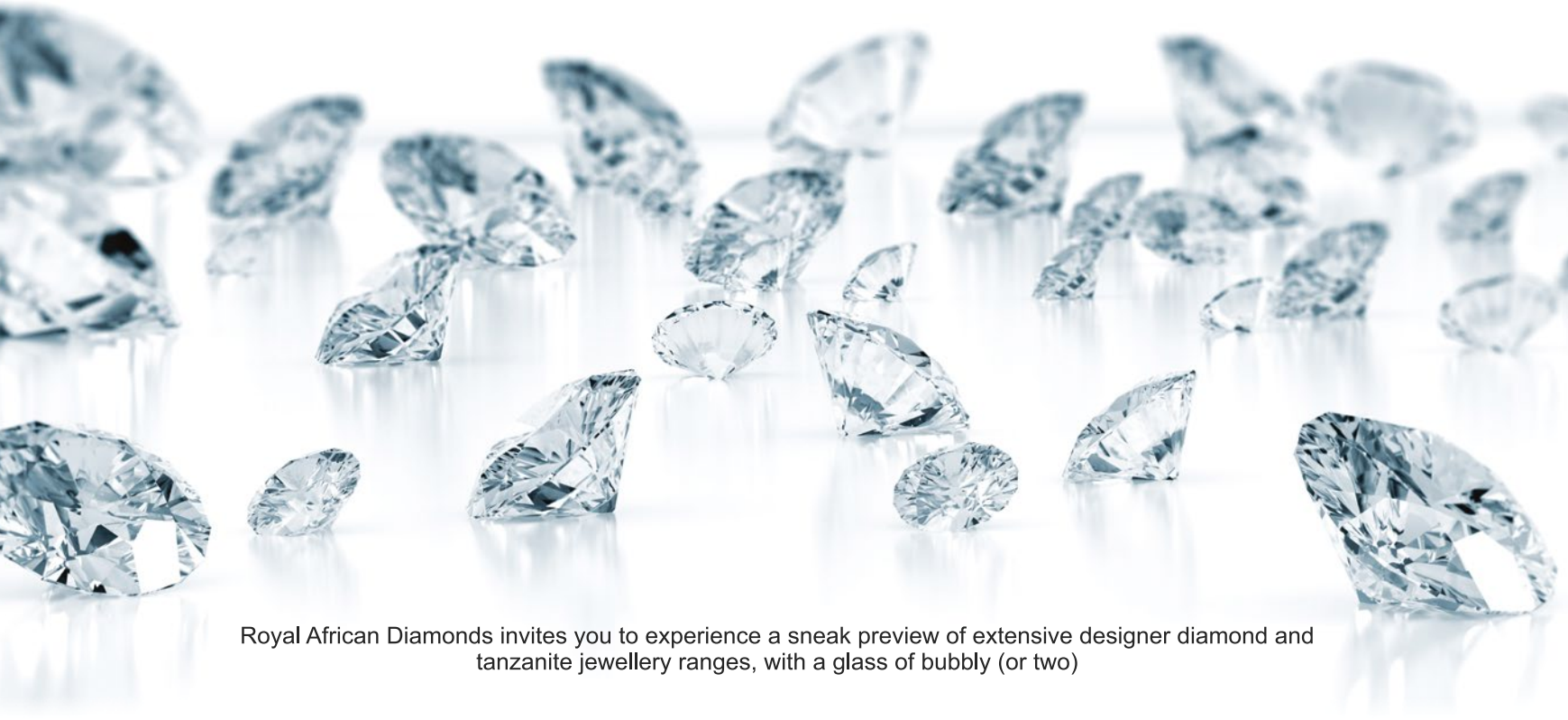
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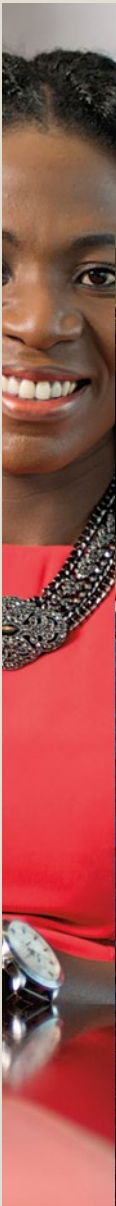
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The founder and Group CEO of the Indigo Kulani Group, Sibongile Manganyi-Rath, is an inspiration to behold, both as a dynamic businesswoman and in her personal life as a wife, mother, homemaker and mentor to many.

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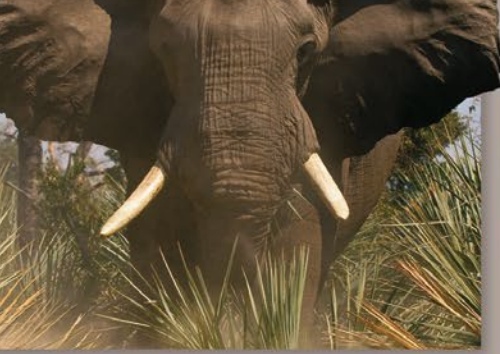
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Cathy Dippnall has an extensive collection of T-shirts—journalism, editing, creative writing, communications, script-writing and marketing among them. This month she explores how the lives of South Africa's women compare to their counterparts overseas

Karen Kühlicke is a freelance editor, writer and researcher whose talents extend from business and trade publications through to lifestyle content for print and online media.



Allison Cooper, founder of Allycats Public Relations and news website Marketing Spread, has over 20 years' experience as a journalist, freelance writer and publicity specialist.

Greg Penfold is a freelance writer, editor and translator, who is interested in just about everything. In this issue, he unpacks the problems surrounding early childhood development as well as the role women play in agriculture.



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The Brading Bunch: The production and advertising team that worked on our record-breaking 373rd issue of Leadership magazine, albeit with some key team members absent.



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Giving the boys a chance

Shortly after I started my first job, a senior female lawyer fell pregnant and was preparing to take maternity leave. In observing this, my boss remarked that (in their early years), women lawyers performed better than their male counterparts. However, he went on to say that having children often meant that women took the foot off the accelerator of their careers - and that was when their male counterparts caught-up with and, ultimately, overtook them.

This sentiment led me to believe that having children was an impediment to a successful career.

In the many years that have passed since then, the successes enjoyed by women such as Tsakani Ratsela (first female Deputy Auditor General), Thuli Madonsela (Public Protector), Nicky Newton-King (CEO of the JSE) and even Beyonce Knowles have proved that, while it is not easy to be a working mother, this need not limit the ability of women to realise their potential outside the home. Furthermore, the opportunity for women to do both allows them to self-actualise, thus becoming credible role models for their children and other women.

The last few years have seen an increase in initiatives to drive gender diversity. These include the founding of “lean-in” groups to provide the support structure required by women to accelerate their careers, investments in technology to enable women to work from home and the demand by men for more flexible work hours so that they can become more involved in parenting. All this creates an enabling environment for women to have successful careers.

Perhaps the greatest change in thinking about gender equality has been the development of the theory of unconscious bias and its contribution to the perception of men as being more competent than women. I am hopeful that, as men become more aware of the importance of managing unconscious bias so as to build stronger and more inclusive teams, this will create more opportunities for deserving women to take up leadership roles.

While a lot remains to be done to level the playing field for women, there is no question that we have come a long way.

Foreword



BASANI MALULEKE BASANI
Director of *Transcend Capital* and a co-founder of *African Century Ventures*. She is an admitted attorney of the High Court. Basani is the founder of *Get Me to Graduation* NPC, a non-profit established to fund the subsistence needs of students in the tertiary education system in South Africa. She is also a trustee of the *Click Foundation*, a distributor of an online solution for teaching children to read.



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The future of print

A decade ago soothsayers predicted the end of printed books. Being a publisher, the business side of books is something that is keenly followed, and it now seems the pundits were wrong.

The turbulent juggernaut of new digital technologies and the speed of transmission should have overtaken conventional ways. But books remain resilient. Why?

There are great arguments for both digital and print. Both it seems, will have their place.

No military pursuits have progressed man's freedoms and enlightenment more than books. No Pope, priest or preacher has made more of a revelation than Darwin's "On the Origin of Species". And nothing has struck the heart of man as has the works of Shakespeare, nor the mystic world as the Bible and the Koran.

Printed books make excellent gifts at reachable prices. Art books, designed with exquisite attention to typography, text, layout, binding and papers are triumphs to the advance of press technology and the mind and are superb objects on their own.

There is great comfort in reading printed pages from a deck chair by the pool (without the reflected glare), or a recipe from a cookbook in the kitchen, or a novel on a long distance flight (without batteries).

Unlike music where digital copies can be made in seconds and single tracks can be acquired without the need to buy a whole album, copying and downloading of books is tedious.

The advent of Kindle has not been a serious threat.

But in the terms of spreading the thoughts of mankind to greater audiences the electronic media will triumph. Printed books are excellent ways for an author to connect with the reader. But electronically the author has feedback, other readers share the message, teachers reach out and students respond, publishers know which authors / readers match up, how quickly they are read and how often new offerings can be expected.

So how are the sales?

In America the home of the digital revolution, E-books account for around 30% of all book sales. By value and volume of sales, Germany, Europe's largest consumer (well over twice that of Britain, a renowned book reading nation), has only 5% of sales in E-books.

Once the oil on water has settled, publishers predict most of their selected print book genres to remain for decades.

Or forever.

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What have I done with my life?

Compiling this issue of *Leadership* magazine has been a monumental challenge. It's the biggest issue published by Cape Media since the days of the late Hugh Murray, who created this essential business title back in 1983. Fast forward to issue number 373 that is now in your hands (or on the screen in front of you) and you will find more pages, more articles, more support from advertisers—and more women than ever before. This issue is a celebration of women, from our cover story of the dynamic Sibongile Manganyi-Rath (founder and Group Chief Executive Officer of the Indigo Kulani Group), to a wide range of amazing women: from strategic thinkers to port managers, teachers to entrepreneurs, big data specialists and even a self-confessed fox (her words, not mine!).

These incredible women all have a lesson to share, valuable insight to offer or an inspiring story with which to lift you up. What amazed me most about the stories these ladies shared is that, not only have they all achieved so much, but they have also given back an incredible amount to other people, despite all the odds stacked against them and the demands on their time from all quarters.

Their stories of giving back to others made me feel, quite frankly, embarrassed. If they could do that, what the heck have I been doing with my life? For the record, for the last 20 years I've had great thoughts, desires and plans to help needy people more, to start a social enterprise or to pitch in more with local charities, but life and family and career got in the way.

As a result, I have nothing to show for my good intentions, but hats off to these ladies, because their own life, family and careers also got in their way — as did the massive demands of motherhood and having to work twice as hard as their male counterparts. Fortunately for society at large, these ladies rolled up their sleeves, got stuck in, succeeded and then took it a step further. I am in awe of each and every one of you and no longer do I have a viable excuse not to pay it forward in a more significant and meaningful way. I have a lot of catching up to do, but I am grateful that you have lit up the path for the rest of us to follow.

After spending a month sifting through amazing stories of incredible women from every walk of life, something incredible dawned on me. Women aren't the weaker sex. Women don't need to be empowered. Like people whose racial classification has historically held them back for decades, women simply need the shackles to be broken to allow them to run free alongside those of us who have enjoyed more privilege and opportunity. That would truly create an amazing race... and I believe the world would be a far brighter and happier place when we get there together.

Editor's Note



A handwritten signature of Simon Lewis in black ink, written in a cursive style.

SIMON LEWIS
Editor

A massive congratulations to the Leadership team for producing this record-breaking issue. Not only are you all talented and hard-working but, as a community, this team displays everything that is good, great and awesome about the people of South Africa. Flick back to page 8 where you will see a picture of the record-breaking bunch — aka the Brading Bunch.

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“When things aren’t working,
I think of how I can change
them for the better. Growth
can’t be achieved without
overcoming challenges...
and I thrive on challenges”



Agent of change

The Indigo Kulani Group has been making a splash in the construction industry since its humble beginnings 10 years ago... but today it's making waves across the wider infrastructure and property development sector

What began as a company specialising in the provision of planning and design services within the construction industry in 2006 has grown and evolved over the past 10 years to become an innovative and integrated multi-disciplinary infrastructure and property development and investment holding company whose business belief is that creating an impact is paramount.

The founder and Group Chief Executive Officer of the Indigo Kulani Group, Sibongile Manganyi-Rath, is an inspiration to behold, both as a dynamic businesswoman and in her personal life as a wife, mother, homemaker and mentor to many. She has personally ensured that the company has grown from strength to strength over the past 10 years and today it is a formidable multi-disciplinary infrastructure and property development and management company.

The group has operational presence in all nine of South Africa's provinces and has expanded its operations to other African countries, with projects in Tanzania, Angola, Nigeria, Ghana and Lesotho.

"Our vision is to become a dominant infrastructure management and property development services company that makes a positive contribution to the development of South Africa and the continent as a whole," says Manganyi-Rath, who was only 26 years old when she launched the business.

"The Indigo Kulani Group's journey is built on the principles of hard work, determination and commitment in all that we do and these have been the key ingredients that have taken

us to where we are today," she says. "Many entrepreneurs face severe challenges when doing business with government in developing countries and South Africa is no exception.

"As with many growing businesses, cashflow is a challenge and government is known to take longer to pay service providers than corporate clients would. However, the company has grown in spite of this challenge as we continue to evolve the business model to make it a success by responding to current affairs that challenge the country," says Manganyi-Rath. "Our relationship with government is that of a partnership and as we are continuously finding ways to better service our client this approach has contributed to the growth of the business."

As a country operating in a global world with numerous challenges, many South Africans are unsure of their future but Manganyi-Rath decided long ago that she wants to continue living and working in South Africa. Leaving was never an option.

"If we all leave then who will be here to make a difference? I want to be an agent of change. When things aren't working, I think of how I can change them for the better. I have learned that challenges are there to help us to grow. Growth can't be achieved without overcoming challenges," she says, adding: "And I thrive on challenges."

Successful servant leadership

Manganyi-Rath is a strong believer in 'servant leadership'.

"As much as I am the Group CEO, I'm also the first servant in the organisation," she explains. "Being in business is about serving: serving your clients, employees and shareholders, as well as society-at-large."

As the Indigo Kulani Group continued to grow from a small to a medium-sized business it established trust among its clients who in turn also grew in size. It was essential that the company bring on board skills and experience to boost its team and over time it was able to attract employees from more established companies to join the group.

"Just the fact that they believed in our business and took the risk themselves made me humble, as I realised that they have faith in me as a leader," says Manganyi-Rath, who does all she can to ensure that her employees are also able to meet their personal goals.

"I have one-on-one interviews with my prospective employees as I want to get to know my team and take the opportunity to expand the company's vision. It is incredible to hear how they view the company and to hear their reasons for why they moved from where they were to the Indigo Kulani Group. It made me realise that I have a much bigger responsibility to my employees as they expect me to serve and lead them, and I have to ensure that I lead by example. They have entrusted their hopes and dreams for the future to our company."

A learning curve

The past 10 years have been a steep learning process for Manganyi-Rath. Not only has she learnt an immense amount about mitigating issues around cashflow and growing her business, but she has also learnt to draw upon past inspiration.

"The business started without a loan or any debt and ran for 10 years without even a bank overdraft, for example. My father couldn't read or write, but he ran a successful, small informal business without any debt and this led me to

look at the principles he used to overcome his challenges. I started looking at what I had so that I could find solutions to ensure that the business could grow and, in so doing, I discovered that evolving the business into new areas was the solution. I learnt that debt is not a solution to cashflow challenges, although it can be required for expanding into other areas of business.

“The keys to our success included understanding the market, predicting future trends as well as our clients’ ever-changing needs and driving the business to better cater for the needs of our clients without changing our vision. I looked at how I could best service my clients in addition to finding opportunities for growth. There were gaps in the market and I found them. This is what entrepreneurs do—they see the gaps that help them to grow other streams of business,” she says.

The Indigo Kulani Group is a projects-based company which in essence makes it difficult to run as the business can often only invoice its clients once certain project deliverables have been met. It became Manganyi-Rath’s mission to find better ways of servicing her clients while remaining a projects-based business.

The solution was found through diversifying the business and expanding its services from planning and design into an infrastructure development management company with four core focus areas, namely Infrastructure Development Management, Property Development Management and Investment, Energy Generation and Investment, in addition to Manufacturing and Construction.

“Infrastructure Development Management includes feasibility studies, project planning, budget allocations, project prioritising and portfolio management. Our service offering ensures projects planning, prioritising and projects implementation of government’s infrastructure projects, and we continue to improve in creating value for money for all stakeholders and ultimately society-at-large. It’s thus critical that infrastructure development is informed by certain drivers and these should influence project delivery and not necessarily a political agenda,” says Manganyi-Rath.

“Government must ensure that society-at-large receives value for money and that the right projects are implemented at the right time and at the right cost. A school, for instance, should not take six years to build when a shopping

centre only takes eight months. Due to inflation, the longer a construction project takes, the more expensive it becomes to build.”

In terms of Property Management, the Indigo Kulani Group realised early on that the government, as the largest asset owner in the country, could be a key client for growing their ever-expanding business and that adding value to the government would be a major factor in winning future work.

“It’s easy for an architecture or engineering company to sit and wait for projects to come out on tender and then to design new buildings, but we first want to look at the assets that are already available to the government, allowing us to develop credible asset registers and conduct property valuations. There’s a great need for government departments to develop asset registers as we are currently doing for the Ekurhuleni Metropolitan Municipality and various state-owned entities. This way they’ll have knowledge of where their assets are, what they are worth and what they can be best used for.

“Our philosophy is based on creating value for government, because once they know the value of their assets they can start project planning and prioritising their needs. It’s all about optimising what they have. If there’s an abandoned building, for example, together we can strategise to determine how to derive the best value from it. In many instances, government departments rent property without realising that they have their own assets that could be optimised to save costs. Our belief is that if we serve the government in the best possible way, then we are serving South Africa-at-large.”

The Indigo Kulani Group has expanded its work portfolio by offering Portfolio and Construction Management as a service for the past five years. Manganyi-Rath explains that government departments often face challenges regarding human capital, a lack of proper planning and management systems. “That’s why we partner with government to assist them to accelerate and upscale their in-house skills. We partner internally with project managers, enabling them to excel in what they do.”

Making an impact in society

Manganyi-Rath’s focus for the Indigo Kulani Group is to make a difference and an impact in society, especially when it comes to the projects that the company tackles.

“If a project isn’t going to make an impact in society, we don’t embark upon it. At the end of the day, it’s not about making money. It’s about doing what we are passionate about. We enjoy being involved in socio-economic development infrastructure projects and we have already completed a few large ones,” says Manganyi-Rath.

Four years ago the company was appointed to offer programme management services for the Department of Education’s Accelerated Schools Infrastructure Delivery Initiative (ASIDI). The objective of ASIDI is to eradicate the Basic Safety Norms backlog in schools that are without water, sanitation and electricity and to replace schools that have been constructed from inappropriate materials (mud, plankie and asbestos) to contribute towards levels of optimum learning and teaching.

The impact of ASIDI is far reaching. Firstly, it provides infrastructure that exceeds the minimum norms and standards for educational facilities in South Africa. In rural and other economically depressed areas this represents a significant development for communities that constantly refer to ASIDI schools as ‘universities’. Secondly, much more than brick and mortar, ASIDI schools are helping to restore dignity and pride to those who have been deprived of facilities for far too long. More than 100 new schools have already been constructed.

“The difference these schools have made in communities where traditionally children drop out of school is wonderful,” says Manganyi-Rath, stressing that the Indigo Kulani Group sees education as all-important, which is why it established the Indigo Education Foundation. “I see education as giving someone a key and the necessary skills to create a better future for themselves. What they do with it is up to them.”

Project planning

The Indigo Kulani Group believes steadfastly in the importance of being involved in the pre-planning and design of projects they undertake, in particular with the planning and design of hospitals and community health clinics. Manganyi-Rath explains that most South Africans don’t understand that, even though Soweto has the Baragwanath Hospital into which people are referred, the hospital does not have sufficient capacity to serve the community.

“People are referred to Baragwanath by a clinic and they have to borrow money to get

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Indigo Kulani Foundation runs ten various programs that are focused on assisting children from various schools to excel in their education and careers

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Identify students in need that excel in their studies but are faced with financial challenges to further their studies. These bursaries are offered to students in high school, FET colleges and universities.

3. School Tools Program

Providing necessities that relates to children's basic school needs and tools that are needed to assist in improving their grades, such as stationery and uniforms.

4. Girl Pride Program

A program dedicated to identifying and assisting to meet young girls' basic needs.

5. School Infrastructure Program

Provides assistance to various schools in need of infrastructure.

6. Rural Early Development Centre Program

"Early development education is the foundation for academic learning" The foundation provides rural communities with early development centres.

7. Built Environment Summit Program:

It is through the Annual Built Environment Summit where career guidance in the built environment can be provided to high school students.

8. Adopt a School Program:

Create a platform through one school adopting another to share ideas and knowledge that can ultimately improve the students' life skills and grades.

9. Educator/Principal Partnership Program:

The IMFUNDO EDUCATOR Awards Program rewards and inspires excellence in the world of education by honouring top educators and principals around the country. Not an accolade for "Lifetime Achievement" or the proverbial gold watch at the exit door, the Imfundo Educator Awards targets early-to-mid career education professionals for their already impressive achievements and, more significantly, for the promise of what they will accomplish in the future.

10. Help Another - NPO Partnership Program:

The foundation's various programs are mostly archived through partnership with various educational based non profit organisations. Indigo Kulani Foundation Programs Indigo Kulani Foundation runs ten various programs that are focused on assisting children from various schools to excel in their education and careers

Providing a sense of hope and purpose

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there. However, once they arrive they are told there's no space so they can't get to see a doctor. That becomes a wasted trip and expense for the people who can least afford it. They then have to borrow more money to go back to the hospital at a later date. With community healthcare clinics though, government is taking healthcare to the people, so we have to create the environment and the infrastructure to enable these communities to thrive."

"I don't ever want to be greedy—life is too precious to be self-involved"

In order to realise its vision of becoming a dominant infrastructure and property development company, the Indigo Kulani Group wants to continue building partnerships with government. "We offer our services to government and we see them as a partner, not just a client. Eventually, we hope our partnerships will enable us to become involved in policy changes that help to drive the future of our country," says Manganyi-Rath.

Finding her feet

When she started the business Manganyi-Rath's focus wasn't on making money. She read Robert Kiyosaki's *Rich Dad, Poor Dad* when she was just 18 and his words impacted her greatly, inspiring the creation of her own business rather than living paycheck to paycheck. Through her spiritual upbringing she also learnt that the only way to quell greed is to give.

"I don't ever want to be greedy—life is too precious to be self-involved. I am the daughter of two people who didn't go to school and who always said that if I go to school then my life will be better. They understood the value of education.

"I know how education can change someone's life and the Indigo Kulani Foundation ensures that we continually find ways of giving another person the opportunity to change their own life. But what does changing someone's life mean? My father used to say he won't have a person in his house who doesn't work for what they need. I loved him but, at the time I didn't understand what he meant. He got us working very early in life and when I was 12 years old I was already selling corn for him. Today I appreciate the fact

that these values were instilled in me from an early age and I will always employ them in everything I do."

When she started the Indigo Kulani Foundation, Manganyi-Rath decided that it would be something different from the typical foundation.

"Making a difference has to be sustainable. When we get involved in anything we have to ask how sustainable it's going to be in a person's

life," she says, explaining that they carefully selected high school children as beneficiaries of the Foundation as they felt that this was where they could make the most difference.

"Our programmes are designed in such a way that children can search within themselves to find out what it is that they want to achieve and what they were born to do. For our part, we assist them to find their Vision for their Lives. While my father ingrained the values of working hard, being committed, finding solutions around income-generation and cashflow and always finding different ways of doing things, my mother inspired the giving part of my nature. For instance how to make life better for others by giving them the skills they need. The Indigo Kulani Foundation is founded on all of these principles," she says.

"Children don't drop out of school because they don't have food. When it comes to neighbours and township life, people won't go hungry as there's a spirit of Ubuntu. They might not have shoes or clothes but they won't go hungry. They drop out of school due to not knowing their life purpose or understanding how education can make a difference in their life. It's also harder for girls as, traditionally, men are the hunters and women are the gatherers.

"Our programmes are designed in such a way that these young women are able to search within themselves, enabling them to find what it is that they want to achieve and what it is that they were born to do, apart from becoming wives, mothers and home-makers."

When she was a young girl, Manganyi-Rath also had her own vision, even though it wasn't clear to her at the time. Born in Soweto, she

knew she wanted to have a better life. She wanted to go to school and university and have her own house, car and independence, so when life presented her with paths that weren't part of her vision she was able to steer clear of them.

"It's so important to have a vision when you are young. When I went to high school in Bedfordview I had to catch three modes of transport to get to school and, as a result, I was exhausted in class by 10am because I had woken up at 4am to prepare for my journey from Soweto to Bedfordview. I could have taken the easy way out and found a boyfriend with a car to drive me, like many of the other girls did, but I've never taken the easy way out and I hope that I can inspire and empower other young people to do the same. I want to empower them to fight for what they want to achieve and to build strength and confidence along the way."

An entrepreneurial spirit

To other entrepreneurs, Manganyi-Rath offers the following advice: "One of the most important lessons I have learnt is when you are a leader you need to be prepared to walk the journey alone until you can find those who can walk the same journey with you."

She also believes in the importance of a post remaining vacant until a suitable person with the right attitude is found.

"Some of my lessons have been learnt through not hiring the right people for our organisation. While they might have had the right qualifications and experience, they didn't have the right attitude or passion. Skills can easily be taught and you can send employees on training, but it's very difficult to change someone's attitude."

Manganyi-Rath's other advice for entrepreneurs is to stop complaining about things that don't work and things that are degenerating.

"Rather think about what you can do to improve your circumstances. It's up to all of us to make things better. The government has created funds but people in South Africa have a tendency to not want to take risks. They want past glories to take them into the future. So ask yourself what skills you have and what can you do to find the capital, clients or connections required for your business.

"Great entrepreneurship is about making a difference and having the ability to adapt and understand your clients' needs in order to provide them with better service. This is the only way to succeed. That's why people refer

Group Structure



10 year Anniversary of Indigo Kulani Group

Indigo Kulani Group is proud to announce its 10 year anniversary in August 2016. Our company has countless achievements and accomplishments, especially from last year which proved to be exceptionally productive for our company.

We are also grateful to our clients and customers who trusted in us to help them provide our services. Their demands, challenges and feedbacks have pushed us to go ahead and improve vigorously. Our success story remains incomplete without the support of our clients and customers. We plan to keep our business and relation growing with you and continue to provide you nothing less than the best. With your support, we wish to explore new heights this year.



Servicing Model



to entrepreneurs as ‘hustlers’ because they are always trying to find ways to sell things. It’s about finding out what people want and then selling it to them. For example I was trained in architecture but I have evolved. I believe that the Indigo Kulani Group is a legacy that I’m building and this is what I will continue to do.

“Entrepreneurs get frustrated when they think that business is only about money. If they don’t have a specific plan and course to follow—or the passion for achieving it—then their business won’t grow. They need to know why they want to do something and the reason has to be bigger than purely a desire to make money. When they get to this point it’s not about them anymore, but about bettering things for everyone.”

Manganyi-Rath took heed from the many people she looks up to, including Sir Richard Branson, whose book, *Screw It, Let’s Do It*, she read in one night.

“You need to be able to lead the change that you want to see and to be persistent. Even when I started my business I knew that I wanted to do something greater... but I just didn’t know what it was at the time. You have to ask yourself thought-provoking questions. Do you just want to make a living for yourself or do you want to grow your business and take responsibility for others? I had the opportunity *not to grow* and to rather make a nice living by just doing a few projects but I realised that some people are not born to make a living only for themselves. I’m not in business for myself only, but rather for a bigger cause. My team—the soldiers of change—partner with me to make a difference in society,” she says.

The balance between work and home life

A wife and home-maker, Manganyi-Rath is also the mother of a two-and-a-half-year-old girl, so striking a balance between her work and home life is extremely important to her.

“When a woman decides to pursue a career and a family, it’s critical that she chooses the right partner, one that supports both her career as well as her personal goals,” she says.

That’s why the Indigo Kulani Foundation is including career development for young graduates (particularly young women) as part of its programmes. “We want to ensure that young women are equipped early in their lives to choose a career and a family life as well. We are aware of how hard it can be to strike the

right balance, however, it is possible for the two to coexist without strife in a woman’s life.”

“Success is never owned, it’s rented and the rent is due every day,” said Rory Vaden, and this is one of Manganyi-Rath’s favourite quotes. Another is Mary Tyler Moore’s “You can’t be brave if you’ve only had wonderful things happen to you.” Both quotes highlight the passion and dedication she puts into making a success of all of her roles as a woman.

“Sometimes it’s not easy and it’s tempting to outsource the care of a child so that you can focus on your career, but being a parent is a great responsibility and it’s up to you to mould your child’s life. You have to ask, ‘what kind of person would you like your child to be 30 years from now?’ Then you do all you can to help them get there,” she says.

Manganyi-Rath believes that time is the most expensive trading currency in life, which is why she believes that time management is a crucial skill. “I began to structure my life so that I could create value in everything, just like a chess game. If I don’t get to go to gym today then I will get there tomorrow. You have to keep moving the pieces. This is also why you need to ensure that you hire the right people, so that when you are not at the office you know that your clients are in capable hands.”

Two areas that Manganyi-Rath does not compromise on are excellence and high performance. “If we want to see change then we have to do things excellently. We need to be intentional in what we do. The Indigo Kulani Group does not carry passengers at any level, from the tea lady to all other staff, we are all passionate about what we do.”

Whilst the Indigo Kulani Group upholds various core values and business principles (namely passion, determination, integrity, humility, courage, respect and shareholder value), it has further defined and translated these principles to have a specific meaning for the group and its employees.

These include making a difference and creating an impact, leading with intention, excellence and high performance, their spirit of service, learning and growth, as well as creating social and economic value for all of their shareholders (customers, employees, investors, partners and even society-at-large). Even though there’s no doubt that the Indigo Kulani Group is successful, it still retains a desire to find solutions to some of the ills that face South Africa.

“You don’t have to be a non-profit organisation to do this. We are a socio-economic business that wants to ensure that the projects that we tackle improve people’s lives,” says Manganyi-Rath.

An inspiration to others

Manganyi-Rath’s journey to becoming the founder and Chief Executive Officer of the successful and award-winning Indigo Kulani Group came from humble beginnings. The last child of 14 siblings, she attended Rishile Primary School in Meadowlands, Soweto, until her passion took her to Bedfordview High School, a multi-racial school that she longed to attend even though she did not know how she would pay her school fees.

“I did not know that the long journey from Soweto to Bedfordview every morning and afternoon would eventually be the beginning of the journey that would lead me to the industry I operate in today,” she says.

“The bus journey exposed me to daily progress at construction sites in downtown Johannesburg and raised questions in my young mind about the lack of women working on these projects. That’s why I studied architecture, as I hoped to change the industry.”

She obtained a National Diploma and Baccalaureus Degree from the Cape Peninsula University of Technology while also holding down a job. “It was my relentless spirit and vision to make a positive contribution to the construction industry that led me to acquire extensive experience from various prestigious architectural companies in the country, with award-winning commercial, upmarket residential and residential projects,” she says.

She went on to join Silver Horns Architects as a director and worked on a joint-venture with Paradigm Architects on several projects, prior to founding the Indigo Kulani Group.

In October 2012 the company won BBO’s Best Established SMME Award and Manganyi-Rath was honoured as Businesswoman of the Year at the age of 32. In April 2013 the Indigo Kulani Group received the Best SME award at the Oliver Empowerment Awards.

“I believe that a successful nation is determined by the passing of a vision from one generation to another,” says Manganyi-Rath, who is doing everything she can to ensure that the Indigo Kulani Group remains a beacon of hope for many young South Africans. ▲

Allison Cooper

Indigo Kulani Energy

Energy demand is constantly on the increase, be it electricity/gas for household use or petroleum/diesel products for transport and manufacturing.

The vision for the Indigo Kulani Energy sector is an efficient, reliable, cost-effective and environmentally friendly infrastructure to promote the physical integration of the continent and enhance access to modern energy services for all Africans.

Our services

- Metering
- Energy audits
- Energy renewable
- Greenbuilding compliance

Property Valuation

Indigo Kulani Valuation offers valuation services to Government, Municipal and Financial Institutions. Our core focus area is ensuring that the information provided by our team to our clients is accurate. We have a highly skilled countrywide resources team that physically conduct site visits to different locations.

Legislative and Compliance

- All our valuers are registered with the south African council for property valuers profession(SACPVP)Act NO23 of 2000
- Legislative compliance of valuation rolls
- Ensuring a complete and current register of property data
- Improving and maintaining computer-assisted mass appraisal systems
- Fostering positive relationships with customers and stakeholders

Quality Management

- Valuation methods and quality standards
- Valuation of special and complex properties
- Professional valuations training and mentorship programmes

Valuation Process Management

- Data gathering methods and quality assurance
- Data gathering and remote verification using aerial photography and building plans
- Data gathering and verification in the field

Data Systems and Management

- Network and infrastructure
- Data management
- Computer-assisted mass Appraisal Geographic information systems

indigo
kulani GROUP

Infrastructure Asset Management

Indigo Kulani Infrastructure Asset Management is a fast growing immovable asset management company within Indigo Kulani Group. Our infrastructure asset management capability includes an intimate knowledge of the numerous acts, standards, guidelines and regulations which have an impact on the management of infrastructure assets environment.

We utilise recognised standards such as:

- Infrastructure Delivery management System (IDMS)
- Government Immovable Asset management Act (GIAMA, Act 19 of 2007)
- International Infrastructure Management Manual (IIMM)
- Publicly Available Specification (PAS 55)
- OPLG Guidelines for Infrastructure Asset Management in Local Government.
- Infrastructure Development Act (Act 23 of 2014)

We add value by ensuring compliance with the PFMA, GRAP, GIAMA, IDMS, PAS 55 and ISO 55000. Our expertise is applied to the accurate assessment of assets and needs to optimise assets utilisation.

Our services

- Infrastructure Portfolio Management
- Infrastructure Programme Management
- Infrastructure Asset Policy Development
- Infrastructure Asset Business Modelling and Planning
- User Asset Management Plan
- Custodian Asset Management Plan
- Infrastructure Capital Project Portfolio Planning
- Infrastructure Delivery Management System
- Asset Condition Assessment
- Asset Functional Performance Assessment
- Infrastructure Asset Demand Management
- Immovable Asset Lease Management
- Infrastructure Business Process Engineering





30 women you need to know

This month we've been truly inspired by the achievements of women as we researched and compiled this feature on dynamic, can-do local women. It's not a competition or an endorsement of any of these women as the No 1 in their field or as the best in show. Instead, we wanted to reflect the incredible diversity of women in our world, what they have achieved and where they are headed. These are women you need to know, either because they will become the major players of the future, or because they offer insight and inspiration into our changing social and economic landscape. Take a bow, ladies.



CHANTELL ILBURY Independent strategist and facilitator



She's one of Africa's most creative, strategic minds, a best-selling business author and has formed a dynamic partnership with strategy guru Clem Sunter in steering the executive-level strategies of global organisations and some of the biggest names in business. She specialises in the use of scenarios and game-playing strategy to guide corporate teams through strategic conversations, especially in times of uncertainty.

Chantell is also a guest lecturer on scenario planning and game-playing strategy at a number of top business schools, and is an accomplished speaker on scenarios and effective strategy in times of uncertainty.

A former designer of computer-based training material for industry, she pioneered a more

learner-based approach to science education of creative science kits for kids aged 7-16 years.

She has also co-authored a series of best-selling business books with Sunter, including *The Mind of a Fox*, *Games Foxes Play* and *Socrates and the Fox*.

Chantell recently released her memoir, *A Fox's Tale: Insights From One of Africa's Most Creative Strategic Thinkers*.



ABIGAIL KLOPPER Photographer and Confidence Crusader



Been there: Over the past six years, I've evolved into a confidence crusader with women's portrait photography as my specialty. I started my solo-preneur journey with an unseasoned craft and an unclear vision but, with willingness to learn and grow, I've honed my skill, my brand and my offering into one with a precise purpose—to elevate the confidence of the feminine collective.

Done that: My superpower is making my clients feel at ease in front of the camera and then capturing their essence in a single frame. When she owns her own confidence, she gives the women around her permission to do the same.

Watch out: My confidence crusade is taking me down a path that will reach a wider audience of women, to encourage them to become beacons of confidence for the women around them.

Quote: "And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others" – Marianne Williamson.



ABONGILE KOLISI Marketer, Chivas Regal Brand Ambassador



Been there: It's been an interesting six years working in the liquor industry. I have met and made phenomenal contacts from different walks of life.

Done that: I go for what I want. My journey hasn't made sense to most but it makes perfect sense to me. I do and go for what seems to be the unattainable—he impossible. I own it and have fun while doing it.

Watch out: I'm about to shake things up in the Whisky category – a force to be reckoned with. A confident, young, black female being the face of a spirit of superior quality – a new era has begun!

Quote: "It always seems impossible until it's done" – Nelson Mandela



ALEXIS TELFER

Director: Marketing & Sales, Africa, Cummins



Been there: In my career, I've had great bosses and I've had horrible bosses. The great bosses continue to inspire me even years after we stopped working together. I honour them by encouraging others the way they encouraged me. I am just as diligent about remembering what I learned from the horrible

bosses and ensuring I avoid those characteristics and traits in myself.

Done that: Despite working full day and raising two children (and a husband!), I spent the first 15 years of my career taking night classes, weekend classes, short courses, and correspondence studies. There is always time to improve yourself – it just takes commitment and prioritisation.

Watch out: Our role as a leader is to hire for attitude as much as for skills, manage fairly for excellent performance, and keep our eyes open for the opportunities to pay it forward and take a chance on someone else.

Quote: Be hard on performance and soft on people. People soon forget individual wins and losses, but they never forget how you made them feel.



AMANDA CETYWAYO

Transnet Port Terminal, Eastern Cape



Been there: I had various opportunities in the technical department to work as a maintenance technician, maintenance planner and the reliability technician. This gave me an advantage to better understand the business and setting my goals in improving our maintenance strategy.

Done that: I specialise in laser alignment, which has assisted the business on cost cutting as it was one of the outsourced functions.

Watch out: Condition-based monitoring is a big thing in the maintenance strategies. In a month's time, I will be implementing the vibrational analysis and condition monitoring in our plant – the plan is to go regional, starting with the Port Elizabeth Bulk plant.

Quote: Nothing can stop the man with the right mental attitude from achieving his goals; nothing on earth can help the man with the wrong mental attitude.



AMANDA DAMBUZA

Founder and CEO, Uyandiswa



Been there: I was on the verge of financial exclusion at Wits in my first year. I worked many odd jobs to raise money to pay for the fees—I even stood at traffic lights distributing pamphlets to pay my way through university. After months of trying and queuing up every morning and afternoon, I got a student loan from TEFSA (now NSFAS). I was very emotional when I finished paying back the loan when I started working.

Done that: I was a director-level, woman CIO in a global multi-national bank, but I walked away from that to run my own business. I felt it was the right time to venture out and make a real difference in our country. I wanted to set up a platform from which people from all walks of life could find a home, where they could have an

opportunity to thrive and not just be a number. I wanted to use every little resource at my disposal to create jobs and prove that we all deserve a chance to live a dignified life.

Watch out: In a short space of time I have been able to build a very successful and profitable business with over 40 people on the payroll. This company also supports other businesses, graduates and interns, and contributes towards worthy causes. In 2014, when the company was a year old, I was able to conclude an enterprise development partnership with a JSE-listed company, Adapt IT, which employs over 800 people and services customers across 38 countries.

Quote: Today is the tomorrow you were worried about yesterday – live it to your fullest for it may never be gifted again.



ANGELA CHERRINGTON CEO, Institute of Directors in Southern Africa (IoDSA)



Been there: Whilst Angela truly values education, her journey to the IoDSA was achieved without a tertiary qualification, bearing testament to her natural business acumen and innate leadership abilities. Angela successfully climbed Mount Kilimanjaro in 2010, marking the point at which her tenacity, drive and passion for the IoDSA started her trajectory to CEO.

Done that: She joined one of the most influential organisations in the South African corporate governance space, the Institute of Directors in Southern Africa (IoDSA) in 2004, and was tasked with the formalisation and growth of its director development offering. In the five years under her leadership, the IoDSA saw director development grow to become its single largest revenue stream and greatest source for membership recruitment.

Watch out: Angela is committed to further developing the IoDSA into South Africa's leading professional association and a formidable voice for directors, prescribed officers and governance office bearers, coupled with a drive to promote South Africa in the global community as governance innovators and leaders in the field.

Quote: "The test of a first-rate intelligence is the ability to hold two opposing ideas in mind at the same time and still retain the ability to function," – F. Scott Fitzgerald.



BETSY INGS Founder and Managing Director of Siyaloba Training Academy and Tradelane



Been there: Raising awareness on the plight of commercial fisherpeople and their families. Lobbying industry, government, companies, fishers and communities facing slander and rejection. Realising that even when you want to do good, you still have to sell the concept to everyone, especially the beneficiaries.

Done that: Being a wife, mother and granny, while I can also celebrate being an accomplished businesswoman. I'm glad that I'm a woman—I laugh and love easily, I have huge courage! Moaning and discontent comes naturally to me. These instincts led me to business, first the fishing industry (making a difference in the lives of over 25 000 fishers and their extended families) and then into women and youth entrepreneur development – engaging with the foundation of our precious country. Complacency never brings change or growth.

Watch out: I have decided to be part of the solution and to engage in the privileged space we fill in society. Women control \$20-trillion consumer spending; 83% of all consumer purchases, 89% of bank account decisions and 67% of household investment decisions. There is an urgent need to foster leadership, confidence and assertiveness in women in larger society and communities.

Quote: Forget about China, India and the internet – economic growth is driven by women.



BUHLE MIRANDA GOSLAR Director of Customer Intelligence, Jumo



Been there: At the coalface, face-to-face with the customer, without the separation of time, space or technology, is a merciless but effective leadership training ground.

At least, that was my experience. Time in the trenches cures you of the illusion that decisions made by the highest paid are necessarily the smartest. When you do find your seat around that boardroom table, it is that experience which reminds you to ask, "What do the people at the coalface think will work?"

Done that: Success in directing and getting things done relies on how much leadership muscle you build over time. I've been determined and deliberate in testing myself in a variety of organisational structures and models and in different industries. Being able to adapt and thrive in different contexts has given me the confidence to know that my past successes were not one-hit wonders.

Watch out: I'm incredibly fortunate to be working in the Fintech and mobile space at

the moment. It's a great time to be a thinking person, problem-solver, and 'connector of dots'. My current work blends the quantitative, social and commercial paradigms to solve important problems and broaden access to financial services on our continent.

Quote: Fear may be a reason to pause and check that the safety harness is on, but it's not a reason to stop.



CHANDRÉ PETERSEN Winemaker, Nederburg



“Just thinking about wine and making wine unleashes an explosion of happiness in me,” says Chandré Petersen, the newest addition to Nederburg’s award-winning cellar team. She wasn’t always going to be a winemaker. With top marks for maths in matric, she was all set for a career in commerce before realising, through interaction with winemaking students, that she had to do it too! The following year, she enrolled at Elsenburg to study Viticulture and winemaking.

“I kept tasting so I could build up my wine vocabulary and a memory bank of smell and flavour references. I would nose a glass of Sauvignon blanc and think: That reminds me of the khaki bush shrub my father planted at home. And so I’d go along finding my own cues until I’d created my own compendium.”



The 27-year-old assistant white-wine maker at Nederburg is a former Cape Winemakers’ Guild Protégé. The three-year programme gives top young talent the opportunity to be mentored by some of the Cape’s foremost winemakers. After graduating in 2011, she worked with Bernhard Veller, Charles Hopkins and Miles Mossop. She also spent three months working in California for Pinot noir specialists, Calera Wine Company.

Euphoria is the Pinot noir she made as a participant in the protégé programme, but now her focus is on Nederburg’s whites. “I was lucky enough to meet current Nederburg cellar master, Andrea Freeborough, when I was a student. I was so impressed by the depth of her knowledge but also her willingness to listen to other viewpoints. She’s an amazing role model as a winemaker and as a woman. And so is Natasha Boks, who makes the whites under Andrea’s direction. I’m learning so much from them.”

Chandré has always looked up to Nederburg. “I’ve lived in Paarl all my life so I’ve always been aware of the winery and its role in the community. I’m blown away by Nederburg’s innovation and the tremendous respect it shows for the environment in the way it works. That makes me proud to be a part of the team.”

HELLEN MABASA Regional HR Director: Africa & Indian Ocean, Hilton Worldwide



“My attitude is that you must always have a plan and a vision for your life. Over the years, I have found this has helped me to stay on course, even in tough times. It has also helped me to avoid falling into the trap of following other peoples’ plans for my life - I know that if you don’t have a plan for your life then someone else will create it for you! There is nothing wrong with following other people’s ideas, as long as they are in line with yours.

“In my daily work, I have come to appreciate the African proverb, ‘If you want to go fast, go alone; if you want to go far, go together.’ I work with a dispersed team across Africa and the Indian Ocean, and our ability to collaborate even at a distance is key.

“As a career woman, I think it is important to connect with other women to form strong networks. We have a lot in common and I think there are opportunities to build relationships and celebrate one another.”



JULES NEWTON Managing Director, Avocado Vision



Been there: Built a couple of businesses. Raised three sons. She is a well-respected voice in the Leadership Development community in South Africa.

Done that: Jules built Avocado Vision into a company that trains over 300 000 people in communities in South Africa on financial literacy education, and also started over 100 micro-enterprises in rural and urban communities across South Africa.

Watch out: She sold Avocado Vision to BTS but remains as the Managing Director. She and her team are looking at taking their South African-born innovations in enterprise development and community training to new sectors and countries. Their ambition is to help solve challenges of food security, water security, small business failure across South Africa and beyond over the next few years. The international BTS talent for business acumen and simulation creation is the ideal extra arrow to their quiver, and with the BTS resources and best practice (combined with the plucky innovation of the Avo team), there’s nowhere they won’t go.

Quote: Investing in people is like planting trees. Always we must plant trees in whose shade we may never sit, and whose fruit we may never eat.



LINDIWE SEBESHO

President, South African Reward Association (SARA)



Been there: Lindiwe started her career as a hair stylist and thought she would one day own a beauty parlour.

Done that: Lindiwe successfully set up a Business and Employee Performance Improvement Framework from scratch within the first 30 days of being appointed in a corporate role. It has since been used to drive the focus and measure the results that individuals, teams and business units contribute to the particular group's performance.

Watch out: Lindiwe is excited about solutions that use real-time data to help employees ascertain and immediately address the factors that impact on their energy and performance levels. Employees have so much going for them that they no longer need to wait for the organisation or their manager to 'manage' their career growth. Lindiwe aims to be integral to the development of an empowered, self-directed generation of employees and people in general.

Quote: Action beats talent when talent doesn't act!

ESTHER BENJAMIN

CEO, Monash South Africa



Been there: I have had the privilege of serving in the administrations of President Bill Clinton and President Barack Obama, thereby bearing witness to leadership at the highest levels. I also served as Head of Global Operations for the United States Peace Corps, overseeing programmes in over 75 countries. Following my appointment as CEO of Monash South Africa since 2013, I have found myself as a leader in academia,

which is traditionally a more predominantly male environment. Over time, I have learned to consider myself first and foremost to be a leader, who simply happens to be female.

Done that: Through my work in every region of the world and in over 100 countries, I have seen that, while we may have a long way to go in terms of the full empowerment of women, we have more opportunities available to us today than any other generation before us. The leaders, thinkers and innovators of our world who are female will ultimately drive our progress in this regard.

Watch out: I hope to continue to drive the importance of access to high quality education in different parts of the world. At Monash South Africa, we have significant plans and ambitions to continue our mission of providing accessible and quality education to young Africans.

Quote: In order to lead effectively, we must connect with younger generations, just as those who went before us reached out and guided us. To inspire and mentor young women who look up to us is a cornerstone for women's empowerment.



NATASJA-TEZ BRENT

Assistant Plant Manager, Ford's Silverton Assembly Plant



Been there: Worked in the trade and manufacturing industry for over 24 years for Cadbury's then Ford.

Done that: The first female Assistant Plant Manager at Ford's Silverton Assembly Plant in Pretoria. She was one of the first female

intakes at a trade college in 1994 and has overcome many challenges, including managing her dyslexia and its associated challenges, in a male-dominated industry.

Watch out: Brent is a manager of the future today. She oversees three manufacturing areas that make up the assembly plant in Silverton, as well as the vehicle management and logistics. She is au fait with managing complex manufacturing processes and ensures that her team keeps a good watch over thousands of employees.

Quote: Nothing is impossible, you just need to believe – especially if it's something you are passionate about.



BUTSI TLADI

Managing Director, Alexander Forbes Health



Been there: Our past does not necessarily define who we are going to be and we must find inspiration in the success of those who have triumphed over adversity and liberated themselves from the shackles of their childhoods.

Done that: Having proven my abilities in leading the Alexander Forbes Health business, I have now been challenged with an appointment as a

Managing Director of one of the three growth strategies for the Alexander Forbes Group. I have just completed a Masters in Administration and the experience was immensely rewarding. I am now fired up to study for a PhD.

Watch out: There are higher peaks to conquer and it is in continuously challenging ourselves that we will find greater fulfilment and purpose to our lives.

Quote: "I've come to believe that each of us has a personal calling that's as unique as a fingerprint, and that the best way to succeed is to discover what you love and then find a way to offer it to others in the form of service, working hard, and also allowing the energy of the universe to lead you." – Oprah Winfrey



DESHNEE NAIDU

HR Manager, Suncoast Casino, Hotels & Entertainment



Been there: Started at the bottom, worked for good and bad bosses, learned the ropes, surrounded myself with people who would take me higher and help me unleash my potential, and am now enjoying the view from the top. I set goals along the way and did not rest until I reached them.

Done that: Being the change agent in transforming organisational culture in both Hotels and Gaming has been my greatest challenge, and one that I managed to overcome due to having credibility and earning the trust of the people I work for, with and through.

Watch out: I never, ever settle for less. I am completely in love and obsessed with this dynamic industry and being surrounded by the best, most experienced people in Hospitality. The environment within which I work as well as the support I receive from every angle of this massive business makes me determined to continually better myself and understand our diverse industry as best I can. Encouraging others to engage in ongoing development is one of my core life purposes.

Quote: Stay relevant, be authentic and be in love with what you do, but don't ever forget where you come from. Family must always come first.



Dr MAKHOSI BUSISIWE KHOZA

Creator of UZALO



Dr Khoza oversees the first public protector selection process to attract responsiveness and dialogue from the South African public. Khoza has built her political reputation around integrity, and holds three degrees, including a doctoral degree in Administration and is currently pursuing a master's degree in International Finance at the prestigious University of London. A fellow at the Aspen Global Leadership Institute, Khoza's recent achievements include groundbreaking research that culminated in the creation of a textbook that unpacks the logic and sophistication of indigenous languages. Using South Africa's *lingua franca* Zulu as an example, Khoza has proven the consistency of Zulu with mathematical formulas and science principles. She has since created a language order called UZALO (Ubuntu Zulu Alphabetical Logic Order) comprising of a 12-noun cluster system, which drives the construction of meaningful sentences.



LAURENCE ESTÈVE Co-founder and CEO, Zip Zap Circus School



“When you see a child succeed, overcome a fear or a disadvantage, or just smile, things become simple,” says Estève, who founded the Zip Zap Circus School in Cape

Town together with her husband, Brent van Rensburg, in 1992 with the intention to foster social change through the medium of circus arts. Life skills and professional circus acts have been taught to children from all backgrounds at no cost. In the last financial year, over 1 000 children – many from disadvantaged areas – received circus training and more than 95 000 people saw Zip Zap perform live.

Some of her most special moments are when Zip Zap alumni send Estève a wedding invitation or pop into the dome to greet their circus family. A personal highlight for Estève came in 2002 when Zip Zap performed at the international circus festival in Monaco. “There we were, in the heart of the circus world; Wandisile Mtshula was carrying the new South African flag at the opening ceremony and our first professional troupe performed for Prince Rainier – what an honour.”

When asked what would make her day, she is quick to explain: “There must be a person out there who wants to support Zip Zap financially over a three-year period? I’d love to meet that person. Our yearly budget is so small for a big corporate and Zip Zap has so much to give.”



JO-ANN DE WET McDonald’s SA, Chief Restaurant Support Officer



Been there: I used to think that being a powerful businesswoman would satisfy me, but McDonald’s has helped me to understand that positive influence is more important than power. My role as a leader in the business is not about exercising my ‘power’, but rather creating opportunities for others and continuously guiding and empowering my team to achieve their full potential.

Done that: Given that I started as a Trainee Manager at McDonald’s South Africa in 1995, my biggest highlight would be the day I was promoted as the first black female Director, one of only 38 female Directors of Operations in the McDonald’s Asia Pacific Middle East and Africa Region. It was a vision that I declared in 1996 and, ever since then, I never looked back. It was very rewarding for me to achieve it, and even more rewarding was being awarded the 2016 McDonald’s Global Women Leadership Network Award.

Watch out: If I want something, I develop a mental framework (“Yes! How?”) of what I want to achieve and map out the steps in order to succeed. Men and women are equally skilled and I don’t believe that someone’s gender or race defines their potential. I want to continue my work as a champion of diversity and inclusion in the workplace and society.

Quote: I have not experienced the ‘glass ceiling’ effect, but rather the ‘sticky floor’ (self-imposed limitations). Feelings of self-doubt do set in from time to time, but over the years, I’ve learnt how to process this more effectively.



CINDY DIBETE Chairman of the board of the South African Institute of Professional Accountants (SAIPA)



Been there: I have experienced quite some discrimination during my career and my fightback has always been in the form of playing the hand I was given. I focus on acquiring knowledge and being the best at the position I am entrusted with.

Done that: I started a viable accounting practice immediately after service articles, as well as a Company Secretarial Business out of the lessons learned from an accounting practice. Becoming the SAIPA Chairman allowed me to adjust my focus, and now I invest most of my time mentoring and supporting upcoming professionals.

Watch out: I have a deep commitment to transformation, growth and personal development. I believe that economic growth lies in the intellect and capabilities of each person in South Africa and that opportunities always exist to make a positive difference to the country and its communities.

Quote: Don’t sweat the small stuff - you are enough.



MICHELLE COMBRINCK CEO and founder, Zinto Marketing Group



An Eastern Cape girl whose first language is isiXhosa, Michelle's roots define the way she does business as she understands what it means to be truly and proudly South African. This has helped her to create a dynamic, authentic South

African work environment with Ubuntu at its heart. She started Zinto with three "assets": a Toyota bakkie, a house with a fat mortgage and two fabulous Rottweilers, and this tells you everything you need to know about Michelle. She faces challenges head-on, laughs when she wants to cry and will never compromise on quality. If it's not right, it's not right. This attitude has turned Zinto into one of South Africa's leading activation agencies.

"South Africa needs businesses that have a higher purpose than making profit – maximising profit is not a purpose, it is an outcome. Companies need to adopt a purpose that transcends turnover and adopts sustainability strategies that recognise how money can be made by doing good things, which contribute positively towards society as a whole. Meaningful 'opportunity-creating' will go a long way to solving much frustration among South African youth who need to earn a living. We should focus on creating and seeking 'gaps' in the market to create much-needed jobs," she says.

Michelle is a youth development advocate who believes that our economy needs skilled youngsters to drive growth.

"Zinto is coming to the youth development 'party' with an education initiative that is set to make waves in our industry – the first 'full-on brand activation college' called Zenzele Education Doorway. The world's first Brand Activation Bible has been written and will be launched when the time is right.

"Dream big and don't put a sell-by date on your life's plan. Napoleon Hill said that a goal is a dream with a plan and a deadline. Push the deadline if you have to but never, ever give up on a dream," says Combrinck.

SEGO MOENG Managing Director, Spotlight Education



What made you decide to venture into education, especially with children being the main focus?

I was triggered by my son's challenges, who at the age of 5, was struggling with his speech because his concentration span was too short - all he wanted to do was to play. I started conducting research on educational games and products that help children to learn through play.

Tell us about the challenges you have gone through?

One of my biggest challenges as an entrepreneur has been letting the fear of success keep me from taking the next step. As my experience and business grow, I have figured out that there will always be new challenges that come with every level of success. I have learned how to recognise them, manage them and grow from those experiences. I have also been fortunate enough to be backed by a very loving, optimistic and supportive companion.

How do you ensure that you always have the children's attention and are able to ensure they understand the work?

Compared to the traditional way of teaching, using games is a lot more fun. Research provides more and more evidence of the positive effects that well-developed play has on various areas of child development, such as children's social skills, emerging mathematical ability, mastery of early literacy concepts, and self-regulation. We use Adventure Phonics games to teach children how to read. This method works because it's easy to get children's attention when they are having fun. The other advantage is that they learn without even realising it. Our method works because we have tested it on kids through experiments that showed them learning to read three to five letter words in English.

Our focus is mainly on card games and exercises that enable kids to understand the consequences of their choices. In other words, they learn through experiences and trial and error. Our games offer a safe environment in which to test and learn through mistakes, so the information becomes meaningful when kids understand its use.

What advice do you have for women in business?

I have met too many men who have never (at least not in their own minds!) encountered an intelligent, capable-of-doing-almost-anything woman of substance. My advice to women starting out is to 'know your worth and values, believe in yourself and walk away the minute you meet their kind'. Take their actions as an opportunity to test your commitment and drive. Do not sell your soul for the sake of a deal. No problem can withstand the assault of continued learning and sustained prayer.





ZUREIDA EBRAHIM CEO: Client Engagement Solutions, MMI



Been there: I am in a job that MMI has helped me build over time, which is really about putting clients at the centre of what we do. I have learnt how positive behavioural change can unlock financial wellness, which is at the heart of what we do at MMI.

Done that: The biggest highlight has been seeing Multiply–Momentum’s wellness and reward programme – move from being one of the group’s add-on products, to one of MMI’s core client offerings and brands.

Watch out: The way consumers consume products has changed drastically with the digital and mobile explosion. I look forward to being able to deliver digital products and services that keep clients educated, empowered and engaged in their wellness journey.

Quote: I believe in “doing well by doing good”.

ROJIE KISTEN Social and renewable energy entrepreneur



Rojie Kisten is involved in several large wind energy projects in the Eastern Cape, which offer considerable investment, development and job opportunities for the province.

Her exposure to renewable energy started during her time at Old Mutual where she was part of the team that raised the Old Mutual Renewable Energy Fund – they raised in excess of R1.5-billion from South African pension fund money, meaning that ordinary South Africans have their savings invested in renewable energy projects, and they are therefore benefitting from the investment return as well as contributing to a positive social and environmental impact.

One of the projects she is now involved in is the Cookhouse Wind Farm Community Trust, which she chairs, and which holds 25% equity in the Cookhouse Wind Farm in the Eastern Cape. This is the largest wind farm in South Africa, with 66 turbines producing approximately 138.6 megawatts. Four rural communities – Cookhouse, Adelaide, Bedford and Somerset East – will considerably benefit from this milestone renewable energy project.

“Through the trust, we have launched the Education Flagship Initiative (EFI) in partnership with the district Department of Education,” Kisten explains. “The ethos of the initiative is ‘No child left behind’, and it includes hosting academic support and leadership programmes for principals, teachers and learners in 28 local schools in these communities to contribute to quality education and governance. The initiative also includes focussed community engagement to encourage community-wide participation and benefit.

“Many of the people in the communities with whom we are working are learning about wind and solar energy for the first time and we hope that the Cookhouse Wind Farm Community Trust will serve as a catalyst to promote renewable energy and educational initiatives throughout South Africa.”





PAMELA YOYO

Transnet Port Terminal, Cape Town



Been there: Had to work and slave hard behind the scenes without acknowledgement for the man who had no clue of what must be done, in order for him to take the glory. Did not limit myself by viewing this situation as only suppression, but rather as an opportunity to learn and empower myself with the knowledge and exposure that can never be taken away from me.

Done that: Took a huge career step backward in order to access the tiny channel to my vision. I took a career demotion, ventured into a new career, started working 24/7 operation shifts, and registered to study at the same time, just after maternity leave, in order to pursue the terminal operations I always wanted to get into, but that was always reserved for man. Made a success of it all

Watch out: Releasing more talented women; young and old; through mentoring and leveling the playing field for more equitable access to the Maritime and Transport logistics chain, which was always regarded to be only meant for powerful males. I am now pursuing a customer demand project in the multimodal transport logistics chain, which male counterparts refer to as awkward to achieve in the near future; particularly during the trying times of an economic downturn.

Quote: A powerful woman is the one who doesn't give up; because to have success, you can't let failure stop you. Never.

NONKULULEKO GOBODO

Founder, Nkululeko Leadership Consulting



Been there: Nonkululeko's career started in the mid-1980s when the prospects for a young black woman looked very bleak.

"There was a lot of responsibility on us at the time," Gobodo reminisces about life in South Africa. "We were the pioneers of black reformation, but our biggest challenge was that no-one took us seriously."

Never one to let anyone stand between her and opportunity, she remembers that she "always wanted to challenge the status quo, so I didn't let that get in my way."

Apart from the political challenges at the time, she pursued a career in accounting – a notoriously male-driven occupation. "The accounting profession is a difficult place for women – there aren't many of us," she says. "Black women, especially, are always on the back foot, always at risk of being dismissed, but we are just as capable as anybody."

Done that: Nonkululeko Gobodo graduated as South Africa's first black woman Chartered Accountant from the University of the Transkei (now Walter Sisulu University) in 1987. In 1989, eight months after completing her articles, her boss at KPMG in Mthatha offered her a partnership position – for which she should have had 10 years' experience. Driven by a bigger dream, she turned the position down. In 1996, she founded her own accounting firm, Gobodo Inc – leading a pivotal merger in 2011 to form SizweNtsabulaGobodo, South Africa's largest accounting firm after the "Big Four" – PricewaterhouseCoopers, Deloitte, Ernst & Young and KPMG.

Watch out: She is now fulfilling her lifelong ambition of developing authentically African leadership interventions through Nkululeko Leadership Consulting. Given her dynamic past, the firm looks set to become a major player in the South African leadership consulting field.

Quote: Without a doubt, people are the most complex and difficult component of leadership... But in people lies our greatest opportunity for growth.





LERATO ZIKALALA

Mother, daughter and lawyer



“My mother raised the leader in me,” says Lerato Zikalala (pictured below right). “My mother may have never given me worldly treasures, but one thing she made sure I had was God... And that was more than enough.”

In Grade 4, you would never convince me otherwise, I was going to be a lawyer and that was the end of the discussion. Many didn't believe that that would happen because

I came from an unemployed single-parent home.

All Rhodes led me to Grahamstown – I remember the day I left, my mom only had R20 to give me for a 14-hour bus ride from Joburg. I bought a juice, which cost me R10 and that was my meal. When I got to Grahamstown, I caught a taxi to the university entrance, that cost me R10 and that was it. Four years later, I received my BA (Law & Politics) degree and a year later, my LLB. Joining Bowman Gilfillan in 2008 as a candidate attorney was more than a dream come true. After I completed my articles with Bowman Gilfillan, I was appointed as a researcher for Justice Froneman at the Constitutional Court and worked on high-profile cases with the judges.

Then came America! I was awarded a scholarship by the Constitutional Court Trust to complete my Master's degree at the University of Notre Dame. It was either get married in the States and fly my family over, or plan the wedding(s) in six months, then move to America together until after I graduated.

I re-joined Bowman Gilfillan as an associate in the litigation department until December 2015, when I became a mommy. We named him Lizwilenkosi because in the beginning, was the Word of God. My mom gave me God and that was more than enough...

- Lerato was awarded the Ismail Mohamed Fellowship by the Constitutional Court Trust to complete her Master's degree in International Human Rights Law at the University of Notre Dame, where she graduated summa cum laude in 2012.

KRIYA GANGIAH

Radio personality and animal lover



Been there: Got her break on radio with Tuks FM almost a decade ago, and has since worked for ETV's *Craz-e* and *Highveld Stereo*. She is now with *Jacaranda FM* and is also the fresh new face of *MELA* on SABC 3.

Done that: Kriya has lent her promotional skills to various brands over the years in the role as brand ambassador for *CATRICE*, *Carrera* and *Zoya*. In 2015, she was included in the *Mail & Guardian's* 200 Young South Africans, an acknowledgement of her influence and prowess as a young South African in the media spotlight.

Watch out: Kriya is finalising plans for September's 'Bark in the Park' festival for pet owners and pet lovers to gather for one day and spend an afternoon outdoors with their animals. As a huge animal lover, she hopes this festival will grow to become a widely recognised annual event that will contribute to the care of animals in need.

Quote: I believe that if you put 110% into your work, you can achieve anything your heart desires. Set yourself a goal and work as hard as you can to achieve it. The only limitations you have are the ones you set for yourself.



Dr THESHNI GOVENDER

Paediatric surgeon, Surgeons For Little Lives



Started in 2015 and based in Johannesburg at the Chris Hani Baragwanath Academic Hospital. Surgeons For Little Lives is dedicated to saving the lives of sick children and, by raising money to fund specific projects, aims to make it possible for sick children and their families to receive a standard of care that matches the standard and skill of the surgeons.

Dr Govender grew up in Benoni and was raised by parents who were both educators, and who instilled in her the values of integrity, humility and hard work. Dr Govender's decision to go into the field of medicine was instinctual and something that she was sure of from a very young age. Married to Vinesh—also a doctor—Dr Govender credits her husband as her fiercest source of perspective, support and competition. There is a creative side to Dr Govender, as she cites Jayesperi Moopen, a dancer and choreographer, as somebody who inspired her.

“Jayesperi taught me the classical Indian art of Bharatanatyam. She nurtured my artistic and creative intellect, and the experiences I've had travelling and performing have been invaluable.”

When talking about the challenges and rewards of her work, Dr Govender says: “Every single relationship, from colleagues, to patients and their families, frames the operative procedure. Maintaining a happy environment with all processes occurring seamlessly and efficiently is challenging, but also extremely rewarding. Surgeons are like conductors of an orchestra and a mellifluous, flawless symphony is a joy to all.”


Through Surgeons For Little Lives, Dr Govender is moving closer to fulfilling her dream to offer an efficient, streamlined surgical service that affords long and short term follow up to patients. In the short time that Surgeons For Little Lives has been in existence, it has already made an impact by funding the repairs to essential paediatric surgical equipment as well as providing other vital equipment to the paediatric surgical ward at the Charlotte Maxeke Johannesburg Academic Hospital.

In collaboration with the Gauteng Department of Health and in partnership with global healthcare company, GlaxoSmithKline, Surgeons For Little Lives announced in July this year that it will build a world-class, paediatric surgery outpatient clinic, including a parental sleepover facility—a first for the hospital.

The two-level clinic is designed to support 2 000 outpatients and 300 inpatients per month, while also providing a sleep-over facility for caregivers. This sleepover facility will decrease stress and anxiety for both parents and children, allowing families to use the laundry facility to contribute towards the care of their children while also providing additional support for the nurses. Some of the other primary objectives listed by the organisation include a dedicated paediatric surgery for paediatric burns patients, an outside playground for recovering paediatric surgery patients and providing burns patients with expression art opportunities as part of their healing process.

- Surgeons For Little Lives projects can be viewed on www.surgeonsforlittlives.org.

For more details on all these ladies, visit www.leadershiponline.co.za ▲



There is extensive work going on in finding ways and resources to provide financial support to students whose parents fall in the 'missing middle'

Our key to a brighter tomorrow

Much of the debate around education in South Africa centres on reports that our basic and secondary education system and standards are languishing at the bottom of world ranking lists. Protests on campuses during 2015 changed that. *Leadership* goes behind the rhetoric to unpack the problems, seek out solutions and, most importantly, provide a clearer picture of what key stakeholders are doing to solve these problems.

In its *Provincial Budgets and Expenditure Review: 2010/11 – 2016/17*, the National Treasury conceded that “South Africa’s spending on education compares favourably with other developing and middle-income countries. However, outcomes do not compare favourably”. The focus of the debate shifted to higher education and training during a devastating year of disruption in 2015. March 2015 saw students at the University of Cape Town (UCT) campaign for the removal of the Cecil John Rhodes statue from the UCT campus. The #RhodesMustFall protests gained momentum and came to signify a wider mobilisation of workers and students for broader change including “decolonization” and an end to institutional racism at tertiary institutions in the country.

The movement gained international attention and was taken up by a group of students at Oxford University in England who, likewise, campaigned for the removal of a Rhodes statue from their own campus.

This campaign was overtaken by the #FeesMustFall movement in October 2015. What began as a protest at select South African universities against fee increases

rapidly evolved into calls for a debt pardon for all indebted students. Numerous tertiary institutions in the country were forced to delay the start of the end-of-year exams (and in some cases cancel them completely) when protest action turned violent, which led to significant destruction of property.

The #FeesMustFall campaign was hailed as a success in some quarters as President Zuma announced that fees would be frozen for 2016. However, the protests continued into January 2016, disrupting in-person registration at some institutions. Protests centred on the fact that students with historical debt were prevented from reregistering.

The University of the Witwatersrand (WITS) released a statement announcing that the historical debt of all students who were on NSFAS in 2015 would be settled by the state. “Students who were not on NSFAS in 2015 will unfortunately be obliged to clear their debt before they will be allowed to register. We would have liked to make a concession in this regard, but the historical debt of these students amounts to over R100-million and, if we were to make such a concession, the University would be thrown into a financial crisis that would compromise the education of all students.”

The violence that accompanied some of the protests at universities around the country

proved to be immensely costly for these institutions. Minister of Higher Education and Training, Blade Nzimande, is quoted in *Eye Witness News* as saying that damages to university buildings between October 2015 and mid-2016 were estimated at almost half a billion rand.

When questioned about whether there were any positive outcomes arising from the student protests, the Dr Nzimande told *Leadership* that “the positives of the uprising vary but, notably, a presidential commission was tasked to look into funding options for the poor. There is extensive work going on in finding ways and resources to provide financial support to students whose parents fall in the ‘missing middle’. These include nurses, police, clerks and others in the private sector. Of course, the more general positive is that more people begin to take interest in the real cost of education. The private sector is slowly coming on board by way of pledging funds into NSFAS coffers and some private sector entities directly support students through bursaries and related means.”

Leadership canvassed numerous other leaders in the education sector for their views on the impact of the protests and the underlying issues highlighted during the campaigns.

“South Africa’s youth are angry and disillusioned and, while private higher education may not have experienced direct disruption on

Department of Higher Education and Training

There is a lot of emotion on all sides of the student uprising debate. Could you comment on the issues and the processes in order to provide greater understanding?

Students must understand that higher education is costly, not only in South Africa but also internationally. However, government is intervening to expand access, especially for those students who are from poor households. Apart from the NSFAS, a lot of work has been done to address the students in the 'missing middle'.

These are students who cannot qualify for NSFAS funding because of household income but are also too poor to get any bank loans. A task team headed by NSFAS Chair Sizwe Nxasana is addressing the matter of accommodating these students.

The presidential commission on free education for the poor is underway and it will submit recommendations on modalities for implementation.

What positives have come out of the student uprisings?

The positives of the uprising vary but, notably, a presidential commission was tasked to look into funding options for the poor. There is extensive work going on to find ways and resources to provide financial support to students whose parents fall in the "missing middle". These include nurses, police, clerks and others in private sector. Of course the more general positive is that more people begin to take interest in the real cost of education.

The private sector is slowly coming on board by way of pledging funds into NSFAS coffers and some are directly supporting students through bursaries and related means.

What do you think we can look forward to in terms of education and which opportunities should we focus on for the greater socio-economic benefit of South Africa?

Opportunities in education, training and skills development have been multiplied and access has been expanded, particularly for previously disadvantaged individuals. We are rolling out 12 new TVET college campuses in select colleges across the country to extend reach into deep rural areas.

These are areas that never had any form of a post-school institution so that youth could further their studies. Examples of such areas include Nkandla, Thabazimbi and Bhambanana. We have three new universities—taking the count to at least one university per province.

We now have Sol Plaatje University in Northern Cape, the University of Mpumalanga and we have re-engineered the

focus of the medical university in Pretoria, presently known as Sefako Makgatho Medical Sciences University.

Enrolments in universities has grown by 16% since 2009, whereas in TVET colleges enrolments grew by 67%. Enrolments from African and female students have increased significantly over the last six years. There are nine Community Education and Training colleges across all provinces.

These colleges incorporate over 3 000 former Adult Learning Centres accommodating people who could not access formal education and training in the past. The colleges will assist them to acquire a range of skills that will enable them to seek employment or become self-employed.

Do you have any game-changing strategies or plans for driving education in South Africa forward in the coming years?

We have alluded to some of our strategies in earlier questions but we seek to firmly drive the following programmes:

We will continue to develop the university sector by expanding access and ensuring success through various support programmes. Programmes include student funding, accommodation, academic excellence, strengthening the research capacity of universities, training more academics,

adopting a conscious bias towards academic and skills development for women, and thereby achieving transformation in universities and the broader education sector.

We wish to strengthen the capacity of colleges through improved infrastructure, better resources, well-trained lecturing staff and good governance to ensure that these colleges are reputable institutions of first choice.

Overall, infrastructure funding has almost doubled in the last 10 years, moving from R3.6-billion to R6-billion in the current financial year.

We have aggressively increased opportunities in learnerships, internships, skills development programmes and ensured increased access to Africans and female students into the post-school system.

We have dramatically increased financial assistance through NSFAS to almost R10-billion in bursaries and loans at an unprecedented rate of about 340% over the last six years.

We have a dedicated focus on career development through our Career Development Services that run a full-time programme called KHETHA.

We have dedicated funding within the National Skills Fund to provide financial support to students who pursue careers in scarce skills.



*Minister of Higher Education and Training,
Dr Bonginkosi
Blade Nzimande*

We will continue to develop the university sector



*Director-General,
Department of
Higher Education
and Training,
Gwebinkundla
Fellix Qonde*

Council on Higher Education (CHE), Prof Narend Baijnath, CEO



Prof Narend Baijnath

What is the scope of the Council's responsibilities?

The CHE as an independent statutory body has three core functions: advising the Minister of Higher Education and Training on matters relating to higher education in South Africa; monitoring trends in the higher education system and publishing research on this; and assuring and promoting the quality of higher education – both public and private.

What have been the recent challenges for the Council?

A critical concern was the serious risk placed on the integrity of our assessment practices and the quality of our academic programmes due to protracted disequilibrium in the sector. During the last year, the process of aligning the more than 10 000 existing higher education programmes to the Higher Education Qualifications Sub-Framework (HEQSF) was completed a year ahead of schedule. Similarly, the process of developing standards for five higher education qualifications was completed (MBA, LLB, BSW, BEng and Dip Eng).

What positives have come from the student uprisings?

We have become more acutely aware of the struggles that many face in completing their studies due to financial challenges, and more funds have been galvanised for the national student financial aid scheme. We have also become aware of the rising costs universities face.

What is your view on the current state of education?

Expenditure on higher education is lower than desirable or needed. The proportion of the entire education budget spent on higher education is 12% compared to 20% for the rest of Africa, 23.4% for OECD countries, and 19.8% for the rest of the world. Pressures for the state to provide more funding for poorer students or for fee-free higher education will mount. Aspirations are to increase access and widen participation with clear targets in place through national development planning. In a climate of weak economic growth, these tensions will in all likelihood not abate.

What are the positives to look forward to in education?

Higher education in South Africa is profoundly different from where it was two decades ago. The starting point at the dawn of democracy in South Africa was a 'fragmented, insular, elite and uneven apartheid inheritance'. The achievements that can be counted today are many and impactful. The system has been substantially consolidated through mergers and restructuring. Today we count 26 public and 125 private institutions, reduced from the diverse 36 public and more than 300 private institutions pre-1994 when higher education was unregulated, with variable quality. From 500 000 students in public higher education in 1994, we today have over a million.

Da Vinci Institute, Prof Bennie Anderson, CEO



Prof Bennie Anderson

The Da Vinci Institute has a unique approach to education. How does this help to develop leaders?

Da Vinci is a School of Managerial Leadership offering customised undergraduate and post-graduate qualifications. The Institute follows a Mode 2 methodology, allowing students to become active participants in the learning journey and involving different stakeholders in co-creating solutions for real world problems. As a School of Managerial Leadership, our interest is in facilitating socio-economic transformation and, in doing so, contributing towards the development of a sustainable society.

We do not teach students the best answers—instead, we allow them to design the best answers and to respect their own voice in doing so. We focus on how to manage and lead the solutions chosen by a business and where and when to link technology, people and systems in solving their business challenge

What research does the Institute conduct?

Our Masters and PhD students have created excellent managerial leadership solutions for industry over the past 10

years, including: matters related to customer services management, supply chain management, aviation management, health and safety management, transport management, services management, public sector management, energy generation and distribution management, coaching, ICT management, to mention but a few. The Institute is graduating 23 PhDs and 33 Masters during the September 2016 graduation.

You are part of the Private Higher Education Institution Group (PHEIG). What is the importance of this Group?

The PHEIG was initiated by the IIE because of a need to speak with one voice on matters related to quality management – as well as conformation to regulations as required from the CHE, the DHET and SAQA. Our interest is to promote higher education in South Africa and to ensure that we all do what is best for our students and, in doing so, meeting the skills requirements for the country at large. We see ourselves as an integral part of the higher education landscape in South Africa and have since become part of that discourse

Adv. Thuli Madonsela
Da Vinci Laureate recipient: 2015



Public Protector of South Africa

"It is fulfilling to be part of the Da Vinci community, a community of South Africans who care about our country, a community of Africans who care about this continent and a community of people who care about the world. A community who are taking the initiative to create the country they want, a community they want and the world that they want to see."

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- MSc (MOTI)
- PhD (MOTI)

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Sechaba Motsieloa
Chairperson of The Da Vinci Council

**Corporate Affairs Director
of McDonalds South Africa**

"It is about you, the 'you' that learns at The Da Vinci Institute will be a different person in the workplace. This person will have a voice to express their thoughts and ideas. It is now up to our generation to make this country and the world a better place."

Edward Kieswetter
President of The Da Vinci Institute



**Former Group Chief Executive Officer
of Alexander Forbes**

"The Da Vinci Institute focuses on providing Managerial Leadership. In a time of great leadership deficiency, anyone who has the opportunity as well as the foresight to invest in themselves to becoming better leaders is like a breath of fresh air. Leaders can never rest on the past successes. Every day one has to accept the inordinate privilege of leadership with a great resolve and genuine humility."

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with the DHET, the CHE and SAQA. PHEIG has established a working relationship with the different higher education quality assurance and regulatory bodies in South Africa and its members are currently represented on most of these governing bodies. Regular engagements with representatives from the CHE, the DHET and SAQA are also taking place on matters of interest to the enhancement of the higher education sector in South Africa. There is a strong focus on collaboration, which we will continue into the future.

What are the key issues for the future of education?

Having one of the youngest populations in the world means South Africa has a window of opportunity to design and implement the best education solutions to serve the needs

of private and public organisations across the world. A commitment to quality education is a challenge. In this context, South Africa needs to clean up the system, package meaningful curricula, empower the system with relevant technological support and appoint the best-qualified educators and teachers—from pre-primary through to higher education level.

How have you supported students at risk?

We have established a client engagement team attending to the individual needs of students both in need of development and risk. The results has been extraordinary in terms of throughput rates. For our PhD programmes the throughput rate is currently 73%.

Milpark Business School, Dr Cobus Oosthuizen, Dean of the Milpark Business School



Dr Cobus Oosthuizen

What are the challenges of being a private institution?

The challenges include inhibiting legislation that excludes private higher education institutions (PHEIs) from National Research Foundation (NRF) funding, NRF rating, professorships, and the use of the name 'university.' Another challenge is recognition by public universities, but we have come a long way with the business school, where we are recognised as equals by peer business schools locally, and even internationally. I serve as vice president on SABSAs's exco, for example, which further demonstrates this recognition.

What makes Milpark unique?

A defining feature is our flexible delivery mode, for instance offering both contact learning and distance learning. In terms of our contact learning, there is the further choice between evening or weekend classes. Our online environment for distance learning is driven by an advanced technology architecture and is perceived to be pioneering in the SA context.

How do you define Milpark's successes?

We believe our success as a business school is not measured by the number of students that graduate from our institution, but rather by the positive impact our graduates make as responsible leaders and change agents in their organisations, communities and the country at large. We emphasise and accentuate the "responsible leadership" schema in our thinking, curricula and teaching methodologies. Many of our MBAs from previously disadvantaged backgrounds have earned promotions, and many individuals have made career changes, getting better jobs with higher salaries.

How have you been able to support students at risk?

As required by regulation, Milpark monitors academic performance through system-driven, at-risk identification

mechanisms. Remedial interventions for students identified as at-risk may include things such as additional or alternative courses, coaching, mentoring, academic counselling or a change of programme.

What are the major priorities for education?

From a business school perspective, SABSAs (in whose activities Milpark plays an active role) has identified four themes.

Transformation: How do we ensure our relevance and effectiveness of meeting contemporary leadership and management education given our future imperatives, current context and legacy issues? It is expected that we will engage primarily with curriculum and faculty development and transformation within the bigger ideal of what a business school in South Africa should be.

Access: How do we ensure that our beneficiaries are able to access what we offer? This would cover entrance requirements, funding (whether this be fees, scholarships, bursaries, taking advantage of government sources, etc), and possible modes of delivery.

Collaboration: How do we, in the spirit of collegiality, collaborate across various dimensions where it is beneficial for our stakeholders to do so? This could be around training and development of faculty, conferences, peer reviews, engaging with other associations and professions.

Contribution: How can South African Business Schools ensure they make a significant contribution to our country, continent and the world?

I am more than convinced that South African business schools are on par with the best in the world and we are deeply attuned with what goes on economically, socially, politically and technologically around the world. As such, South Africa's business schools can stand their ground with their peers globally.



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- An Honours degree, a Post-graduate Diploma, or equivalent;
- Or an accredited 4-year Bachelor's degree, exiting at level 8, or equivalent &
- At least 3 years work experience

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Boston City Campus & Business College, Mr Ari Katz, CEO



Ari Katz

How important is it to educate students for life?

The major challenges for our education system remain the need to widen access and to increase through-put of graduates that are in demand. All institutions champion “learning for life” to a greater or lesser extent, but at Boston it is part of our defining ethos. Our entire approach to programme design and delivery is directed at this mission and is an intrinsic part of every aspect of what we do. From the start, we adopted a payoff line to reflect this ethos: “Education. For Life”. We definitely have lived and breathed this into the everyday culture of the business.

Do your students have a different approach to learning?

Given that we have one foot in face-to-face education and one in distance education, we are able to glean useful insights into student conduct and academic behaviour. What I think has changed, is the world in which students come to higher education. Higher education students quickly redefine their engagement with education – whether a residential institution or a distance institution – the moment they enter higher education. There is a drive to become economically active at the earliest opportunity and the general rush to complete a qualification sooner rather than later has shifted the epistemological and ontological project for the majority of students. This is not necessarily a bad thing but it does present risks, as much as it presents opportunities, to curriculum design and teaching and learning practices as well as to monitoring and managing the student body. This must be done in ways that don’t stifle these new creative tensions but still allow the institution to deliver quality-driven qualifications and graduates in order to fulfil its social and economic mandate.

I don’t believe it is the willingness or different approach of the learner, but rather the willingness and different approach of our institution.

How are you helping students at risk?

While training is presented in English and is suitable for first language English speaking learners, our unique methodology of training enables learners to repeat lessons, ask for assistance and get one-on-one advice. In this way we have ensured that we have tackled socio-economic challenges of learners from different educational and language backgrounds head-on. We also offer a range of courses and programmes to suit just about anyone. An appropriate match of learner to qualification reduces fees wastage and vastly increases success in their programme. Boston monitors each and every individual student, and where required we intervene to offer the student support through repeat lectures, support staff to offer one-on-one assistance, additional suggested reading, and our methodology of training refers to real life experiences to help put the topic into perspective.

How have you made a difference in the lives of students from poorer backgrounds?

We were at the forefront of offering bursaries, starting from our recognition of the enormous need for qualified Black accountants in South Africa. One of our graduates now works at a large bank. He holds a high position, drives a beautiful car, has an amazing family and owns his own home. Looking me in the eyes he said to me, “Without Boston, I would be breaking shop windows to survive”. That really drove home that we have made a difference in so many lives.

Inscape Education Group, Mrs Helen Buhrs, Managing Director



Mrs Helen Buhrs

How important is the creative sector and industry at large for South Africa socially and economically?

Take a moment. Look up, look left, look right—in fact spin around. Everything on you, around you and for you is designed. The hat on your head, the shoes on your feet, the system you currently find yourself in, be it business, schooling, family or sport club, the screen you are reading—everything is designed.

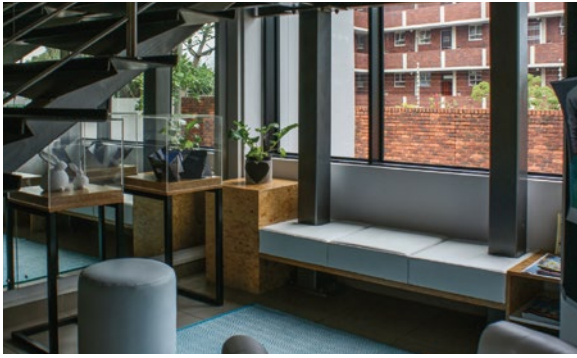
Whether you are considering the latest Tesla mobile or a new toothbrush, it is designed. Design is essentially a way of thinking, a methodology to provide solutions. Design encompasses the functionality, aesthetics, longevity and relevance of a product, system or solution. Design instills change and grows economies.

How important is higher education?

In an article in the *Mercury* (12/01/2015), journalists Leanne Jansen and Anna Cox reveal that universities are ‘bursting at their seams’, and that school-leavers have only a one-in-eight chance of studying.

The Mail & Guardian (24/01/2015) quoting the Minister of Higher Education and Training’s submission to parliament, notes that in order to fund all new applications for higher education in South Africa, a budget of R51-billion was required.

The department’s budget, though, was in the region of R9.5-billion. The Minister said the money would cover 425 095 new entrants and this would be 28 646 more than the last year. There is clearly a supply and demand deficit



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in the South African higher education sector. As disruptive leaders in our sector, we aim to be nimble, agile, diverse and responsive to the immediate and future needs of our world. This is enabled through a technology-driven strategy that is integrated in all that we do.

You believe strongly in the importance of students taking responsibility for themselves in certain areas. Please could you elaborate on this approach.

We instil a teaching approach that is grounded in the principles of Work-Integrated Learning (WIL). Graduates who leave us are confident to enter the business world.

We adopt a business approach in our curriculum and classrooms to prepare graduates for both the expected opportunities and challenges in the working world. Students are encouraged to make decisions, take responsibility and acknowledge the consequences of their action.

This approach is embedded in the curriculum and is encouraged in the management of students at the institution. Students develop the ability to reason and apply critical

thinking at each step of their design process as well as in their daily activities.

What are the challenges for South African education and what can we offer international students?

The two greatest challenges for education in South Africa will be the continued 'sheep mentality' and 'excuses around access'. We define the 'sheep mentality' as educators that choose to avoid innovation, herding their students through the same old humdrum, producing mediocrity, categorising individuals into boxes and suppressing uniqueness. Institutions who do not address access and adequately support students to achieve their full potential are a challenge.

As a country we have a richness in culture and an immense sense of ambition. We are often forced to play outside of our own comfortable space. We embrace change and we see each development as an opportunity. As responsible educators, we offer the platform in which students can engage to become exposed to this richness.

Monash South Africa, Professor Alwyn Louw, Academic President



Prof Alwyn Louw

What are the challenges of being a private institution?

In the South African context the academic credibility and integrity of private institutions stand central. Private institutions need to position themselves in the national context. This also includes their relation to industry, to demonstrate their relevance and their ability to make a meaningful impact on the regional and national development needs.

What is your secret to producing students with incredible leadership skills?

Each of our students is given the scope to develop their own potential, based on our teaching and learning approach of smaller groups with a special focus on creating social learning opportunities. Students are strongly encouraged to participate in specific extra-curricular activities such as our wide range of student volunteer initiatives, to become involved in or champion campus clubs and societies, as well as events and opportunities available through our global network. These allow our students to take active leadership roles that develop and cultivate their talents and leadership potential. Exposure to industry also enables our students to focus on developing the appropriate skills.

How are you supporting students at risk?

MSA has a specially designed programme, which tracks student participation and performance, enabling lecturers to provide proactive support to students at risk. Special focus

is given to identify high risk programmes and modules to ensure that continuous interventions provide additional support to students. This is done over and above the normal tutorial and individual support provided to all students.

How important is giving back to the community at grassroots level?

Community engagement is an integral part of the mission and strategy of MSA. Our campus has an active student volunteer programme, with continuous projects involving various sectors in the community. MSA students are passionate and proactive, with one out of three students volunteering in these student-led social change initiatives.

By integrating an active service into the learning process, students contribute to society while they improve the depth of their understanding of theoretical concepts and the real challenges in their context.

In what ways is your institution different to government universities?

MSA meets all the statutory requirements and ensures that all its programmes compare in all respects to the leading academic programmes locally and internationally. Being part of the Laureate International Universities global network of more than 80 universities provides our students with real international opportunities as well as exposure to global and local practice and content.

Southern Business School a proven leader in Higher Education

Southern Business School is one of the leading private higher education institutions in Southern Africa offering top quality higher education through distance learning. This internationally recognised Business School creates leaders in the fields of **Management, Business and Commerce, Law and Policing** by offering undergraduate and postgraduate qualifications.

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The Independent Institute of Education, Dr Felicity Coughlan, Director, and Group Academic Director of ADvTECH



Dr Felicity Coughlan

What is your competitive advantage as a higher education institution?

The Independent Institute of Education (IIE) is able to offer students a learning experience tailored for their niche needs and aspirations, as we have retained a strong focus on the particular offerings of our brands while leveraging all the value of our collective size and strength. We are able to offer students a personally appropriate experience normally more accessible in smaller environments while offering them and their families and other account payers the security that comes from our reach and scale and stability. Education is a social process that is both informed by society and needs to inform and shape it, so successful education is collaborative and responsive and flexible while not losing touch with the fundamental demand to help students acquire productive social and economic skills, knowledge and values.

What are the problems facing students at risk?

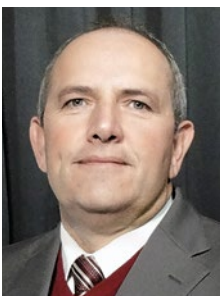
Risk is inherent to life. All students – even the most resilient – face the risk of not realising their ambitions if sufficient factors conspire against them. In SA our various legacies of inequity mean that students do not enter higher education with equal chances of succeeding for structural reasons. Our approach is to ensure that the first semester of the first year includes—for all students—a solid focus on core skills required for success and the mechanisms to identify the

particular risk profiles of students who need more than that as soon as possible. By combining a focus on core skills (such as reasoning, argumentation, academic literacy, research and writing) with a clearer focus on performance in the very first assessment in a discipline, we believe it maximises the chances of success by targeting interventions where they are needed and when they are needed. A further key part of our at risk strategy is related to the quality of our lecturers and the work we do to ensure that they are best equipped to deal with the student transition to higher education. We know that the quality of the lecturer in the first six months has significant impact on student motivation and confidence as well as integration of core skills and attitudes to work.

Why is it important to provide these students with the support they need?

Higher education is expensive – for the society and the individual – and therefore once someone has been accepted against whatever standards are set for that acceptance, there is an economic, social and moral imperative to maximise their chances of success. Current attrition rates are not sustainable and have enormous impact not least of which on the wellbeing of the student who fails. Inculcating a culture of success and shared responsibility from day one rather than a fear of failure “stick” approach in terms of student transition to higher education is critical.

Southern Business School, Chris Vorster, Principal



Chris Vorster

What are the major challenges for education?

With the digital revolution and the changing global landscape, a major challenge is to develop leaders in respect of all aspects of business and commerce who can contribute to the economic growth of the country. Innovative entrepreneurs must be educated to successfully run their own businesses and to reduce the unemployment rate. Educational institutions should adapt their teaching methods and modes of delivery to suit the new era of students. A more technological approach is imperative. We need to broaden access to higher education in Southern Africa, and private and public higher education institution partnerships are vital in this regard.

What sets your business school apart?

Since its inception in 1996, Southern Business School has had a close relationship with the industry and we develop our programmes according to the needs identified by industry. We pride ourselves on our business principles of quality, affordability, recognition and customer service. Our students are special to us and are the focus of all our actions. With

our student-centred approach we offer students—nationally and internationally—a superb distance-learning experience through exceptional student support. Our digital system using online interactive communication tools is the perfect option for the modern distance-learning student. Distance learning is ideal for the working adult who has a demanding job and wants to balance family life with work and studies.

What are the challenges of being a private institution?

As an entirely private entity and we receive no funding from government—neither for programme development nor for research. This makes the challenge of being a successful research institution more difficult; however the year-on-year growth in our student numbers is proof of our success.

How do you provide support to students at risk?

Through our student-centred approach we have a programme in place to identify students at risk at an early stage. This programme includes additional contact directly with the student and electronic support mechanisms.

St Augustine College of South Africa, Professor Garth Abraham, President and CEO

What are the challenges of being a private institution?

As a 'not-for-profit' institution, funding remains a constant challenge and we receive no financial assistance from the State, despite the fact that, uniquely amongst the private institutions, we are recognised as a National Research Foundation (NRF) Institution because of the contribution we make to the country's research objectives. A further frustration is that, although we are a university in all senses of the word (we conduct research and offer degrees from bachelor to doctorate), in terms of prevailing legislation, St Augustine is not entitled to call itself a university; this detracts from the marketability of the institution.

What is a key issue in education at present?

Improving throughput rates is essential. Research has shown that only about 25% of those who register for undergraduate study at contact universities graduate in regulation time;

about 48% graduate within five years, and it is estimated that around 55% of an intake will never graduate. These figures translate to an average throughput rate of below 20%. Government is already subsidising 50% of all students in tertiary education and it is failing to improve throughput rates. State institutions alone are unable to address the crisis; the private providers also have a contribution to make.

What are the major challenges for education?

Obviously funding... and the abandonment of values-based education. Instead of the emphasis being on advancing the common good, education tends to concentrate on individual fulfilment. For the moment the South Africa tertiary education sector is internationally competitive. Our teaching and research is of a high standard, while tuition fees are significantly lower than in other Western countries. However, we must remain vigilant if we are to maintain that standard.



Prof Garth Abraham

Tshwane Institute of Technology, Prof Elsabe Coetsee

What are the major challenges for education?

Despite huge capital expenditure on the part of government, primary and secondary education currently cannot deliver education at the required level. It poses a complex and huge challenge to progress. In the tertiary sector, many initiatives have been introduced in an attempt to accommodate students and bridge the gap to academic success. For that matter, the tendency to denigrate our institutions, especially when compared to the 'Ivy League' type institutions, is fundamentally unfair. In fact, many of my former colleagues have been recruited by the very entities who assessed us as being below the benchmark. Our lecturers are excellent, professional, effective and diligent – but more important, we deliver what the students need.

What are the problems facing students at risk?

A very high number of students entering TUT are identified as students at risk within the first term. It is clear that students entering TUT are academically not well prepared for tertiary education. They have not received sufficient career guidance and, therefore, struggle to make a smooth transition from school to university. English as language of instruction remains a clear and substantial barrier.

How do you provide support to students at risk?

In 2013 the Faculty of Humanities at the Soshanguve campus with its 13 000 students, initiated a special intervention project to assist students at risk. A senior student mentor (known as a student success rate co-ordinator) is

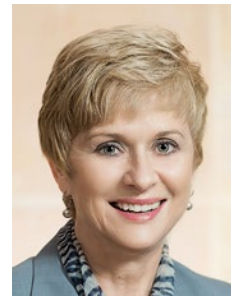
appointed per department to identify underperforming and struggling students, to determine the causes and to ensure that these students report for tutoring, mentoring and/or professional counselling. Research done on this project shows that learning and living are inseparable. Historically disadvantaged campuses, student protests on campus, and financial constraints cause numerous personal problems, which ultimately result in poor academic performance, low throughput and graduation rates. Hundreds of students have been assisted through this initiative and the success stories have been published internally, with papers also being presented at national and international conferences.

How do we compare internationally?

At overseas higher education institutions it is unheard of that a residential university, such as TUT, could have a student population in excess of 60 000 and that a faculty should accommodate more than 13 000 students. The circumference and impact of the financial constraints upon our students are incomprehensible for any overseas university.

What is your key message about students at risk?

It is everyone's duty and obligation to convince the younger generation not to destroy their own academic opportunities through the destruction of educational institutions. Our public and private sector should become more sensitive and provide support to deserving, underprivileged students so that that they too can experience the true nature of being a student and to ultimately get to taste success. ▲



Prof Elsabe Coetsee

Tribute to Gordon Patterson

On Thursday, 21 July 2016, media and marketing legend Gordon Patterson was shot and killed during an attempted hijacking. His loss has devastated the industry.

Gordon Patterson was definitely a force to be reckoned with within the media industry, having contributed to significant positive changes in the sector and having become well known in the process.

He has worked in and with various media companies such as Starcom MediaVest Group (SMG, where he was Group MD) as well as with VivaKi South Africa (where he was the chairman). Gordon launched MediaVest in 2008. He has also been the chairman of the Media Directors Circle and played a role as the Founding Director of the Advertising Media Forum (AMF) in South Africa, having retained a directorship until his death.

Those who have had the opportunity to work with Gordon or experience the impact of his work were saddened by his passing, and many shared their thoughts on his legacy.

“Gordon Patterson was one of the most honourable, intelligent, calm and inspiring men that I have ever had the pleasure to deal with over my many years in the Media and Advertising industry. He was the glue that held many aspects of our sector together, using wise counsel and a depth of intelligence to respond to both challenges and opportunities. I doubt there is another who can fill his shoes in future. He had an enormous impact on our industry and will be missed forever.”
– Sandra Gordon, *The Media Online*

“Gordon was particularly good at overextending meetings, calling for more coffee and shooting the breeze on the big issues facing the media industry. He was a font of information and a mine of good industry gossip. I appreciated the fact he’d call with feedback on an interview I might have done with someone in the

industry – always constructive. He brought a sense of calm wisdom to the industry and his strong belief in the power of print media was always on point and refreshing. Unbeknown to many he was also a powerful behind the scenes mentor to many juniors in the media industry.”
– Jeremy Maggs, *eNCA and Maggs on Media*

“Gordon Patterson was the President of the ABC (Audit Bureau of Circulations of South Africa). He invested time into the ABC and his contribution to the industry is invaluable. He will definitely be sorely missed.”
– Audit Bureau of Circulations of South Africa

“As an industry we cannot comprehend the enormity and gaping hole his loss will hold. This was a man who defined “selflessness” and, more than most, he was one of the mentors in this industry, who was here to make a change and profound difference in overcoming the challenges that lay ahead. That he did, he gave of his time, was a teacher to those he employed, a mentor to friends and colleagues, a lecturer and an academic. He will be sorely missed.”
– Nikki Lewin, *Managing Director, Alphabet Soup*

“Gordon was such a great support to myself and my family when I got cancer in 2013.”
– Jolene van der Merwe, *Media Buyer, SMG*

“Gordon was the kind of man you could not ignore. He had such a zest for life and was in constant search of adventure. When I first met Gordon, I was very junior in the industry, but he always treated me with the utmost respect and always took the time to share his wisdom or invite me to come diving. A life lived in fear is a life half lived, and Gordon definitely lived life to the full! He will be missed.”
– Melody Maker, *Digital Strategist. MEC Global*

“Gordon Patterson believed in me and gave me a chance in Media and, 16 years later, I hope to have made him proud. Thanks for believing in me Gordon I won’t let you down.”
– Gretel James, *Implementation Buyer, SMG*

“I will remember this awesome man for his kindness to all. Every morning he would say ‘Young lady, what have you been up to?’ and always a goodnight when he left. He also made sure that the security guards would walk us to our cars. Always a smile and witty comment. The best boss anyone could ever have asked for, always helpful and always cheerful. The Media Industry is poorer without Gordon.”
– Bridgette Pretorius, *Media Buyer, Zenith Optimedia*

“Gordon was a man for the media fraternity. Lead by an immense amount of media knowledge and most importantly an intense passion. We have lost more than we’ll ever get to grips in knowing.”
– Kelvin Storie, *Group Managing Director, Vizeum South Africa*

“I worked with Gordon in 1988-1991. He had the most gentle and kind soul. Not once in all that time did I see him lose his cool. Consistently positive and dealt with problems head-on. Hard worker of note! And he loved his old red Porsche.”
– Joey de Beer, *MEC*

It is evident that Gordon Patterson not only impacted on major media companies, but he also touched the lives of individuals who had the opportunity to work closely with him. His work will never be forgotten and his legacy will surely live on within the media and advertising industries.

Rest In Peace, Media Guru ▲

UFH 100 Years of Excellence

**PRESIDENTIAL
CELEBRATIONS**



University of Fort Hare
Together in Excellence



UFH – the ‘crucible of African Intellect’

20th of May saw the much anticipated centenary celebrations of the University of Fort Hare taking place at the heritage Alice campus. Despite ongoing threats of protests by students and delay of the programme, with masses waiting patiently for their dignitaries, the presidential event was indeed a success. President Zuma was joined by African Union Commission Chairlady Dr Nkosazana Dlamini - Zuma, as well as Zimbabwean President and Alumni, Robert Mugabe. The university is one of the most historic heritage institutions in South Africa and the African continent.

University of Fort Hare, Chancellor Makhenkhesi Stofile has welcomed Alumni attending the centenary celebrations, “to welcome you to what I sometimes call my stomping ground is a very sentimental responsibility on my part. Anybody who walks through the gates of Fort Hare finds it very difficult to ever leave this part of the world. They come, they see and they get conquered. So, it’s our home all of us. Welcome home” he said.

Earlier, President Jacob Zuma unveiled the design of the new ZK Mathews house at the University. Government has then announced to have set aside 13 million to refurbish the dilapidated ZK Mathews house. Mathews was the first African to obtain a BA degree at the institution. ZK Mathews utilized every moment and opportunity to craft the path that he thought would lead Africans to freedom.

Alongside, ZK Mathews, the University celebrates giants such as Nelson Mandela, Robert Sobukwe, Robert Mugabe, Sir Seretse Khama of Botswana and Ntsu Mokhetle prime minister of Lesotho. Among other great struggle icons and intellectuals are ANC’s longest serving president, Oliver

Tambo, Govan Mbeki, Mangosuthu Buthelezi and Christ Hani. Zimbabwean President, Robert Mugabe spoke as an alumnus of the University and congratulated the institution on its centenary and for being the crucible of African intellect, as he reminisced on his own times as a student at the historic university. President Mugabe expressed his gratitude and appreciation to the University of Fort Hare as this is the place he found his identity, “here I was academically born, here I was transformed and here is where I truly discovered my African identity”. The acclaimed Alumni further stipulated in his speech that Fort Hare was their Oxford, Cambridge & Yale.

President Zuma used his speech at the University of Fort Hare (UFH’s) centenary celebrations on Friday to lash out at those who claim people should resort to violent protests to attract government attention, “students must reflect and think deeply about whose interests they are serving when they all go out to destroy the future of their country. Burning schools, libraries, and university buildings means burning the future”, he commanded. President Zuma’s comments came amid the razing of UFH building by protesting students demanding their institution ‘immediately facilitate’ the signing of loan agreements for disadvantaged students, and release funds for meal and transport allowances-among other demands.

Other dignitaries that attended the event were Speaker of the National Assembly of South Africa, Ms. Baleka Mbete, Minister of Social Development and ANCWL President, Bathabile Dlamini, EC Premier, Mr. Phumulo Musualle, and Ms. Naledi Pandor, the Minister of Science & Technology to mention a few.



Rhodes University: Library Services

Ujala Satgoor is the Director of the University's Library, which is playing a major role in innovating and educating their students, and shares the University's programme for uplifting the local Grahamstown communities.



What are the competitive advantages of Rhodes University?

As a small, world-renowned African university there is ample evidence to support our claim that Rhodes University is a place "Where leaders learn". For over 111 years we have been educating individuals who have gone on to make significant contributions to the development of South African society and the production of new knowledge.

What value do libraries offer in the digital era?

Librarianship is an extremely dynamic profession and has the potential to take the lead in developing an informed nation. Information and knowledge are the biggest assets an individual may possess. As a librarian you have the capabilities to make a difference by acquiring, organising and making accessible information and knowledge to all. We need motivated and passionate young people to join us to build this profession and this amazing country.

Within the South African context, the reality of a literacy and digital divide, and the exorbitant cost of books and technologies have contributed to raising the importance and relevance of public libraries. This is being driven by the national need for entrenching a culture of reading and enquiry to complement education from early childhood; and raise the literacy rates amongst youth and adults so that they can acquire improved or new skills to compete adequately in the labour market.

On the other hand, academic libraries have, to a large extent, succeeded in securing their position as the heart of a university. To complement this, academic librarianship is evolving into areas of specialisation critical to enhancing student access, research outputs and visibility. At Rhodes University, Dr Peter Clayton, DVC: Research & Development has described the Library as "our scholarly heartbeat", which implies a centrality to the teaching, learning and research mandate of a university. The concept, Library as Place is core to library strategic thinking and planning. The impact of technology has forced library leaders to redefine and reimagine physical library spaces so that it keeps pace with how students access information, changing user needs, learning styles and demands. Studies have shown that despite the wide availability of and accessibility to online resources from several locales, undergraduate students still choose to use the physical library as their preferred learning space.

Libraries have evolved from predominantly places of quiet study and reflection to dynamic spaces that have incorporated and offer a variety of learning solutions such as individual, duo and group study spaces, chill areas for relaxation, training rooms, dedicated Information Commons and Research Commons for undergraduates and postgraduates respectively. Aside from study and research purposes, the broader university community also has access to meeting and conference rooms for use, thereby broadening the scope of engagement.

How has the university played a role in assisting students at risk?

The exorbitant cost of academic resources is a reality that confronts us as an institution and sector. As the majority of academic resources are



held with international publishers, we are currently confronted with annual subscription increases, a fluctuating exchange rate and 14% VAT on electronic resources and web-based tools. The reality of shrinking budgets and the recent challenges to higher education puts us in a very tenuous position. However we continue to work collaboratively as a sector through national and regional consortia to alleviate costs.

It is our mandate to support the teaching, learning and research project of the University. To this end, close attention is paid to developing collections and acquiring resources that complement course curricula and research focus areas.

As part of reducing risk, students are offered ongoing support throughout their stay at university. This includes training in information, research and digital literacies; access to hardware and software; unlimited access to physical and online resources; mentoring, tutoring and learning support.

While this proactivity may be evident, we are also keenly aware that students do not necessarily take up these opportunities. This may be attributed to their lack of awareness or experience of a library, their reliance on Google or their perception of a librarian's role and skills! Our aim is to ensure that students, from the outset, learn to search and filter relevant information and the ethical use thereof, so that it becomes a skill that enhances their academic performance and lifelong learning.

Is it 'business as usual' for the university?

It cannot be "business as usual" for universities today. While sustainability of the university is a priority, Rhodes University is committed to educating young people who will become agents of societal change and transformation; producing knowledgeable and skilled graduates who will be democratic citizens and ethical leaders committed to the values of human understanding, social justice, human development and service to society. To this end, it is committed to transforming as an institution at all levels.

Transformation has been steady over the years, which may be perceived by some as too slow or inadequate. However the following are indicators that it is not business as usual:

- Over 60% of the student body is made up of Black Africans, many of whom come from exceptionally poor backgrounds and who are first generation university entrants.
- Almost 65% of the student population are women.
- Approximately R30-million of operational funds is committed annually to support students from financially disadvantaged backgrounds.
- Maintains its position as a research intensive university by increasing its post-graduate proportion of the student body to 30%.
- Fostering on-going institutional and curriculum transformation dialogue through its Equity & Institutional Culture Office.
- Nurturing an environment of social awareness, cohesion, dialogue and discovery through its themed weeks incorporated within the academic calendar.
- Investing in facilities to ensure an exceptional learning experience for its students.

Aside from the academic endeavours, we see ourselves as an engaged university building meaningful partnerships with our community, and addressing some of the intractable local social and economic challenges we face as a broader Grahamstown community. With a population of around 100 000 citizens and 8 000 students/staff, the ratio creates many opportunities for community engagement. The human resource of students working in the community is being realised and currently over 1 000 students work weekly in community projects, and this number is growing annually. The mode of operation is innovative with co-management of programmes with community partners.

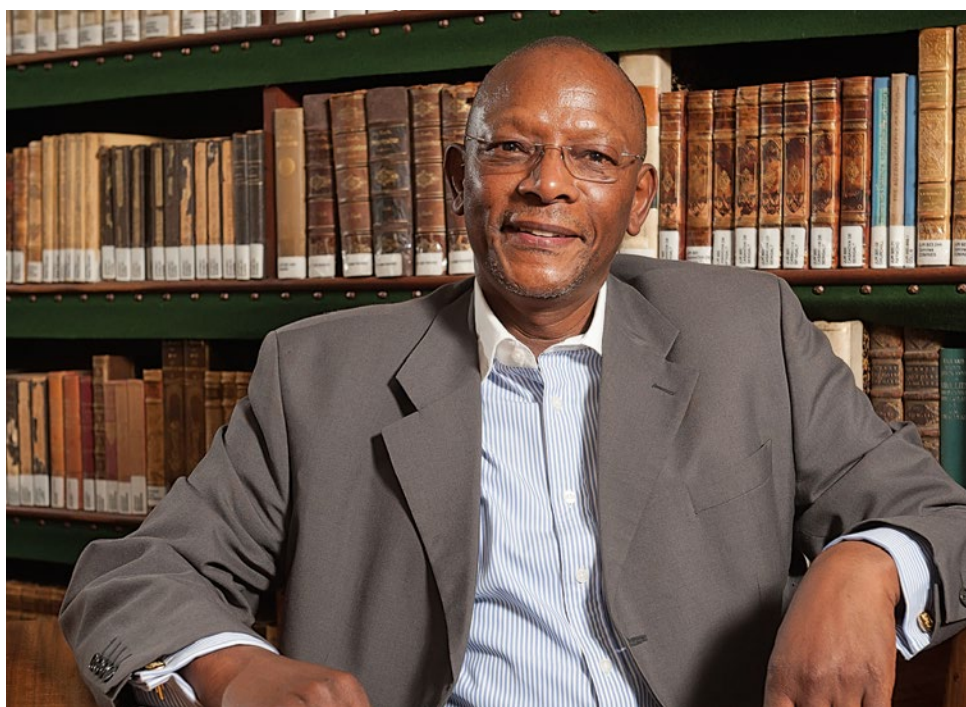
What goals have been set by the university?

At his inauguration, Vice Chancellor, Dr Sizwe Mabizela, highlighted four broad goals for Grahamstown. These are:

- Student Financial Aid: the creation of the Isivivane Fund, which is an integrated approach to secure funding from the Rhodes community and stakeholders to ensure that no academically capable but financially needy student is refused entry.
- Wireless for Grahamstown – the Makana Digital Forum has been established under the leadership of the Director: Information & Technology Services.
- Active engagement with and support for local government to enhance efficiencies and operations under the combined leadership of the Municipal Manager and the Executive Director: Infrastructure, Operations & Finance.
- The VCs Grahamstown Education Initiative, which focuses on an integrated approach to broadening education excellence to the Grahamstown community under the leadership of the Director: Community Engagement, Dean: Education and community-based organisations. Focus areas include:
 - Early Childhood Development programmes in partnership between University residences and ECD centres.
 - Virtual Learning – targeting Grade 8 and 9 at teacher and pupil levels. Currently 257 volunteers are working with Grade 8 learners in two schools.
 - Nine Tenths Mentoring – structured one-on-one mentoring programme between students and 227 Grade 12 learners at 2 schools.
 - High Impact Supplementary School – annual intensive school run for 55 Grade 12 learners to prepare them for supplementary exams.
 - Principals Training run by the Rhodes Business School and mentoring by GADRA.
 - Parent Education Programme which focuses on RU staff at employment Grades 1-5. 170 parents and 250 children are registered. Quarterly parent education workshops and academic support for all children are held. The focus is on literacy, academic and life skills support.▲

University of Pretoria: Department of Library Services

Robert Moropa, Director: Department of Library Services at the University of Pretoria, explains how the academic library at the university has ensured it remains relevant in a digital age.



their internship in our library. We even receive visitors from African universities, such as Makerere University, who want to come and learn about areas where we are excelling.

In the era of Google and Wikipedia, many people may question the value of a physical library as a centre of intelligence. What are they missing?

People seem to think that by using Google, you are able to get all the information you're looking for, but I think it's an error to leave out libraries because librarians are trained to organise and evaluate information. In a university, we have the added advantage of qualified and trained librarians, called information specialists. We assign these information specialists to academic departments and they form a strong partnership with our researchers and students so that they are able to track down the information that our clients need. They find our expertise invaluable.

One of the key phrases in our library vision is "redefining academic librarianship". We coined this phrase about 10 years ago because the environment in which we operated was changing. We realised that the kind of changes that were already happening 10 years ago was such that we were going to have to implement things that people would not normally regard as being part of,

What are some of the competitive advantages that the University of Pretoria enjoys?

Apart from the fact that the institution is a leading, highly regarded university, it also tends to be a top choice for young people leaving Grade 12. It is also known as a leading research-intensive university and its graduates are highly sought after by employers. Furthermore, academic staff members are very careful in the way they design and structure their programmes, and

the university does a lot of benchmarking so that programmes are structured similarly to other highly regarded universities.

How does the university library compare to other such facilities locally and internationally?

The library itself is highly regarded internationally and we have, for example, received staff members and students from local and international, leading universities who want to do



or alternatively, being associated with the university or academic library. For example, we have introduced what we call a MakerSpace in our library. We are the only library in Africa that has this facility, although there are a few libraries in the United States that have such a space. It is a physical workspace in the library where students, staff and faculty can gather and have room and opportunity to share resources and knowledge, work on projects, network and build models. A MakerSpace is often associated with fields such as engineering, computer science, graphic design and digital art. Soldering benches, 3D printers and specialised computers provide our clients with endless, collaborative opportunities. It's something that was never previously envisaged as being part of a library, but we've incorporated it and so, as a result of redefining ourselves, we have rendered ourselves valuable to the users and, consequently, the demand for our services has actually increased in the digital era.

So you could say that, whereas some might assume that libraries are an institution from a bygone age, you're actually showing people the future?

That's right, yes, and, in fact, even within the University of Pretoria, the library is known as being an innovative department. We've taken the lead in quite a number of areas, especially when it comes to institutional repositories, digitisation and now the MakerSpace.

What are the key trends within the sphere of academic libraries?

Within academic libraries, the demand is that libraries should provide what they call research data management

systems. Previously, researchers were not required to keep their data so, for example, after they produced an article they discarded their data. However, we are now required by law—as well as by various sponsoring organisations—to keep data and even make it available for use by other scientists.

As a result of our skills in storing, organising as well as ensuring accessibility of information, people are looking at the library as being the appropriate sort of organisation to play a role in terms of research data management. That is one trend, and earlier I mentioned MakerSpaces, this is becoming a growing trend. As we were the first library in South Africa to incorporate these spaces, we now have requests from people wanting us to help them establish feasibility for inclusion in their own library.

There is also the creation of author IDs. You might find that in one article, a researcher uses their full names and in another article, they just use their initials. This can make it difficult to bring together publications by a particular author. Researchers are now required to create an author ID to distinguish themselves from other researchers, and our library is implementing this project at the University of Pretoria to enhance the visibility of our research.

How do you engage with new students?

We are part of the official orientation programme of the university. Right at the beginning of the academic year, our Learning centre, a unit within the library, engages systematically with undergraduate and postgraduate students. They deliver a one-stop service to all our clients and promote the services, resources and products,

which the library offers to our new students. Intensive information literacy training sessions provide skills in searching, finding and evaluating information. Students are made aware of plagiarism and how to avoid it, how to write assignments and receive training in preparation for becoming researchers during their studies. As a virtual library, online support is also provided via Chat, Ask a Librarian and tutorials on our website (www.library.up.ac.za). When lecturers prescribe or recommend books electronically on our system (for assignments and tests) at an undergraduate level, these items are ordered and kept in the Study collection, so that the material is easily accessible to students.


Tell us something about the security measures you employ to protect your resources and information.

Yes, books are stolen but, fortunately, one problem that has been dramatically reduced is people tearing pages from books or journals. This is, I suppose, partly because of the move towards the digital format, so these materials are now easily available online, but there was a time when we never required students or users, even lecturers, to have passwords or a pin to access these databases. As a result of a particular incident, when we discovered that a student in the Engineering Faculty had developed a programme that enabled him to download vast volumes of data from online journals in a very short space of time, we started issuing log-in details for all users of our system.

Apart from that, we rely on the expertise of our IT Department to provide the necessary security. There is highly specialised software available, and we appoint people that specialise in these programs and they are permanently assigned to the library. ▲

Wanted: healthy roots

The battle for the future of South Africa – for an innovative, prosperous nation – is taking place on many fronts, but the most important battleground is one that is all too frequently overlooked: the kindergartens and nursery schools of the nation, otherwise known as early childhood development centres (ECDs)



Although early childhood development (ECD) is universally recognised as playing a decisive and foundational role in the success and wellbeing of the youths and adults that children will become, for various reasons, the majority of South Africa's pre-school learners are not having their needs met. The results are catastrophic: children fall through the cracks of the education system and join the ranks of the unemployed and unemployable, exacerbating our country's already serious social divisions. In the words of Jonathan Jansen: "We lose half a million kids from grade one to matric. Early education is vital."

VC. Mentor, director of the Early Childhood Development Institute, has summed up the stakes. In a letter addressed to educators in Gauteng, but whose observations are valid across the board, Mentor wrote, "Early childhood is a crucial time in our lives. It is a time when, ideally, children are nurtured physically, mentally and spiritually. Their experiences in each of these dimensions shape their lives. A child whose health, wellbeing and intellect are protected and stimulated has a strong platform for a happy, successful and balanced life."

“Many parents in our province, rich and poor alike are able to provide such a platform for their children. We all know parents with little education whose love and care give their children the strength to succeed at school and beyond. But the reality is that poverty is a powerful inhibiting factor for many.

“The struggle to survive in an economy that is still in transformation makes it difficult for many to give their children the care they need, and many families in our province do not have adults at their head to take on this crucial responsibility. The background research that underpins the Gauteng ECD Strategy shows that enduring poverty from our apartheid legacy makes access to early childhood development services difficult, and in particular access to quality provision is negatively affected in environments in which poverty and unemployment are highest.”

This opinion is supported by a report by Academic Dynamics, commissioned by World Vision, on the status of ECDs in Orange Farm,

enhanced school performance, lower repetition and drop-out rates, reductions in juvenile crime rates, reduced remedial education costs and improved economic and social productivity in adulthood. These benefits produce significant social, education and economic returns to society far outweighing the returns on other forms of human capital investment.”

Weighing in on Mandela Day, National Council of Provinces (NCOP) Chairperson Thandi Modise declared, “If you are serious about development, if you want to be true to developmental state, you need to worry about capacity. The capacity you are going to find in youngsters. You need to start there to do everything you can to identify the potential to exploit, to ensure that into the future you have capable men and women who can run this country.”

This echoes Jansen’s previously stated view that “Nothing could be more important than solid academic foundations in the early years.”

“Policy in this regard has been big on promises but lacking in the commitments that turn

pre-school learners are educated – and has been identified by the Human Science Research Council as “the country’s biggest ECD provisioning challenge”.

It appears that most ECDs, in Orange Farm as in other townships across the country, are structures that are not fit for purpose.

The report continues: “Many ECD facilities function without basic infrastructure such as running water, access to electricity or suitable sanitation. About 8% of all ECD centres have none of these basic infrastructure requirements.

“In Orange Farm, financial constraints prohibit ECD centres from building the brick-and-mortar infrastructure required by the Department of Health. This has become a serious compliance issue for ECD centres with the Department of Health. Because of this setback, ECD centres cannot progress to become registered centres with the Department of Social Development which, as a result, means that they cannot apply for funding. They are trapped in a vicious circle.”

If proper buildings are important for early childhood development, proper food is even more so. That’s why the importance of nutrition in early childhood development has been passionately advocated by the likes of Bill Gates and Graça Machel. As Gates himself said in his recent Nelson Mandela address, “Nearly one third of the continent’s children suffer from malnutrition that stunts their growth and development and robs them of their physical and cognitive potential. Millions more suffer from micronutrient deficiencies. These are impacts that last a lifetime and impact whole generations of Africa’s youth.”

Gates added, “African Development Bank President Akin Adesina put it best when he said recently that the greatest contributor to Africa’s economic growth is not physical infrastructure, but “gray matter infrastructure” – people’s brainpower. The best way to build that infrastructure is with proper nutrition.”

In her role as Chief Patron of Stop Hunger Now SA, which provides food packs to hundreds of schools throughout Africa, Graça Machel recently stated, “I’ve witnessed hundreds and thousands of times people who die of hunger, people who cannot grow, and children who cannot grow because of hunger. In this continent 43% of kids are stunted, which means they will never reach their full potential because they didn’t have the right food, the right nutrients.

Gauteng. “A substantial body of evidence from around the world indicates considerable benefits in providing preschool-aged children with structured and quality early childhood development (ECD) services and programmes. The provision of appropriate cognitive stimulation, nutrition, care and health services during this critical developmental period yields positive results such as increased primary school enrolment,

early childhood development into a well-funded intervention with qualified pre-school teachers who are well paid inside quality infrastructures.”

But what exactly are the shortfalls? The Orange Farm report identifies infrastructure, nutrition, and the capacity of teachers to teach as among the larger stumbling blocks.

Infrastructure refers to the physical environment provided by ECDs – the space in which





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This is the reality which moves me to support this initiative.”

As things stand, it seems clear that the majority of South African pre-schoolers are not getting the nutrients they deserve. As the Orange Farm report indicates, “In our own assessment we have discovered alarmingly low levels of nutrition at ECD centres. Although the children are at a critical stage of development and require the very best nutrition, they survive on a staple diet of non-nutritious pap and meat; in some cases, sausages, tin fish or pasta. Fruit and vegetables are on the menu but not provided, primarily because funding is lacking and parents are unable to afford these commodities. Once priority expenses such as salaries and essential operating costs are paid, ECD centres often have little left over for proper nutritious meals. The consequences for early childhood development are severe: something urgently needs to be done.”

Equally important is the human factor: teaching. Effective early development cannot possibly take place without quality teaching and learning. Good teachers can transform the most unpromising environment into a space for holistic learning and development. Unfortunately, it appears that here, too, the reality falls short of what it could be.

According to the Orange Farm report, “Only one in 20 ECD centres has three or more qualified practitioners. Typically, only the owner of the centre is in – or has attended – some training. Teachers or practitioners are either

untrained or training is planned for them. The reason, predictably, is financial constraints. An additional reason is that employees are always looking for greener pastures. Once trained, they leave and find more lucrative employment. This makes owners reluctant to invest in newly appointed employees in terms of training. ECD centres simply do not have the financial resources to employ trained employees.”

Lack of trained staff has dire consequences for the children: “Untrained practitioners do not know how to interact with children in a psychologically appropriate manner. Unable to manage children effectively, untrained practitioners are frequently reduced to asserting authority by shouting.

Nor do these practitioners know how to do the observation milestones as stipulated in the Children’s Act – a very sad state of affairs because different developmental areas (such as motor skills, cognitive skills, emotional intelligence, etc.) are neglected. In addition, children are often confined to one room for the whole day, especially when it’s cold or rainy. Practitioners are ignorant of suitable indoor developmental activities.”

These findings are unsurprising when one takes into account that some 50% of South Africa’s grade R teachers are unqualified or underqualified – primarily because the Department of Basic Education is employing teachers who in many cases don’t even have matric certificates, thanks to a perception that teaching five-year-olds is child’s play. According

to an audit released by the department in 2015, more than 12 000 grade R teachers don’t have the diploma required to teach grade R.

It seems the department had adopted a quantity-before-quality approach, in an effort to ensure maximum school attendance. As departmental spokesperson Elijah Mhlanga has stated, “In 2002, there were 300 000 kids in early childhood development centres. Now the number is 800 000-plus, which means the demand far exceeds teacher supply ... Now, as you know, we are focusing on quality of teachers, hence these matters come into sharp focus.”

The fact is that far from being a glorified baby-sitting service, teaching grade R takes just as much knowledge and skill as any other foundational phase teaching. Elizabeth Henning, the director of the Centre for Education Practice Research at the University of Johannesburg, told the *Mail & Guardian*, “They have to know about early childhood development ... and especially that difficult time between four and six years old when children learn to learn through symbols of language and others such as the Arabic system of number symbols.

“They have to know about all the social and psychological things that make children tick during this liminal phase. They have to be on the look-out for kids who have specific language impairments, hearing problems, vision problems, behavioural problems.”

Henning added that more black researchers are needed. “We want to develop African language, black researchers to do this work, but they don’t study full-time. Our future is black researchers who can understand Zulu and Sotho.”

The bottom line, of course, is money.

“You have to give people enough money that will equal their salary so they can study full-time. To study full-time in a PhD in education you get very little to live on in comparison to a salary of a teacher.

“Teaching is seen as a lowly job. When you look at the hierarchy right up to CEOs, teachers are at the bottom. We can only draw them if we give them nice incentives. What Finland did right is to make teaching attractive and pay it quite well. The unions in Finland are very strong, so the unions have to be there because they protect teachers and children,” concluded Henning. ▲

Greg Penfold

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Long-distance ECD

Leadership asked Prof. Rita Niemann (Academic Head of Impak) for insight into the difficulty of distance ECD teaching



What are you doing to ensure the optimal development of your students?

Impak understands that learning and development in young children are complex processes that depend on, among others things, the quality of learning experiences and the nature of the learning environment. Impak, via their curriculum, accepts responsibility for actively supporting young learners' learning experiences and provides a curriculum that is specifically designed to accommodate children that are not taught in the traditional school classroom. While Impak provides the curriculum, we cannot provide for the learning environment for home-schoolers. The facilitator's guides and learning programmes are therefore structured to provide clear guidelines and step-by-step instructions to support facilitators of learning.

Foundation phase teaching requires a balance between guidance from a facilitator and the process of discovery. It is important to keep in mind that learning is both a social and an individual process. This means that the child learns and develops in individual and social contexts. Children are not passive learners. They want to be actively involved while learning. Young learners need to be busy and 'physically experience'

while they are learning. They also need to express their ideas in different ways, discuss what they see and ask questions to clear their uncertainties. Learning programmes are, therefore, structured to provide for guided learning activities where the facilitator supports the learner during his/her individual learning process.

What are the major concerns for home-schooled children... and what is the long-term impact if their ECD and primary school development are not adequate for their needs?

While the quality of the curriculum resides with the learning provider, the quality of instruction provided in home-school settings depends on the parent. Some parents are dedicated to the cognitive and intellectual development of their child, while others are, unfortunately, not capable in this regard. There are different outcomes:

1. If a child is developed in a loving, caring environment where parents stimulate learning and allow children to explore and investigate themselves, it is a healthy learning environment – even if the parents are not trained as teachers.
2. Parents in the home-school setting must adopt various roles, referring to those of facilitator, teacher and assessor. It is important to adopt a critical stance in terms of every learner's development. Parents must be aware of the learning outcomes set by the learning programme, but also be aware of the levels of achievement and expectations that must be met in terms of assessment activities.
3. Parents who are completely ignorant in terms of their children's development or who do not provide for sufficient development opportunities negatively impact the quality of the learning experience and subsequently prevent optimal development of young learners.

What is your competitive advantage as a distance education provider?

As a distance education provider, Impak has made major contributions to the child as the individual. There are a number of players in the distance education market, but Impak is currently the largest of the providers and grows at a rate of about 40% per year.

I believe our competitive advantage lies in the fact that we provide:

- For learning in a variety of modes (hardcopy books and e-books).
- Assessments (examinations and all required tests and tasks).
- A progress reports system, where our clients can obtain progress reports for the learners at any time of the year.
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What are you doing to ensure the optimal development of your students?

The Caversham Education Institute is a small–yet innovative–non-profit ECD teacher-training organisation that is passionate about honouring the individual and developing the uniqueness of each preschool teacher.

The accredited NQF level 5 ECD qualifications offered are underpinned by the Caversham Hourglass Process developed by my brother, Malcolm Christian, at the Caversham Centre. Each workshop session is structured to include an opportunity for Reflection (of self and their role), Dialogue (listening, sharing, considering and challenging), CreACTion (taking action and implementing) followed by Ownership (taking responsibility).

To ensure a deeper, long-term impact, the courses also include a personal development component that supports both personal and professional growth. All training materials have been developed in-house and are used in all our six centres.

How have you been able to provide support to students at risk?

Caversham has a mentorship programme which acknowledges the deep and long-lasting effects of the apartheid education system - and the challenges for our second-language students. In this programme, Zulu-speaking women with

passion and leadership potential are identified during their studies and, once they have obtained their qualification, return as mentors to assist lecturers and provide support for second language students. Currently there is a team of eight mentors sharing their knowledge and skills with students. From its inception, one of the Caversham Institute's key aims was

to serve the poor, so even when there was no financial support,

20% of our income was channelled into our co-ownership or bursary programme, where 50% of a student's fees is subsidised.

What is your competitive advantage as an education institution?

The Institute is passionate about honouring individuals and has the privilege of offering training to ECD teachers from all races, age groups, religions and socio-economic backgrounds.

The ethos of collaboration (not competition) is something that we cherish as it gives students the opportunity to meet, share and work across traditional cultural divides. Another advantage is that, as the majority of our students work in preschools, our training is offered part-time on alternate Saturdays—enabling students to combine work with study.

The ethos of collaboration (not competition) is something that we cherish as it gives students the opportunity to meet, share and work across traditional cultural divides

What is your view of the future of South African education?

Despite the challenges that we face in our country, I am full of hope and optimism for the future. We are a people who are innovative and courageous and there are excellent policies but these require political will to make them a reality.

There is a need to prioritise ECD, not just with lip service but also with long-term planning and financial commitment from all government departments and support from the private sector. ▲

Freshly ground

From government to grass-roots, South African women are creating jobs while feeding the nation

An army marches on its stomach, said Napoleon, or Frederick the Great of Prussia, or Claudius Galen, chief physician to the Roman army, as you please—precisely who came up with the original quote matters less than the self-evident truth that it expresses: starving soldiers suffer loss. The same could be said of an economy: without food on the table, nobody can work. A corollary: without jobs, nobody can eat. Indeed, a hungry nation is the stuff of revolution: just ask the women of #BeatThePot, the protest campaign that currently has hundreds of women taking to the streets of Zimbabwe and beating empty pots to show the authorities exactly

why they are demanding change. That is why food security and job creation are South Africa's highest economic priorities. So why not yoke them together — and feed two birds with one stone?

That's the recommendation of no less a luminary than Microsoft founder and philanthropist, Bill Gates, given while delivering the 14th annual Nelson Mandela Foundation lecture, in Pretoria, on Sunday 17 July, under the theme: "living together".

"Ensuring growth in the agriculture sector is a highway to creating economic opportunity," said Gates. Despite the struggles that the agriculture sector is facing in order to survive, it can be transformed into a thriving business that

will put food on every table and generate jobs to combat the evils of poverty and crime.

For Gates, boosting agriculture is all about innovation, connection to markets and good governance. "Right now, most African smallholders suffer from an almost total lack of innovation. They plant unproductive seeds in poor soils in order to produce just enough to feed their family," he said. With climate change leading to more severe weather and having adverse effects on agriculture, "doing more of the same is going to bring even more meagre harvests. The key to breaking this cycle is a series of innovations at every step along the way from farm to market."

African farmers need better tools to avoid disasters and grow a surplus: seeds that can tolerate droughts, floods, pests, and disease;



Abalimi Bezekhaya micro-farmers celebrating Mandela Day with staff from the Cape Town International Convention Centre

affordable fertilizer with the right mix of nutrients to replenish the soil; and easy-to-administer livestock vaccines to ensure that flocks and herds are not wiped out.

“Second, farmers need to be connected to markets where they can buy these inputs, sell their surplus, and earn a profit they can invest not only in their family’s basic needs, but also back into the farm.

“This, in turn, will provide employment opportunities, both on and off the farm, as more prosperous farmers begin to support a range of local agribusinesses like seed dealers, trucking companies, and processing plants,” he said.

Gates added that challenges of health, education, energy and agricultural productivity can only be addressed when governments function well.

“A lot can be accomplished by focusing on fiscal governance and accountability. Here in South Africa, the government gets strong marks for the budget information it provides to the public,” Gates said.

The good news, Mr Gates, is that in South Africa, the need for innovation, markets and governance has already been recognised by the agricultural community – and in many cases the drive to increase efficiencies in these areas is being led by women.

A public-private sector partnership

Agriculture is already well positioned to take the lead in terms of job creation. Recently, AgriSA deputy executive director Christo van der Rheede wrote, “The latest unemployment statistics showed that, apart from community services (government), agriculture was the only sector to show job growth. Even if you dismiss this as seasonal, the long-term trend clearly shows the stability of agriculture compared to manufacturing. Since March 2008, agriculture jobs have made up about 5% of total employment. By comparison, the share of manufacturing jobs fell from 14% to 10% of total employment, and employment in the industry itself contracted 22% to 1.6-million, whereas agriculture grew 4.5% during the same period” (Business Day).

Now, cooperative initiatives between government and the private sector are already beginning to bear fruit, and it is women who are the primary instigators and beneficiaries alike. A prime example is the Women-in-Maize initiative, a partnership between government and the private sector set to empower 5 000

women-owned maize farming cooperatives by 2020. The initiative was launched in November last year by Small Business Development, Minister Lindiwe Zulu, in partnership with the South African Breweries (SAB) and Agricultural Research Council in Ekangala.

Eleven cooperatives with more than 120 women farmers planted non-GMO yellow maize on a total of 1 800 hectares of land in Mpumalanga, Gauteng, KwaZulu-Natal and the North West.

Women-in-Maize has subsequently been adopted as one of Minister Zulu’s department’s flagship empowerment programmes.

Minister Zulu has placed the issue of women empowerment high on the department’s agenda.” The initiative seeks primarily to

promote the inclusion of black women-owned cooperatives in SAB’s supply chain; develop skills of women farmers; improve food security and stimulate local economies by increasing procurement from local suppliers,” Minister Zulu said at the time.

The eleven cooperative farming enterprises selected to take part in the initiative will reap an estimated R11-million in profits. Farmers received training on cooperative governance and business skills from the Department of Small Business Development and the Small Enterprise Finance Agency (SEFA).

These interventions help to address some of the challenges encountered by smallholding emerging farmers in rural and township communities, such as access to market, entry into big business supply chains, access to finance and participation in the formal economy—the last most notably through being incorporated into SAB’s supply chain.

“We are determined to encourage and support women across the length and breadth of our land to establish small businesses and cooperatives in order to change their lives for the better and also to contribute to the socio-economic development of our communities,” Minister Zulu said.

“We are convinced that the economic empowerment of women will help us win the war against poverty, inequality, unemployment and abuse. Promoting women’s economic empowerment facilitates the achievement of other important public policy goals such as economic growth, human development and reduced violence.” Thanking SABMiller for its investment of infrastructure, machinery and implements, Minister Zulu said, “We remain determined and committed to work with our private sector partners to build viable and thriving small businesses and cooperatives. We will not rest until all women of our land are economically empowered.”

Testifying to the resourcefulness of South African women farmers, it only took six months

For Gates, boosting agriculture is all about innovation, connection to markets and good governance

for Women-in-Maize to begin its first successful harvest season. The beginning of the harvest was celebrated on 27 May at Ekangala Primary Cooperative in Bronkhorstspuit, outside of Johannesburg.

A 100% women-owned and run business under the leadership of chairwoman Lindiwe Masilela, Ekangala Primary Cooperative used to farm mainly poultry and vegetables and used only 15 of their 45 hectares of land to grow maize for an average yield of one tonne per hectare. Now, since participating in Women-in-Maize, the cooperative is using every square metre of ground and expects to bring in at least four tonnes a hectare, amounting to a profit of R115 000.

Minister Zulu commented, “This initiative is an example of how much we can achieve when government and the private sector work together. We are confident that this partnership will help us defeat the triple challenges of poverty, unemployment and inequality in the long term. My department is determined to empower women-owned enterprises to participate meaningfully in the economic mainstream. The task of ensuring that the Ekangala Cooperative and others across the country grow and thrive, rests on our collective shoulders.”

The 11 participating cooperatives are expected to supply SAB with some 9% of its total maize requirement—13 000 tonnes of maize—in spite of the widespread drought affecting farmers throughout South Africa.

SAB Executive Director for Corporate Affairs and Transformation, Monwabisi Fandeso, said, “We understand and recognise that, while agriculture provides the livelihood of thousands in our rural communities, it can be a great challenge for the smallholder farmer to advance beyond basic subsistence farming and enter into the commercial supply chains of big businesses. We work with small-scale farmers to overcome these challenges while ensuring land is used responsibly, food supply is secure, biodiversity is protected and crops can be accessed at reasonable prices.

“By sourcing raw materials directly from farmers in South Africa, SAB is establishing local supply chains, which help reduce costs, improve efficiencies, create jobs and ultimately, strengthen local economies.”

The Women-in-Maize initiative forms part of SAB’s strategic, sustainable development framework, Prosper, introduced in late 2014.

According to an SAB communication, “Prosper takes a targeted approach towards building strong South African communities and highlights tangible targets to be achieved by the company over the next five years in the areas of responsible alcohol consumption, securing water resources, reducing waste and carbon emissions, supporting small enterprises, including emerging farmers, and the support of responsible and sustainable land use for brewing crops.

“Prosper and its underlying socio-economic development initiatives are well-positioned to make a meaningful contribution towards national government’s Nine Point Plan, specifically its goal towards “Unlocking the potential of SMMEs and cooperatives”.

Additionally, SAB’s focus on growth and development of agriculture as a means of creating sustainable jobs, supports government’s National Development Plan’s Vision 2030 that seeks to create one million jobs within the sector, most especially in rural areas and townships.”

Taste of success

While becoming part of the supply chain of a massive corporate like SAB is one guaranteed

way of becoming an agricultural success story, it isn’t an option available to everyone. Sometimes farmers have to start from the ground up. The good news is that this way can be just as successful—it just takes a slightly different approach.

The iconic Mount Nelson Hotel is one of Cape Town’s most famous venues, whose historic location, period atmosphere and beautiful garden setting attract the rich and famous from everywhere under the sun – so it’s gratifying to know that on any given day, there are high net worth individuals who, by tasting the products from the hotel’s five-star kitchen, are incorporating a little bit of the Cape Flats into their metabolism. That’s because Executive Chef, Rudi Liebenberg, has a philosophy of farm-to-fork eating, which means he uses only the best of fresh, seasonal Cape ingredients ethically sourced from suppliers who farm sustainably.

But what’s that got to do with the Cape Flats? One of the Mount Nelson’s sources of organic vegetables is Abalimi Bezekhaya, a community farming project on the Cape Flats. As Liebenberg describes on his blog, “Abalimi means ‘the planters’ in Xhosa, and this urban farming project is run in the communities of Khayelitsha, Langa, Phillippi and other surrounding areas on the Cape flats.

The project runs organic food growing and nature conservation projects to create self-help job creation, alleviate poverty and to encourage environmental renewal. Vegetables, and sometimes fruit grown in the gardens, are sold as boxed vegetables through the Harvest of Hope kitchen; the box will differ each week based on what comes out of the garden that week.

“This is where we have created an Abalimi Bezekhaya salad, which changes weekly and sometimes daily, based on the ingredients supplied in the box. Chef’s in Planet are required to come up with a salad daily that reflects the freshness of ingredients supplied in the box.

“It has allowed us to understand seasonal availability of ingredients, it has also forced us to think outside our comfort zones. Create with what you have and not with what you want.”

Abalimi started in 1982 as a township food gardening project of Catholic Welfare and Development (CWD) in Cape Town. Abalimi became an independent organization in 1989, with two garden centres established in Nyanga and Khayelitsha. Since 2004, Abalimi has been based in Philippi, on the Cape Flats.



Now, under the strategic guidance of Executive CEO Tengiwe Cristina Kaba (South Africa’s Woman of the Year 2006), Abalimi has grown into a substantial NGO that supplies training, fieldwork support, and subsidised resources to thousands of home gardens and many community gardens.

Projects include Resource Support for Home Gardeners (through the garden centres), Harvest of Hope (a social business for micro farmers), and Youth Apprenticeship (at a training centre in Khayelitsha). Abalimi enjoys a success rate of 90%. At the garden centres, would-be home



An Abalimi farmer with Sweetness Mata, CTICC Events Services Manager, and Zanoxolo Filifili, Parking and Logistics Manager

gardeners—often semi-literate or illiterate—are offered four-day training courses in organic vegetable gardening in order to acquire the basic knowledge and skills to start their own vegetable gardens.

Follow-up offerings include further on-site training and support. Individual gardeners, groups and organisations are also offered such inexpensive, subsidised gardening resources as manure, seed, seedlings, tools and organic pest control solutions.

Harvest of Hope (HoH) is an innovative marketing scheme that supplies consumers in the

affluent suburbs of Cape Town with high-quality fresh, organic vegetables grown in township community gardens. Each micro-farming group typically consists of three to eight farmers. Most of these farmers are women, who are empowered in this way to provide their families and neighbourhoods with income and leadership. Most of the growers are women – pillars of strength in their families and neighbourhoods. Some 450 boxes of vegetables are produced weekly, supporting approximately 100 families.

The Youth Apprenticeship Project is Abalimi's most recent initiative. Launched in 2015, it is

intended to encourage young men and women to take over from the current generation of elderly women micro farmers.

Youth are trained in groups of 10 over six months to become self-sustainable gardeners who can provide for themselves and their families. It goes without saying that they will be eating much more healthily too! When youth unemployment has become such a blight on the land, Abalimi can only be praised for its foresight. ▲

Greg Penfold



BANKING TRENDS
Leaving legacy banking behind
Innovator: Gartner

TREND

Gartner predicts that, by the end of 2019, 25 percent of retail banks will use startup providers to replace legacy online and mobile banking systems.

PROBLEM

Banks face intense pressure to increase efficiencies and reduce costs while, at the same time, delivering next-generation digital services

ACTION

Bankers need to change their focus from transactions and products to customers. They need to ask how they can meet customer needs rather than delivering transactions—otherwise you risk leaving it to the customer to figure out how to get their needs met elsewhere.

BIG BENEFIT

By improving the customer experience and operational efficiencies it enables banks to pursue a longer-term strategy that moves them towards new products and business models that are able to generate revenue, to leverage partner and Fintech ecosystems to create those products and services, and to leverage existing and new digital technologies to achieve these innovations.

ADDING VALUE

Digital banking enables (and requires!) banks to build new ways of creating value based on prior business and technology innovations, as well as to pilot new approaches to conducting digital business.

CROSS-CHECK

It's vital to ensure your digital banking platform is not channel or device centric, so that it enables a customer experience that follows customers across channels and devices - whether it's the customer's mobile or the bank's ATM or a contact center representative.

DON'T YOU DARE

To not stay in touch with digital change means ignoring the way customers are living their lives and using digital technologies to do that. It means ignoring the shift of control from the bank to the customer in terms of process, as customers use their own devices now to access banking services.

Libraries go high-tech

TagTron Solutions' Managing Director, Daniel Zinner, shares some background on how technology is changing the face of libraries around the world

What do you see as the major trends and challenges in the industry?

A major trend at the moment—one that is very challenging—is the move towards digitalisation of library material and online library collections that reduces the need for library patrons to actually visit the libraries. The challenge here is to keep the libraries relevant in today's changing times and, at the same time, accommodate the move towards digital collections.

What are the key changes that you believe need to be made around South Africa in order to ensure the growth and development of the Library and Information Services sector?

Libraries need to be equipped with modern technology to make information readily available to those who don't have access to computers at home or in their schools. The libraries in rural areas, where the basic services such as electricity are either not available or not stable in supply, somehow need to be upgraded.

Your RFID systems are incredible applications for libraries in terms of automation and user interaction. How important are these facilities in terms of user satisfaction and overall functioning of libraries?

TagTron Solutions finds that library users in general, once they learn how to use the automated equipment, enjoy the fact that they can check out their own books and return them without having to stand in a queue. The young people especially find this a great attraction, and



Daniel Zinner, Managing Director, TagTron

are keen to participate in using the equipment where possible.

The larger libraries find that the flow of people through the library is quicker, smoother and less frustrating where the patrons are happily helping themselves when checking out their library books. Also, the staff are then free to be of more assistance on the floor rather than attending to queues of people.

How do you go about innovating and developing your own products?

TagTron's manufacturing arm, Bell Oak Investment, together with TagTron Research and Development has designed, built and

manufactured TagTron's very own RFID library detection system, Izimibila, which, since its launch in November 2015, has been installed in over 13 libraries with confirmed orders for many more. This successful team is constantly working on the development of solutions to address identified needs and is bringing cutting-edge technology home to the local market and, in so doing, is able to accommodate uniquely South African requirements.

What process is involved with customising systems and installations for libraries, and where do you see the usual problems or areas of difficulties that libraries have?

Basically, TagTron takes into account the size of the library's collection, monthly circulation figures and the demand for library opening hours. The larger the library and the higher the circulation figures, the more benefit can be obtained from automating the check-out and check-in function. This, in turn, relieves the pressure on staff and frees them up to give more in-depth support to the patrons and to be available on the library floor.

Can you quantify the benefits of having a fully integrated, self-service library using the latest products on the market?

A fully integrated, self-service library is not designed to cut costs in human resources per se, but rather to better utilise those resources in the fields of education and information. The more a librarian can be involved with the patrons on the library floor the better, playing his or her part in helping young people grow



and learn or assisting entrepreneurs with access to the information they need to grow their businesses – this is how we see the automation of libraries being quantified – not in cutting staff or reducing manpower.

What is the number one issue for users currently?

The number one issue for users at the moment would seem to be user waiting time in the larger libraries, with access to information being the bigger issue in the smaller, more rural libraries.

How important are staff ergonomics in terms of the wider context of building an effective, world-class library facility?

Staff ergonomics are very important. The staff complement has to be comfortable and at ease in order to be able to offer the best of themselves to the library patrons who need their attention. Well-thought out and designed libraries, which take into consideration what is required of the staff during the course of their duties as well as what the patrons need and expect from their libraries and librarians will always make a huge difference in a society that has need for lifting up its people to achieve their goals and aspirations, particularly our learners and entrepreneurs.

How do your customers apply info derived from people-counters into running or designing the libraries?

TagTron's People Counters provide easy and quick downloading of information on library usage. The times and duration of library visitors –when are the busy times, peak periods, quiet hours, et cetera. With strategically placed counters in the larger libraries, it can be discerned which areas of the library are most used at what times and on which days, et cetera. This information is very helpful when designing the ideal layout for libraries and where certain collections or library sections should be placed or made available. ▲



PAYMENT TRENDS

Opening Africa's digital wallets

Innovator: i-Pay

TREND

With people spending more time on smartphones and tablets, if your business is not online you risk slipping off the consumer radar!

PROBLEM

Despite access to smart devices and more affordable data rates, African consumers have been unable to make online purchases due to the restrictions that come with credit transactions.

ACTION

i-Pay disrupted the traditional e-commerce market in Africa by breaking down entry barriers and giving anyone with access to internet banking, the ability to make simple, secure, cashless purchases online.

BIG BENEFIT

Not only has it opened doors for a whole new consumer market, it has also given local merchants, tradesmen and artisans a unique range of possibilities for growing their businesses online.

STAND BY ME

Direct clients who use i-Pay include Italtile Ceramics, CTM, Ram Transport SA, Carrol Boyes Retail, Planet Fitness Holdings, Hollywoodbets and Topbet SA.

RAISING STANDARDS

The convenience of the i-Pay payment gateway doesn't only open up the variety of payment possibilities, but also decreases the fear associated with chargebacks or credit card fraud, meaning that there is likely to be a shift towards instant EFT payment even among the more affluent online consumers.

TAKE A BOW

i-Pay has been nominated for the FinTech Africa Awards and invited to attend the FinTech 2016 Conference in Istanbul later this year.



17th ANNUAL LIBRARY AND INFORMATION ASSOCIATION OF SOUTH AFRICA CONFERENCE 2016

10 - 14 October 2016 | Durban



Segametsi Molawa
LIASA President (2014-2016)

It is indeed a great pleasure to welcome all of you to the 17th Annual Library and Information Association of South Africa (LIASA) conference in Durban from 10 to 14 October 2016. This yearly event was deferred as LIASA, the library and information services (LIS) community and relevant stakeholders hosted the 81st IFLA World Library and Information Congress in Cape Town in 2015. Notwithstanding the high praise received for this, Conference 2016 is causing great excitement and feverish planning is underway.

The theme of the LIASA conference 2016: Libraries in Action: Transformation and Development towards 2030 seeks to capture the focus of librarians; the library and Information community at large; decision makers; and relevant stakeholders to the fact that it cannot be business as usual if a significant impact is to be made on national development.

The South African National Development Plan (NDP) 2030, launched on 15 August 2012 aims to eliminate poverty and reduce inequality within the next fifteen years by uniting South Africans, unleashing the energies of its citizens, building skills to contribute to growing an inclusive economy, and enhancing the capability of the state and leaders to work together to solve complex problems. The ongoing challenge of access to information in developing countries negatively impacts the intended development and remains a worrying factor that cannot be left to continue.

The NDP Vision 2030 provides library leadership with the opportunity to redefine their role within this context and for librarians to translate this into meaningful actions that demonstrate the value libraries add to eradicating poverty, illiteracy and unemployment with special emphasis on educational, economic and social priorities that include early childhood development, youth services, women's health and local economic development.

Alongside the NDP 2030 imperatives, other conference themes examine the response of the LIS sector following the launch of the LIS Transformation charter; and, the economics of library management in response to the realities facing the academic sector that include the student protest campaigns such as #feesmustfall and, the current negative sentiment of emerging economies as seen in the harsh depreciation of the Rand. Practitioners and library leaders have the opportunity to showcase and demonstrate the value of libraries in how national, continental and global priorities are being met.

The LIASA Conference programme is planned to allow robust debates on policy, best practices, technologies and innovations in relation to the conference theme. The topics are designed to challenge attendees and to draw out contribution to these critical discussions.

On behalf of the LIASA Representative Council, we look forward to meeting you at the conference.

DON'T MISS OUT ON THE EARLY BIRD REGISTRATION FEE!
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Soviet Union to East London

Premier Hotels recently celebrated 25 years of excellence and, for their owner, it represents a remarkable journey

South Africa plays host to many top quality entrepreneurs who have created and grown their own businesses into success stories, and it is no different for Samuel Nassimov, the owner and managing director of the Premier Hotels group, which is celebrating its 25th anniversary this year. To celebrate, they hosted a gala evening at the East London International Convention Centre (ELICC). A long list of distinguished guests graced the red carpet welcome, including Alfred Mtsi (the Executive Mayor of Buffalo City Metro), Prince Burns Ncamashe (the Prince of Rharhabe Kingdom) and Les Holbrook (the Executive Director of Border Kei Chamber of Business).

Surviving and thriving for 25 years in the hospitality sector is certainly not something to scoff at, and Nassimov has had many challenges to contend with over the years. Fortunately for Nassimov, he acquired the skill of perseverance at a very young age and it has stood him in good stead ever since. Growing up in the old Soviet Union (now Russia), Nassimov was one of four boys and had a passion for hotels from an early age. His late father and mentor worked as a cobbler, while his mother pursued a career as a nurse.

His father worked in faraway cities most of the time and was only home on weekends and

holidays, but on occasion Nassimov joined his father at work. On such occasions when father and son were making their way back home, they travelled past a “beautiful hotel” where Nassimov saw many international guests and dignitaries passing inside and leaving in high spirits. He also witnessed a band playing in the lobby, which he recalls was a sight that was “very exciting for a young boy”.

That was the point at which Nassimov’s passion began and it grew stronger as he grew up. He finished school at the age of 16 and enrolled at a technikon to study a three-year hotel management course. Unfortunately, after only six months, his father informed him that the family would be moving west—to the other side of the Iron Curtain.

However, instead of continuing his studies, Nassimov chose to “rather learn a trade”. The trade of choice was hat-making. While hats have always been big in Russia, it is also a trade that is passed down from father to son, so finding someone to teach the young Nassimov was a challenge.

However, luck favoured him as his father found someone in a remote area to assist his son. The cost of 300 rubel was the equivalent of “six month’s salary for a normal employee in those days”.

He quickly learnt the trade and soon had a job. Just short of his 17th birthday he was a full-time employee and, despite the fact that one

of his first hats turned into a complaint from a client, he made a great success out of his trade and earned enough to pay his father back and pay for his ticket to Israel.

His five months in the hat-making business also taught him a great deal about customer service and how to deal with issues that may arise. Nassimov enrolled once again in hotel school, but fate intervened as he was called up to serve his country in the army, where he was responsible for food preparation in a big kitchen. After three years of service he returned to Israel, where he then worked as a chef in many international hotels. He later relocated to South Africa.

Nassimov never let the dream of owning a hotel leave him, despite numerous setbacks at crucial times. However, perseverance certainly pays off and once again, an opportunity arose for him – this time in East London.

“The Carlton Hotel in Quigney came on auction and I thought to myself, maybe this is my opportunity – to buy, renovate and manage my own hotel. I decided to take the opportunity.”

By the time Nassimov took over, the Tourism Board had taken the one-star the hotel had away, as it no longer complied with the ratings criteria.

The goal was to create a three-star hotel and, 14 months after starting, his first goal was achieved. Once again, it wasn’t all smooth sailing. “In this time we experienced it all, from fire to floods, and many times I was demotivated.



Nassimov never let the dream of owning a hotel leave him, despite numerous setbacks at crucial times



I questioned what I was doing, but in the end decided that this was my dream and I can't give up on it," recalled Nassimov.

The King David, the humble beginning of Premier Hotels, quickly became known for its good food and fantastic conference facilities—and it still stands in all its glory today.

This success further inspired Nassimov's passion, and he decided to embark on bigger projects.

In 1996, he developed a vacant plot on the East London beachfront. This is also where Nassimov had the opportunity to meet the late, former President, Nelson Mandela, who gave Nassimov a quote he remembers to this day.

"It always seems impossible until it's done," Madiba told him.

As I stood on the balcony of my 14th story room and looked out over the East London harbour in all its beauty, it was easy to see why Nassimov was -and still is - so passionate about this project.

The right backing

Nassimov credits the IDC and Absa for their wonderful support with this project, as well as the many projects he has embarked on since. It was fitting, then, that the teams from the

IDC and Absa were in attendance at the 25th celebration.

"At our first meeting with Mr. Nassimov to discuss his financing needs, we could already sense his entrepreneurial spirit, vision, drive to succeed and, most importantly, his business

acumen," said Leon Steunenberg, Regional Manager of Absa Commercial Property Finance. "We have been privileged to witness and, at times, share in his extraordinary growth and success. We are still as proud and honoured to be associated with Sam and his group of companies today as we were 25 years ago, and we look forward to continuing our relationship into the future."

As Nassimov continued to grow within the Eastern Cape, many people began questioning

him as the economy at that stage was far from buoyant, and East London certainly wasn't thriving. However, he pulled through, "thanks to the understanding and continuous support of Absa".

It was only in 2004 that Nassimov decided to create footprints nationally, and his first non-Eastern Cape development came about when he acquired the Cape Manor Hotel in Cape Town. After this, he moved on to Johannesburg, Pretoria and then KwaZulu-Natal.

When the Premier Hotel Regent first won the tender to develop the land, it was for an indoor sports centre as well as a hotel, but they decided that the city required an ICC rather than an indoor sports centre. "This would help increase business in the area and bring more investment and, in so doing, create more jobs," said Nassimov.

"Since the ICC has opened, it has hosted many international conferences, some so big that they needed marquee tents outside," Nassimov says, "This would not have been possible without the IDC's support and investment in these three projects – 260 bedroom Premier Hotel ELICC, The East London International Convention Centre and 275 bedroom Premier Hotel OR Tambo."

The IDC made a total investment of R300-million in these three investments.

Currently, the Premier Hotels group has 16 hotels and resorts throughout South Africa, with over 1900 rooms as well as the ELICC. The group turnover is R540 million.

Premier Hotels has also created over 1500 permanent jobs for people, with many others outsourced. Due to service delivery playing such a vital part in the hotel business, Premier Hotels has also started its own tertiary education platform, The Academic College, which specialises in the hospitality sector and has trained many students, many of whom now work for Premier Hotels.

Many of the staff members have been with Nassimov for many years, and a few, including his wife, have been there from the very start with the King David Hotel.

"Premier Hotels was started by one man with a dream, however, I could never have achieved all this alone," admitted Nassimov in his address to guests and colleagues that evening. "We learn by making mistakes and we take these experiences and turn it into something positive." ▲

Ralph Staniforth

"It always seems impossible until it's done," Madiba told him

Leadership

FOCUS



Kellogg empowers women

Get to know the executive women of the global breakfast giant

Leadership

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Kellogg's salute to women



It's been 60 years since South Africa's women stood up as one to demand equal rights and opportunities, and it was a movement that helped to pave the way for dramatic transformation throughout South Africa

The historic Women's March to the Union Buildings on 9 August 1956 was a turning point on the road to freedom in our country, as women from all walks of life became allies in the struggle for a non-racial and non-sexist South Africa.

Fast forward to 2016 and we have a very different picture of what the role of women is in our society. In corporate South Africa, women occupy diverse roles and have established themselves in senior management positions that were traditionally reserved for men.

Many companies across the globe have made inclusion and diversity in the workplace part of their DNA, and one such company is Kellogg.

Kellogg Company's commitment to diversity can be traced back to its founder, WK Kellogg, who was a pioneer in employing women in the workplace and reaching across cultural boundaries.

The company continues his legacy more than 100 years later by making diversity and inclusion top priorities.

The company believes that diversity and inclusion are essential to living its values, achieving its business goals and building a

stronger Kellogg. In an increasingly competitive global marketplace, Kellogg firmly believes that it can only succeed when it attracts and retains the best talent and when its employees reflect the diversity of its consumers.

Kellogg's has gone as far as to establish a Women of Kellogg committee that is focused on empowering women within the organisation at all levels.

Let's get to know some of the dynamic women who are flourishing within the conducive Kellogg environment.

Kellogg's salutes all women this women's month!



Sylvia Radebe

Head of Communications and Corporate Affairs



Affectionately called Sylvs by friends and colleagues alike, Sylvia oozes charm and charisma and these traits have become synonymous with her work style as she tackles day-to-day challenges with an ease that is rare to come by.

Sylvia began her career as a client liaison officer at BarloWorld City Johannesburg. Her talent with people was quickly recognised and she was given a bigger scope to maximise her strengths.

To date, Sylvia has over 10 years working experience within various sectors of the economy, including the motor industry and FMCG industry. She is a qualified human resources expert with extensive experience in talent acquisition, labour law and employee engagement, however,

her zest for new challenges led her to diversify her skills and expertise, which led her to the corporate relations space.

What makes you succeed at Kellogg?

The obvious response would be to talk about my training, my gravitation towards leadership and the great opportunities that I have seized, but that would be cliché. In all honesty, it is the people behind me that make me succeed.

I have a great support system, and my biggest supporter is my husband as he frees me up from a lot of the day-to-day activities like taking and collecting our daughter from school.

My in-laws are phenomenal; both had thriving careers so they understand the dynamics of what I am going through as a career mom. My mother is also crucial to my support structure as she takes care of my daughter during the school holidays, weekends or whenever I need her to. I should also state that my unwavering passion for transformation and the advancement of women drives my success. I have stood on the shoulders of women of great courage and integrity. Now that I am in a position to empower those that come after me, success absolutely has to be the only thing on the menu.

What's the most challenging thing about your job?

It's a challenge to make sure that all employees in all areas of the business are aligned to the vision of the company, as this requires communication at various levels. Another challenge is playing the role of spokesperson internally and externally, as this requires me to share the executive team's goals and strategy and to give the public confidence in Kellogg and the work we do. Both must be done in a strategic, timeous way to ensure there is no a contradiction or conflict.

What's the most exciting thing about your job?

The challenges I face are exciting as they give me an opportunity to enhance my problem-solving skills. I also love celebrating the small day-to-day achievements and saying a big 'Yipeeee!', as it's the small wins that excite me because its lots of small wins that create the big win. What really excites me is my ability to inspire, mentor, coach and be supportive of other people in my journey, in ways that enrich and uplift their lives.

What stereotypes are there about your job that you feel need to be dispelled?

Stereotypes help us to make sense of a complex world but they can also be a stumbling block. People often stereotypically say that communications teams deal with soft issues. I beg to differ because the corporate affairs & communications function is responsible for anticipating opportunities and risk in our operating environment. This involves accessing social, economic, political, regulatory and competitive events.

With a detailed understanding of our operating environment, this business functions is also responsible for crafting and implementing the strategies that support the way Kellogg engages. These are definitely not soft issues, In addition, the communications team is tuned into issues

that are important to consumers. One such issue is responsible sourcing of our Raw Materials. Now, let's imagine that as the head of Corporate affairs & communications I took no interest in sustainability, Kellogg would miss out on what really matters to our consumers, research shows that the public supports brands that are passionate about sustainability and I make certain that we (Kellogg) do our part.

What advice would you give young girls about the professional world?

A professional career is something you have to establish for yourself. You have to be willing to learn, listen and take up opportunities to practice your craft. Having a mentor goes a long way as you have access to years of experience.

Humility is key to success and should never be compromised. If you get to the top through being arrogant and self-righteous then it will be lonely at the top. Humility doesn't mean being bashful or naïve; it means treating everyone with love and respect and having a spirit of servitude, regardless of what you may or may not gain.

Lastly, learn to say "No". When we start out in our careers we all want to please everyone. As we grow in our profession we realise that we actually have the right to say "No". Learn to say "No" sooner rather than later.

What do you now wish you knew at the beginning of your career?

For me, that would definitely be the importance of weighing up a company's values and culture before accepting an offer. As women, we need to be in organisations that embrace who we are. Another thing is knowing what I am entitled to; if I knew what I was entitled to back then, I truly believe I would have achieved more.

I am now attracted to organisations that support women and where transformation is a reality. For too many organisations, transformation remains something that is in documents and boardroom talk. I am proud to say that at Kellogg's transformation is high on the agenda of the company.

What are you passionate about?

I am passionate about the future of the country. For our country to continue to be a success, the youth needs to take the baton and demonstrate an interest in politics and how they shape society.

I am very hopeful that South Africa has the ability to do even greater things.



Taelo Mojapelo

Head of Planning and Logistics

Taelo has had a solid career in planning and logistics. Key roles she has occupied during her career include supply chain development consultant at South African Breweries, general manager at DHL Excel and warehouse manager at South African Breweries.

In academics, Taelo has earned an MBA from the University of Pretoria, MPhil engineering: industrial chemistry from the University of Cambridge and a B.Sc. (Hons) Chemical Technology from the University of KwaZulu-Natal.

Taelo is a certified supply chain professional (CSCP) and is a qualified Supply Chain Operations Reference Professional (SCOR-P). Both certifications were obtained through APICS, one of the world's leading professional

associations for supply chain management aimed at elevating supply chain excellence, innovation and resilience.

How did you manage to study and work at the same time?

I actually studied my CSCP during my maternity leave and my support structure was critical during this period; my husband's grandmother came to live with us. I come from a very tight-knit family and, as a result, I have a great network of people around my nuclear family. During my MBA my son went to live with my parents to afford me the time I needed to focus on my studies.

Tell us about your current role at Kellogg?

I joined in August 2015 and my first day was truly a baptism of fire. My role is diverse and covers sales and operations planning (s&op),

demand planning, production planning, distribution, logistics and customer service. My team and I have made steady progress in these areas in South Africa and we are now geared to make a tangible difference in other sub-Saharan countries.

Another key aspect of what we do is ensuring we have the right distribution partners in countries where we do business. A distribution partner must be able to reach our target market timeously and also be aligned with Kellogg's values.

How would you describe yourself?

It depends on who is seeing me but, generally, I am bubbly and always smiling, although at times I do tend to take things seriously. I have a strong sense of accountability and I battle to understand people that don't feel accountable for themselves. I am so committed to being accountable and have taught my 11-year-old son that this is an important attribute because I believe that if you are not accountable then you cannot grow to realise your fullest potential.

What are the secrets to succeeding as a career mom?

Before I join a company I always check to see if the company emulates my values because I believe that your workplace has to be a part of you wherever you go.

You cannot separate your personal life and your work life - the two have to integrate. As a result, I develop a very deep bond with any company I work for and don't job-hop.

If I have a crisis at home, it's important for me to be able to work from home. With regards to my children, they understand my role and this helps when there are times that I have to be away from them because of my job.

What's the most challenging thing about your job?

Change management is demanding. Our staff members are diverse in that there are employees that have been with the organisation for over 20 years, while others have been there for less than a year. Each group has different needs and requires me to manage change at different levels.

What makes your job exciting?

My role is highly dependent on the macro environment, so every day is a different day. Nothing

is ever routine, but the newness of things is very exciting.

How do you go about making difficult decisions in your work life?

You have to take out the fluff and emotion of a situation and look at the cold facts. I also consult my peers and mentors before I make a decision.

What inspires you to do your job?

My strong desire to succeed enables me to do my job and to do it well.

I don't think anyone has a desire to fail, however, I do think that people tend to think success is a must if they desire it enough. Desire in itself is not enough - you have to be willing to work hard.

What do you do to relax?

I read a lot and love literature. I am also an external examiner for supply chain. I play squash and love to swim. Finally, I enjoy cooking and baking

What's your motto or life statement?

The art of the possible.

Xolile Mbatha

Head of Product Development

Xolile started her work life in KwaZulu-Natal as a food and quality technologist with the well-known brand Rainbow Chicken. She later moved to Johannesburg and worked for various food companies as a product development technologist. A career highlight was being the research and development manager at Tiger Brands for the Breakfast division for a period of six years.

With a staff complement of less than five employees, the product development team is lean and has a focus on nutrition, packaging and production technology. A core objective

is to come up with new products based on consumer research and technological advancements; this requires them to work very closely with Marketing, Finance and Supply Chain departments.

Describe yourself in a few sentences

I'm a very passionate person and love what I do. I am also humble and driven. I am very results-driven, so I like to see things through to completion.

I would also say I am passive-aggressive because I get very frustrated when things don't move. I am the type of person who will jump in and do things myself to ensure that we achieve what we set out to achieve.

How has your education played a role in your career success?

I started off with a food technology diploma, then a Bachelor of Technology in food technology. While I was at Nestle I worked with various internal stakeholders and realised that I need to have a deeper understanding of how products are viewed by the consumer, so I decided to do a degree in marketing management. The last qualification I did is an MBA from Henley Business School.

What are your strengths?

I would definitely say perseverance, as I just don't quit, no matter how grim a situation appears. Quitting is not an option. I love

working with numbers, so my financial responsibilities come naturally to me. The nature of my job requires me to work with various internal stakeholders so I also make a point of constantly working on my interaction skills. It is important for people to feel at ease around me as it speeds up the working process and makes the work easier.

What are the secrets to succeeding as a career mom?

I like to call myself a different kind of parent in the sense that I am not clingy to my child. I am able to let go when I need to focus on my work, without being apologetic or guilty. For instance, I usually get home around 6.30pm, have dinner, and then do homework with my son. After that, he goes to bed and I get back to work on my laptop.

What stereotypes are there about your job that you think need to be dispelled?

People generally seem to think that my job is easy and that it takes a short time to execute the various processes.

Consequently, this leads people to think that product development should not cost a lot of money. These assumptions could not be further away from the mark. The background work involved in what I do is intensive and costly. For instance, the price of the raw materials we use is continuously rising.

What career advice would you like to share with young women looking to embark on a career in the professional world?

I would say that it is important to understand the fundamental technical knowledge that is required to execute the job. However, it is also important to diversify your knowledge in order to understand the functions of your stakeholders. To grow in a career path of managing product development, one requires both a technical background and a business mindset - being too specialised may be limiting.

What do you now wish you knew at the beginning of your career?

I wish I knew then that people are not always as they seem and that they don't always see your efforts. Now that I know this truth, I focus more on meeting my objectives than on trying to make everyone happy.

What do you think is the biggest challenge that women face in corporate South Africa?



Women are not taken seriously at all levels and, as a result, women don't voice their opinions or desires. They allow their voice to be taken away.

What motivates you to do your job?

I am very lucky to have a great boss who gives me ownership of what I do. I am allowed to make strategic decisions and operate autonomously. I am also motivated by the scope of my work as the products I work on get launched into the rest of Africa.

How do you relax?

I enjoy early morning runs as it helps me keep my weight down and also refreshes my mind. The expression "there is no place like home" is so real to me as I adore being at home in my own space. I also love to read.

What innovations can we expect from your department?

Kellogg's has taken an initiative to remove all artificial ingredients from their products, including all artificial colourants, flavourants and preservatives, to be replaced with only natural ingredients. The plan is to have all Kellogg products free of artificial ingredients by 2020. Kellogg is a health-conscious food manufacturer and we are governed by our food beliefs. As such, we will also be lowering the salt and sugar content in our foods.

If you weren't Head of Product Development what would you be?

Shoes are my passion, so I would definitely have my own shoe company. I love shoes and can't get enough of them. ▲

Leading HR practice

Although the human resources function at academic institutions is very similar in content terms to that in the corporate world, it is also very different when considering the contextual differences, especially when it comes to retaining and developing academic leadership



With increasing numbers of ageing senior academics at tertiary institutions making their way to retirement internationally, we're losing large numbers of the world's academic expertise and leadership. This has become a concern for HR departments at universities worldwide.

"Higher education HR departments at universities will have to find ways to work with accelerated new and innovative processes to optimise development," says Amanda Glaeser, Executive HR Director at the University of the Western Cape (UWC), in an exclusive interview with Leadership magazine.

She states that the key to success is to have the key academic leadership and professional support leaders to lead the activities that will result in the success of a new generation of academic and professional staff—HR is the partner to facilitate processes and provide

support. "At UWC, we are fortunate to have a new generation of leaders who are stepping in to do so." She says.

Do you think that HR is visible enough in the higher education sector?

At UWC, the Executive HR Director is fortunate to form part of the Executive Management Committee, this makes HR visible and part of the core discussions pertaining to the university. Unfortunately, some other universities have this specialist role reporting via a different function or general senior role, thus not forming part of the centre where decisions are made—I think this design impacts negatively on the HR profession with regards to working in a fully contextual way.

It's not necessarily the best for higher education that the HR function is not always optimally applied and used; this may be as a result of a history, where expectations were only for the transactional deliverables in an HR division.

How does UWC go about creating excitement around leadership?

Our context naturally provides the anticipation of possible disruption in these times, creating many sleepless nights. The "Fees must Fall" (FmF) phenomena demands great and unique leadership thinking; it requires input and influencing of a nature that is uniquely emerging and may not even exist in a tangible form.

The environment is unpredictable and requires adaptive thinking - the "how" of leadership outstrips the "what". When developing leadership competence, there is a need to identify one's own contextual competencies to bring about the desired result; the existing leadership models and formulas are unlikely to produce the desired results in new and emerging situations. For adults, the excitement in learning lies in the level of participation to find new solutions via collective insights that lead to breakthroughs by design. This is how our VC and Rector, Professor

Tyrone Pretorius, led us through the FmF challenges last year—mindfully and purposefully, driven by concerns for everyone's wellbeing.

If you work with adults, especially knowledge workers, learning must be voluntary. You can't force people to acquire new competencies in order to keep up with the pace of change, they need to have the inherent desire to change with the world to remain relevant. The uptake of leadership modules that are available at UWC has not been as high as it can be, however, those who participated fully have said that these programmes have changed them, some significantly, so this is very rewarding feedback.

What is UWC doing to develop and retain talent?

We have various processes to support people, ranging from onboarding practices, development discussions and finally, individualised plans to optimise individual progress, but this only happens when the line leader and the individual participate with equal commitment in using our processes, of which the Performance Development System is one. We believe learning happens when individuals are determined to succeed, continuously improve and have an innate desire to help others. HR facilitates and provides support, but is only the energiser in the process—the formula for success is with the line leaders who are challenged with many demands, so it remains a matter for great focus in HR.

Our rewards model identifies key aspects that are important to reinforce our culture, and we are currently reviewing our value proposition to accommodate new needs and renewal for future generations.

We have also learnt that people don't just work for the money. We compare nationally, internationally and with corporates in order to know exactly what our affordable positioning is.

Our lecturers identify students in their post-graduate years, channel them into academic



UNIVERSITY of the
WESTERN CAPE

careers and develop them as part of our Talent Stewardship Programme (TSP).

Is there a difference in HR, comparing the corporate sector and the education environment?

The workplace activities are so different, yet there are issues of content around human resources that are very similar everywhere. However, it changes when you start talking about context—for example, people's world views, the concept of leadership, diversity and the workplace culture are vastly different. One big difference is that the university is all about people. There's nothing else to compete with; the knowledge workers, students and professional support staff provide a web of diversity of many dimensions, which is not evident in many workplaces. Each workplace has a purpose: to understand why things are done in a particular way. Universities have high degrees of individual thinkers who need to be led in order to also align their personal goals with that of their university's. A university's goal is to create new knowledge through research, apply it to teaching and learning, and has, as a result, produced new generations of thinkers and inventors whilst also reaching out to communities for progress towards a better world. The pace is slower and, contextually, we are looking to "gold collar" workers, with much autonomy and freedom of thinking to deliver to the academic project. The intersection between academic staff, students and professional staff, who have an enabling role, can be a complex scenario, and therein lies many challenges. UWC has seven faculties with different views of what the priorities might be. They are mainly all deep and narrow specialists, so it's far more complex than in a corporate environment.

Technology has brought with it a new speed in working environments and academic institutions need to catch up with technology. What are the challenges in this regard?

There are many challenges, but the core issue is that HR needs to start patterning the work activities so that people can embrace both planned and emerging ideas. The critical role that HR should play is to help facilitate needed change in a positive way. It is about playing a firmer change agent role to move towards the future and help people go through that cycle of change with optimal positivity. If you don't

have a highly technological, cutting edge environment, you'll have difficulty attracting the talented millennials, who see it as beneficial to work with the latest technology. Universities are now planning to offer undergraduate courses completely online.

This creates the impression that we may not need everything that's currently in practice, and that requires creative thinking and open-mindedness towards change. We can't take it for granted that everyone will think and believe that we're going to work better and smarter because of technology. People, more often than not, feel threatened that their skills may become obsolete.

The human challenge may well be more engagement by working in networks and teams; this can bring about a collective understanding of how we meet the future with the same goals in mind.

Government's nGAP programme is aimed at ensuring we retain skills among education staff. Can you share your views on this initiative?

There's a high number of retirement at our South African universities, and that's where nGAP comes in. Government recognised this crisis and started the nGAP initiative, which will make a big difference.

At UWC, we have introduced the Talent Stewardship Programme (TSP)—nGAP is an important component of it. We also have one other funder but require many more to help us reach our target. We have people from various backgrounds on the TSP, and it is HR's role to design good processes and development programmes.

Our Deputy Vice-Chancellor Academic, Professor Vivienne Lawack, is driving the programme and HR has a supportive role.

The success formula remains—leaders developing leaders, it is not abdicated to a support division.

Do you believe that we will be able to retain skills through nGAP?

Undoubtedly. Look at human resource surveys: one of the biggest issues that always feature is that people feel unsure about their future in organisations.

We have to make it tangible for people and create ways to make it possible for them to move up the ranks at an accelerated pace. It

has been said it takes 26 years to 'make' a professor, and that is too long. We're seriously looking at accelerated plans to get people into key academic roles.

If you could add anything to the nGAP programme, what would that be?

It's very important that we don't just groom these candidates to be good academics, but also to become true leaders in academia. We really have to look at adding the people and leadership competencies to their development.

The younger generations aren't necessarily interested in taking up leadership positions. They've learnt that those are tough jobs and they're not readily volunteering.

They need a lot of encouragement and support to make it attractive for them to aspire to leadership roles.

What has UWC done to align itself with nGAP?

We are busy launching an institutional operating plan, but in the previous plan, before nGAP was introduced, we already identified that we needed a specific focus on talent development in order to build capabilities. We have good processes in place to do this.

We piloted it in the Law Faculty as an initiative of the dean in 2013 and it yielded excellent results. These programmes are more effective if leaders are actively involved, and that has been very successful.

This was before nGAP, and we're now designing professional, accelerated programmes for these individuals. The more funding we can get for this, the more we can fill the South African academic trajectory with academic leaders.

What is the recipe for success to have staff look at HR in a positive light?

We need to balance the ambiguity of being consistent with measures of flexibility to enable the execution of faculty and divisional goals, thus we have a 'can do' attitude, which helps when some requests are not possible in a highly regulated governance system. We always try to remain supportive.

I do think our general climate view in the HR division is to be kinder than necessary, because everybody has their own struggles.

It's important to have that climate, together with a sense of accountability. ▲

Dynamic Felling Yende's leadership sees the FP&M Seta grow

Felling Yende, the dynamic CEO of the Fibre, Processing and Manufacturing (FP&M) Seta, talks to Leadership about managing what has been described as arguably the toughest skills training authority in South Africa.



Felling Yende

She was appointed as CEO in February 2013, two years after the national government decided to cluster a number of inter-related sectors together to strengthen their value-chain linkages. The resultant FP&M Seta is made up of 13 sub-sectors, ranging from clothing and footwear, forestry, wood products, pulp and paper, packaging, printing, print media, publishing, furniture, general goods, leather and textiles sectors.

Since her appointment, Yende's vibrant leadership qualities have seen FP&M Seta enjoy considerable growth, in so doing maximising sustainable skills development for all industries that fall within the sector.

"The fibre processing and manufacturing Seta is unique and its main objective is to facilitate development, and what this means is how it has been formed in terms of the value chain. We are servicing 13 integrated sub-sectors, starting with forestry and forest management, which

goes right up to the second phase of manufacturing pulp and paper.

We also work with the service providers of our end products like the printing works that print newspapers, and this is what makes our Seta quite exciting," says Yende.

She explains that, as a leader, you need to inspire trust and keep on striving higher, whether it is in terms of the vision of the organisation or its strategies. "Our primary goal is for us to be able to effectively identify what fully

trained skills development is necessary for each sub-sector. We have to do research so that we are market relevant and we respond to labour market requirements.”

She says her organisation has a team of academic researchers that the Seta is funding and they are expected to “give a ladder of learning across all present sub-sectors”, meaning that, not only does the Seta look at typical skills across the sectors, it also needs to identify emerging skills required in the next 10 to 20 years.

“Since my appointment at the Seta, we have established what we call the international leadership development programme. This programme looks at recognising high performance and supervises the trainees to be entrepreneurs in the different sub-sectors. We are focusing mainly on people from previously disadvantaged communities, although there are still opportunities for trainees from other backgrounds.

“What we do with this programme is look at emerging strategies in the manufacturing sub-sector relating to fibre processing and manufacturing, such as looking at the technology around process engineering and manufacturing of the fibre and pulp to paper in the primary, secondary and tertiary value chain.”

However, as a Seta we decided that not only do we have government qualities, but we also need to bring in some commercial flavour to the work that we are doing and to focus on high level stakeholder engagement where we can understand the challenges that co-exist with our sub-sectors so that we can come up with a strategy that works.”

According to Yende, the Seta’s communication strategy is very important as people often don’t understand what government departments and organisations do. “It is always said that government communicates less. What we are doing in terms of the Setas is to talk to different potential beneficiaries, so the beneficiaries for us would then be employers, learners and unions, etcetera.”

Yende explains that, in order to spread the word of what the FP&M Seta is doing, they have quarterly workshops where they invite a large number of delegates or stakeholders. It is at these events where the practices and systems of the Seta are explained, in addition to their strategic interventions.

“We have to still go further and use the print media and television to communicate the work that the Seta is doing. We have also just put a communications strategy together that we are airing in August in celebration of Women’s Month.”

Prior to her appointment at FP&M Seta, Yende’s career saw her leading, amongst other ventures, a successful R200-million project aimed at strengthening maternal health systems in Southern Africa and a bursary programme to equip rural engineering students. She is conscious of the life-changing impact that the Seta is now having on people.

“When I joined the Seta in 2013, I was inundated by negative emails and complaints relating to inefficiency in respect of such issues as payments and documents not being delivered and so on. Three years later we are seeing a hike in terms of stakeholders that are wanting to re-join the Seta - those that were dissatisfied are now coming back to the Seta because they are seeing the value.”

The Seta had been forced to revise its strategy in terms of the allocation of the discretionary grant and budget.

“We decided that what we need to do is to support our employers whose companies are stable, but we also wanted to see an investment in our communities and to empower them where we actually have a footprint. As a result, we agreed that we will also support non-levy paying companies as a way of ploughing back to communities, because this is where we do our business.”

Developing women is top of Yende’s agenda and the Seta established a programme earlier this year that focusses on women leaders.

“We have opened up for women at leadership level who still aspire to go further in their leadership roles and to grow strong in their businesses. We are currently working with women across our 13 sub-sectors in forestry and furniture.”

Yende says that the Seta is also working with a group of women who have been supported through Media 24 and SANEF that went on an editorial course at the University of Witwatersrand.

“We also have women in this particular programme who are fashion designers or in high-end diamond production processes. Our aim is to support them to establish unique boutiques and high-end fashion wear rather than simply ending up at mass-production level.”

Yende also believes that increasing writing and publishing skills is crucial for developing rural women.

“We do have women in publishing but we can have more women, particularly coming from rural areas, because writing is not about being in the suburbs or being in Johannesburg. People read everywhere and people write everywhere, so we want to tap into the rural areas and draw more black women into the writing field and into publishing.”

Yende explains that the publishing employer organisation is revitalising strategies to make sure that women in rural areas get to learn about the importance of reading and writing and, in particular, the job opportunities in the digital writing and publishing space.

“In my sub-sector we have a whole lot of opportunities for women.

When I visit a project I am so excited to see the quality products that the women have produced and I see that we are winning and beginning to realise the results of interventions.

Eighty-one percent (81%) of Seta learners are absorbed after completion and seventy-one percent (71%) of the unemployed graduating from apprenticeships found employment.” ▲

Batseta

The Council of Retirement Funds for South Africa, Batseta, is a professional industry body that represents the interests of retirement fund boards of trustees and their principal officers

Batseta is well positioned as a strategic contributor in shaping the retirement industry landscape and, by doing so, allowing retirement funds to take ownership of their own destinies.

“Before Batseta, there was no single voice that represented the needs of all funds and their fiduciaries,” explains CEO, Anne-Marie D’Alton. “During the company’s establishment, the founding members worked in unity from the start.

There was great clarity in terms of what should be done to transform and professionalise the retirement fund governance system. They knew that there was a small window of opportunity to form an organisation that has legacy value so that fiduciaries, their members and industry at large will reap the benefits for generations to come. It was pioneering work.

“The journey that followed I can only describe as the most enriching, personal growth experience that any CEO could ever dream of.”

Batseta is run by an interim board, which comprises representatives of organised labour, the Principal Officers Association (POA), employer trustees and industry experts, and is supported by a full-time secretariat. Batseta is active in promoting the transformation of the retirement industry at all levels, resulting in a shared, positive experience.

“I’ve had a very good learning experience with Batseta and the way it is run,” says Lindy Wingrove-Gibson, Independent Principal Officer. “I deal with a lot of boards of trustees for pension funds and, although very similar, the Batseta Board is different in that the Companies Act applies. So it has been an exciting, new experience for me.”

Lidia Visser, Principal Officer of Sasol says that “being a board member allows me to be an active participant in industry matters. We have a genuine opportunity to impact the lives of fiduciaries in a real way by opening up training and development opportunities.”

Both women explain that key tasks of board members are to grow the membership of the

organisation, to oversee the development of various policies, to raise funds so that the organisation is sustainable and to prepare for the establishment of the permanent board that will take over in 2017.

A key focus for Batseta is its efforts revolving around the upskilling and continuous professional development of the retirement fund fiduciaries in partnership with other stakeholders. Members can trust that Batseta has assessed the quality and standard of training, that it is relevant and of educational value.

“The Batseta Fundamentals CPD programme consists of workshops on retirement fund governance and ethics, investment fundamentals and active ownership, drafting of investment policy statements and financial management,” says D’Alton. “The aim of the programme is to ensure that everyone is exposed to the same body of knowledge so that members, irrespective of where they are, learn the same material. Batseta hosts an annual conference and four quarterly seminars as part of the efforts to retain competencies.”

In addition to the above, Batseta has developed with industry stakeholders, a full qualification for Principal Officers under the umbrella of the Quality Council for Trades and Occupations (QCTO). It’s the first registered formal qualification for Principal Officers in the world.

A large part of what makes the organisation such a smooth running operation is the Batseta culture, which is one of stewardship and collaboration. “Most of our work depends on team effort,” says Bridget Mawelewele, Marketing Communications Intern. “We do not undermine our individual strengths. We can each contribute in our individual capacity to meet the broader goals of the organisation. We work in an open environment that encourages participation and provides opportunities for constant interaction.”

Education and Training Intern, Keamo Tshatsinde agrees, explaining that in most cases, when there is an issue, they sit as a team and discuss the matter together, getting

input from a range of people. “In the few months that I have been here, I realised that everyone is given an opportunity to give their view and share their knowledge before a decision will be made.”

“This manner of working is not reserved for staff only, as open communication amongst stakeholders and members is equally as important”, explains Jabu Mngxekeza.

“As an organisation, we listen to the needs of our stakeholders and members, and try to reach their goals with the help of our service providers who are there to assist in training and presentation. This industry is helping people to understand the importance of saving towards their retirements and it enforces good governance to service providers and principal officers. Without cohesive communication and understanding, the goal of having a consistently bright retirement industry in SA will not be achieved.”

One of Batseta’s goals is to be financially sustainable. “We are well on our way,” says Lucretia Mosing, Financial and Administration Manager. “We have signed up our first 50 retirement funds and our professional membership surpassed the 250 mark.”

Batseta already represents the top 100 funds that manage close to 80% of the assets under management within the industry. Mmaletsati Mahlalela who is responsible for membership fees appreciates the positive attitude of members.

Batseta is proud of their working environment and the general assistant Elizabeth Ramalepe makes sure that the offices are presentable and that visitors feel welcome.

The CEO, D’Alton, concludes by saying, “Batseta is a Bapedi name that refers to a council of the elderly or the wise, a council who can resolve problems. This is who Batseta is to its members, a place where they can find solutions to their challenges as well as guidance and support as and when needed. The Batseta team is there to help you navigate change to prepare for the future, ready to lead and ready to serve.” ▲

The Batseta TEAM - Together Everyone Achieves More



Anne-Marie D'Alton, Chief Executive Officer



Lindy Wingrove-Gibson, Independent Principal Officer



Lidia Visser, Principal Officer of Sasol



Jabu Mngxekeza, Office Manager and Executive PA



Bridget Mawelewele, Marketing Communications Intern



Keamo Tshatsinde, Education and Training Intern



Lucretia Mosing, Financial and Administration Manager



Elizabeth Ramalepe, General Assistant



Mmaletsatsi Mahlalela - Accounts Assistant

The Courier Guy

What started out as a once-off favour for a friend has developed into a growing national courier business says Helga Steenkamp, who heads up The Courier Guy's Human Resources and Franchising department



Founder Stephen Gleisner

The Courier Guy has grown from a one-man-and-a-motorbike operation into an extended family of customers, franchisees and owner driver agents. Today it is one of the fastest-growing courier companies in South Africa. Founder Stephen Gleisner started the business by doing favours for people in 2000 – collecting and delivering documents and small items. As this circle of friends grew he employed another driver and set up an office. Today he manages an extended network of employees, franchisees and owner driver agents across South Africa.

Stephen comes from a franchising background so, when it reached the stage that the number of deliveries and the demand for services became too much for our small team of drivers, the Courier Guy expanded through franchising.

The company is structured through franchising as well as an owner driver scheme, thereby eliminating unproductive environments and empowering individual entrepreneurs. It would welcome enquiries from prospective franchisees or from those interested in purchasing a kiosk.

We now have approximately 243 owner drivers nationally and our franchise concept has evolved over the last two-and-a-half years

from the “man in the van” concept, where a franchisee had a designated area that he worked and operated in to The Courier Guy Kiosk brand. About a year-and-a-half ago we established our first Courier Guy kiosk in Klerksdorp.

The kiosks are situated in regional areas and operate almost like a satellite depot. All kiosks are situated in retail areas where “popping in to the kiosk” is part of a daily routine. Visiting a kiosk to collect or drop of a parcel, make use of the internet service, purchasing packaging material and a quick chat with our friendly kiosk staff is all part of the experience. The town in which a kiosk is situated is also serviced

daily and customers have the option of having parcels collected and delivered to business and homes alike.

Our first franchise kiosk recently opened and the franchisee is already have their eyes on the next one! To date we have opened 13 kiosk stores, their locations are on our web site under "locations".

Our focus on enterprise development

Enterprise development is something that is very important to us. Not only job creation but also opportunity creation is what fights unemployment and gets a nation working. We looked at ordinary guys working to earn a living and at the possibilities that are available to them to be more than just being employed.

Unless you have a vehicle or family that was able to invest in you, you are not going to have a financial institution investing in you. So, what we have done is partnered with the Super Group, particularly with Tommy Martin on the West Rand and potential franchisees are able to rent a brand new vehicle with the correct canopy and signage. They pay a premium for that but they then have a vehicle that they can operate with and earn money so we can show the bank that there is affordability. There is an accounting partnership we work with that assists in registering a company, thereby taking it a step further. Once it gets to the stage that a driver is making too many collection and delivery stops in a day he might approach us about putting a second vehicle into operation. Some of the owner/drivers may indicate that they would prefer to give an opportunity to someone else that weren't always able to secure the finance. In doing so they help to "make the circle bigger". There are a number of people who started on the rent-to-own basis and initially financed their first vehicle but who have now financed the second. We have an owner/driver in Durban whose fleet has grown to 10 vehicles and another in Cape Town with 6 vehicles.

Our approach to marketing

Word-of-mouth is extremely important for us, and so are the drivers or the owner/drivers

being active in their respective areas with neighbourhood marketing, promoting The Courier Guy. In doing so, they promote The Courier Guy in two of the biggest ways that help grow our Company. Neat; clean branded vehicles are movable bill boards, nationally.

Owner/drivers are encouraged to grow and expand their areas and are always on the lookout for potential new customers.

They will approach a potential new customer and ask for their contact details for a salesperson to get in touch with them.

In doing so they can generate additional income for themselves as they are remunerated for leads that secure an appointment for the sales team. The next time that a friendly TCG owner/driver approaches you to interest you in our services and ask your details, you know why.

Our founder, Stephen Gleisner, is someone who believes that the customer is always right. We teach people that if you handle a package or if you've handled a query or if you were involved in this in some or other way then you follow it to the door.

The issue is not what went wrong, but how we recover from it and provide customer satisfaction.

We really mean it when we say, "we would love to handle your package".

We like to think that what sets us apart is our approach to sorting out a problem when something goes wrong and this also helps us with word-of-mouth marketing.

Using technology to improve our operations

When the driver does a collection he uses a hand-held scanning device to scan a parcel so that it is tagged as having been collected. Our customer can inform their client that the parcel has been shipped by The Courier Guy and can provide the waybill or tracking number. The person awaiting the delivery can then go to The Courier Guy website to track their package live on the website.

The XOC website for non-account holders allows anyone wanting to send a single gift/

envelope or package - or for smaller companies making an ad hoc shipment - to arrange for collection of a package.

With the growth of online shopping, our technology is suitable as a "plug and play" application for some ecommerce sites. In other words, if you are selling online, our technology can calculate what the shipping costs would be for a customer purchasing particular items. The scanned information is displayed in real time so you wouldn't need to go back to the buyer with that information.

The software for our cash business - incorporating quotations, booking, payments and an automated email system was developed inhouse. We also use the Parcel Perfect software system developed for courier companies by a company in Cape Town.

We make use of an imported specialised weighing and dimension (SWAD) machine in our warehouses to ensure every national destined parcel is weighed and measured with two pictures of the shipment. This ensures that all freight is handled in record time to connect with airplanes and evening line-haul trucks - all under the constant view of four 360° overhead cameras, which are able to zoom in on any corner of the warehouse. Additionally, every despatch point has its own dedicated surveillance camera.

The future for our company

We like to think that we own tomorrow. We have been and are working hard towards establishing ourselves in the local, national and international market.

The Courier Guy should not be just an optional service but the natural choice to every individual and business out there. We can only do so when we surround ourselves with the best: The best customers, the best owner/drivers, the best franchisees and the best staff!

We also understand that what we do today has to be better than yesterday, so if we were brilliant yesterday then the future for our company is sure to be beyond anything we have seen thus far. "We love to handle your package!" ▲

Agricultural Research Council (ARC): Improving agricultural yield through better science

Dr Shadrack Moephuli, CEO of the Agricultural Research Council, talks about the role the organisation plays in ensuring South African farmers are able to adapt to changes in the sector



What is the role of the Agricultural Research Council?

The Agriculture Research Council (ARC) is a national public entity established under the Agricultural Research Act. Its Board is appointed by the Minister for Agriculture, Forestry and Fisheries and the Board then appoints the Chief Executive Officer of the organisation.

Our primary mandate is to conduct research and development in the agricultural sector, and we look for scientific solutions that would assist the agricultural sector to remain productive. For example, we look towards developing new vaccines for animal diseases, developing new diagnostic tools to be used in laboratories and sometimes on the farms for possible illnesses amongst livestock. We work towards providing expert advice to livestock farmers in terms of their animal breeding. We bring in new technologies to assist them in their breeding programmes and we have very good scientific data, which they can utilise to manage their animals, and which assists in selling these animals at a great market value (because there are records that allow them to trace the pedigree of the animals).

What work do you do in terms of crops?

We do a lot of work in producing new crop varieties that are suitable for and adapted to local conditions, and these enable the farmers to be productive. For instance, we released a maize crop variety in December 2014 that is 20% more drought-tolerant than anything out



there. It is called Water Efficient Maize for Africa and is something we developed together with partners in a number of African countries and the International Centre for Maize. Farmers are getting increased yields – sometimes double the yields – and we are hoping that much of that will be available in this coming season.

We also provide training and skills development for commercial or small farmers and even for farm workers, which begins to ensure that the people have the right skills.

What would happen in the absence of an organisation such as ARC?

People in the agricultural sector would be forced to pay a premium for scientific information. At the moment, our work is partly subsidised through a parliamentary grant. Some of the food varieties we've developed are varieties that the farmers are able to grow and market so, in the absence of ARC, they would be buying the rights to grow these particular varieties and paying high royalties—probably in dollars.

What is the internal process for determining what research you are going to do or what sort of products to work on?

The way we work is consultative in nature. We respond to the demands of the commodity organisations such as Grain SA, Potatoes South Africa or Hortgro, who tell us what they would like to see and what kind of challenges or problems they have, and we then respond with possible solutions that we can develop. We agree on how the work will be funded, as some projects are 50% funded and some are 100% funded.

We do pretty much the same thing with the government to determine which projects would be of national importance, for example, drought-tolerant maize and climate change. You could say it's demand-led, but it's prioritised according to the expectations of those who use much of this science and technology.

What do you consider to be the main challenges facing agriculture today?

The biggest challenge at the moment is that South African farmers are faced with rising input costs in the form of fertiliser and pesticides, and so on, as the rand weakens. The water quality is also significant and, in this respect, challenges include industrial pollution, acid mine drainage and pollution arising from increased urbanisation.

The quality of the water is under pressure, which threatens the ability of farmers to ensure they are using high-quality water to irrigate crops and this could create potential food safety challenges.

Another big challenge that we face is that the amount of land available to agriculture has been rapidly declining and a lot of high-potential land is being lost to other uses. Mining, for example, is taking over what could be highly suitable land for agriculture.

In addition to the increased input costs, we are beginning to face increasing input costs in wages, which impacts the profitability of farming.

Furthermore, you have a cohort of highly skilled, experienced commercial farmers that are declining in numbers—mostly due to retirement—and we are not replacing them at the same rate as we should be. The incoming entrants are relatively unskilled and that is presenting a challenge around meeting our food security needs.

What is ARC doing to boost our productive capacity?

One of the key things we have been doing as ARC is examining a lot of unutilised or underutilised land within the country in terms of its potential to be used as an alternative area for crop production.

We are mapping some of the characteristics of those soils, especially in communal areas and the former homeland areas to try to see if some of these could be utilised to increase production. We have been obtaining good results in developing crop varieties that are highly productive. Traditionally, if you planted maize and you were producing, as a commercial farmer, 4 tonnes per

hectare, you could now produce 10 tonnes per hectare on the same unit of land.

What are some of the major changes in the industry that have been experienced since ARC was created?

There used to be commodity boards and these were not only a source of funding for the ARC but also a mechanism around which the priorities for agriculture were determined in consultation with the farmers.

Another change is that we have moved from having more than 150 000 large-scale commercial farmers in the 90s to less than 30 000 today. Some of the farms are bigger now, they're more competitive, and the efficiencies are also greater.

On the other hand, you then also have an increase in the number of smallholder farmers. Some of them are new to commercial farming and the challenge is that, in many respects, they are heavily under-resourced and some of them have skills challenges. We need to change our business model and we also need to change how we interact with these particular farmers. It is for this particular reason that we've since developed what we call a smallholder agriculture development programme in the ARC.

What are some of ARC's major successes?

Our ability to develop new scientific solutions, such as the drought-tolerant maize cultivar, a new vaccine for heartwater and a five-in-one vaccine are recent examples of interesting research and development.

The five-in-one vaccine for Rift-Valley fever-sheep pox, goat pox, per pestis ruminantis and Lumpy skin disease vaccine is going to bring down the cost of inputs for farmers quite significantly and, secondly, its one of those things that will enable us to manage animal disease much more effectively.

One of the successes that we are proud of is the ability of the ARC to adapt to the changing environment and to remain an organisation that is relevant in delivering scientific solutions to a broad spectrum of farmers in South Africa, the African continent and globally. ▲

Pumeza Bono Incorporated Attorneys: presiding on the dock of The Bay

Fresh from her triumph in the professional category of the BWA Investec 2016 Regional Business Achiever Awards, Port Elizabeth law firm owner Pumeza Bono shares her inspiring journey

The gracious, spacious building that houses Pumeza Bono Incorporated Attorneys is the perfect match for the gracious, spacious soul that is Pumeza Bono. With the firm perfectly placed in the leafy environs of Port Elizabeth's historic legal precinct, Ms Bono herself is perfectly placed to become a part of Port Elizabeth's legal history.

A defining moment in this history and—to her mind—the proudest moment of Ms. Bono's career was winning the BWA Achiever Award. In the very conservative legal profession, where “we do not do what we do for recognition”, this worthy winner values being recognised by her peers and says that the award has elevated her status within the industry and taken her company from a generic to a preferred brand. Ms Bono acknowledges that the award brings credibility and has been a great motivator for her employees. Compiling her portfolio to submit to the BWA was in itself motivating, as it presented the opportunity to reflect on achievements of the past 12 years. Of particular note was being selected as one of the NMBC Top 40 Under 40 Achievers in 2012, which she described at the time as “the highlight of my life”. This has now been topped by her BWA Achiever Award. Ms Bono found it highly rewarding to be part of the whole experience and she is cognisant of the profile-raising advantage the award has brought her and her firm, both regionally and nationally.

Legal gowns could well have been replaced by medical gowns had the high-achieving Matric student from a Transkei Boarding School submitted a Medical School application.

“Like a typical black child, I aspired to one day become a nurse like my mother, or even a doctor. But also, like any typical black child then, I didn't apply,” she recalls. So it was that a young Pumeza Bono arrived at Vista University in Port Elizabeth not knowing what path lay ahead for her. As all of the other faculties were full, a space in the Law faculty beckoned and the diligent student of “strict parents” was soon poised for flight on the launch pad of her impressive career. She had never considered law as a career option, yet she now concedes that she may have been “subconsciously” influenced by her father's job in the industry.

“I have not regretted that decision, as there is this thing called Destiny after all,” says Ms Bono. “I love what I do, it is my passion. I couldn't ask for a better blessing.”

Speaking of blessings, Ms Bono counts a basement as one of her biggest blessings. Growing up in the Transkei, apartheid was but a vague notion in the outer realm of her frame of reference. So, as an article clerk at a top Port Elizabeth firm, it came as a shock to be relegated to a basement desk alongside the messengers while her colleague had an upstairs office. This experience formed part of her motivation to start her own firm. After completing her articles she vowed to be true to her free-spirited self. The learning curve had been steep with regard to the structured workings of a successful law firm, and with regard to how far she could be pushed mentally and emotionally. Ms Bono is extremely grateful to that firm for the many lessons they offered her and is of the opinion that she would not be where she is today were it not for that experience.

With scant knowledge of how to run a business, but determined to do things her own way (and at the same time allow herself time to relish her role as a mother), the courageous step of going it alone so early in her career is testimony to Bono's tenacity, strength of character and admirable work ethic. She is acutely aware of the disconnect between practicing law and running a business. “At Law School they did not teach us to run a business,” she says.

In 2004 Bono started her business with one employee and did everything herself, from cleaning to answering the phone. As a professional business she could not obtain funding from the likes of the Khula's or the NYDA. Like many small start-up businesses, Bono was unable to afford the luxury of professional help in administrative functions. The challenges are on-going and she lists the hours, the constant pressure to perform, the need to work longer hours than your employees and not to take leave (for fear of the business stalling in your absence) as realities faced by most small business owners.

“You also face challenges relating to balancing quality and growth, so as the business grows you struggle to personally manage every client relationship and still run the business,” she says.

Challenges there may be, but Bono clearly meets them with aplomb. Her firm has been appointed as part of the banks' panel attorneys and as one of just four firms in the Eastern Cape doing Bond registrations for SA Home Loans. Further validation of her stature was her appointment in August 2015 as an acting Magistrate in Port Elizabeth. She is proud to run



pumezabono
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her firm from her own premises in contrast to many other firms who rent premises, particularly black-owned firms.

A highlight of her 12 years in practice was working with the Land Reform and the Extension of Security of Tenure Act (ESTA) as part of the panel that represented farm workers who faced eviction from their home, some after a history of 100 years of living on a farm. It is in discussing these rural evictions that Bono's altruistic nature is blindingly obvious. The human element of these cases had a profound effect on her, making them some of the most fulfilling of her career.

It is not surprising then that, given her intrinsic altruism and generosity of spirit, mentoring and uplifting others is a way of life for Pumeza Bono. She asserts that mentors were sorely lacking in her student days and has, therefore, made it a priority to ensure quality mentoring groups are accessible to students in Port Elizabeth. She is an active member of a number of such groups, including the Unity in Africa Foundation and the Vision for Women Foundation. Within her own practice, where she employs a director and eight staff members, Bono makes a determined effort to empower and develop her staff. She trusts her gut feel when it comes to identifying and nurturing talented individuals. As a leader she has found empathy, delegation and assertiveness to be keys to success and acknowledges that there is a cycle of employees moving on. For her what is important is that anyone who leaves should have grown and now be sought-after in the industry.

Bono's giving spirit is also evident in her selfless commitment to pro-bono work in the community. Serving her community is a part of what she does and who she is. In 2010 the Pumeza Bono Foundation was born of this character trait and it now fulfils many the needs of children from disadvantaged schools. Bono's mission is to empower women and girls to reach their full potential by enabling them to create healthy, self-sustaining families, as this uplifts the entire community.

Law by chance, success by her own design, Pumeza Bono is the quintessential successful South African professional entrepreneur of our time. ▲



Women

TAKING SCIENCE CENTRE STAGE

Recognising the tangible and extensive contribution that scientific and technological (S&T) innovation can make to the improvement of the lives of all South Africans, the science sector embraces every opportunity to realise a more representative research landscape.

Perhaps this need was best captured by the Minister of Science and Technology, Mrs Naledi Pandor, during a women-focused awards function last year, "It is a celebration of the achievements of women in science and it is a reminder that we will not realise the full scientific potential of our country until all our young scientists are able to enjoy access to the best facilities and education."

The Council for Scientific and Industrial Research (CSIR) is fortunate to have some of the brightest scientific minds under its roof – a number of them women in senior leadership positions.

FROM THE TOP...

Dr Rachel Chikwamba is the Group Executive: Strategic Alliances and Communication, a role that sees her nurturing productive,

strategic research, development and innovation partnerships between the CSIR and its stakeholders, locally and internationally, across a broad number of sectors where the CSIR's technologies find application.

Prior to assuming this role in 2011, Chikwamba was a consummate geneticist, specialising in the metabolic engineering of plants to express affordable therapeutics. She joined the CSIR in 2004 from Arizona State University, USA, where she served as a postdoctoral research associate. Chikwamba serves as a non-executive board member of several organisations involved in technology for development, where she combines her technical expertise, leadership skills as well as her experience gained from her MBA from the Gordon Institute of Business Science, University of Pretoria.

From her PhD work awarded by Iowa State University in the USA, to the applied research she has performed at the CSIR, Chikwamba boasts an impressive list of accolades, including being one of the CSIR's first two women chief scientists in 2009; a Fellow of the Rockefeller Foundation; an honorary research fellow at St George's, University of London; and serving as a member of the CSIR Strategic Research Panel where she championed the development of the CSIR Health Research Impact Area strategy.

Some of the initiatives that she is most proud of in her current role include successfully forging R&D alliances locally with state-owned companies like Transnet and Eskom, facilitating global alliances with

the likes of Airbus Defence and Space, as well as championing the organisation's 'Ideas that work' communication campaign emphasising the role of science and technology in everyday life.

Chikwamba has a passion for connecting socio-economic challenges with world-class, relevant S&T solutions. She is committed to seeing technology and innovation drive a thriving knowledge economy across Africa.

"No single organisation can resolve South Africa and Africa's developmental challenges. The CSIR seeks to make a difference in the spaces we operate within and beyond Africa. In carrying out our mandate to advance scientific research and drive industrialisation, we strive to leverage our intellectual resources and those of our partners in the South African Innovation System," she says.

TO BIOSCIENCES...

Dr Boitumelo Semete-Makokotlela is an accomplished and energetic scientist who started her career at the CSIR in 2005 as a postdoctoral researcher specialising in biochemistry, focusing primarily on nanotechnology drug delivery. She spent 2006 in Switzerland and the UK as an extension of her Post doc, was a senior researcher in the CSIR's polymers and composites area for a few years, joined the McKinsey's Leadership Programme and was later appointed as the General Manager for Research, Development and Innovation at the Innovation Hub until she returned to the CSIR in 2015 as the Executive Director for CSIR Biosciences.



Dr Rachel Chikwamba (left) and Dr Boitumelo Semete-Makokotlela

In South Africa, the month of August is best known for its focus on the empowerment of women. While the country honours the 20 000 women who marched to the Union Buildings in protest of the pass law on 9 August, 60 years ago, this month also serves as a platform to celebrate the progress made towards gender equality, as well as a reminder that the inclusion of women in top decision-making structures remains a priority.

Her accolades are just as impressive as her career path, but she highlights two awards as life changing because of their practical and comprehensive, learning-oriented benefits: The Biotech Fundi Award in the Young Researcher category and the South African Bioplan Business Plan Award, both received in 2009.

Semete-Makokotlela has a strong interest in leadership, especially how good leadership enables people to realise their potential – hence her participation in the McKinsey Leadership Programme, among others.

“I am currently enjoying the management of science and focusing on how to translate the R&D we conduct into products that have socio-economic benefits.” Aligned to her interest in growing the biotechnology industry through investing in biotechnology start-ups, Boitumelo completed an MSc in Management Finance and Investment in 2015 to strengthen her skills set in that area. Her thesis is on ‘Evaluating the investment performance of the biotech industry in South Africa’ and suggests new funding models to establish a sustainable biotech industry in South Africa.

As a proponent of collaboration, Semete-Makokotlela says, “It is critical to foster partnerships across the continent because we appreciate the value that can be derived from working together. It is also important to collectively address imminent challenges that are faced by the continent.”

TO ICT...

Hina Patel joined the CSIR in 1996

and has held many positions in the organisation before being appointed as Executive Director of the CSIR Meraka Institute in February 2015. She studied Computer Science at the University of Royal Holloway in London (UK) and holds a Master’s in Science in Technology Management and Innovation from the Da Vinci Institute of Technology Management in South Africa.

Patel has represented South Africa in a number of international fora such as the World Telecommunications Standardisation Assembly (WTSA) of the International Telecommunications Union (ITU). She singles out the development of the National Accessibility Portal (NAP) as one of her defining roles. The NAP was an initiative aimed at contributing to the independent living of persons with different disabilities by providing access to information and technology services and by enabling communication irrespective of age, gender, disability, language and level of literacy.

“It was on this project that I really began to appreciate that the world is not a homogeneous place, but a kaleidoscope of diversity,” she says. “It was this project that set me on a path of ensuring that in my sphere of influence, I would always seek to create opportunities for the diverse people I encounter in the workplace.”

A goal she has pursued with zeal, as the more than 50 staff whom she assisted with their promotions during the years can attest. “Ultimately, a country’s growth and development is dependent on the depth of its peoples’ skills. I want to make a big difference in this country,” she adds.

Patel was also instrumental in drawing up the National ICT Research, Development and Innovation Roadmap that was approved by Cabinet in 2013.

... AND THE NATURAL ENVIRONMENT

Professor May Hermanus is well known for advancing the field of health and safety in mining, as well as integrating these concerns into the fields of environmental protection and broader sustainability across Africa. She joined the CSIR in 2012 because “it is a forward-looking institution with an astonishing breadth and depth of work being done”.

She graduated with a geology degree from the University of Cape Town and an MSc in Physical Metallurgy from the University of the Witwatersrand.

Hermanus, who is now the Executive Director of the CSIR’s Natural Resources and the Environment unit, sees her role as a natural progression from dealing with the effects of environmental factors on people, to thinking in more general terms about the environment and how we could live within the limits of our natural resources in a way that’s equitable.

Her unit is one of the most geographically spread in the CSIR – a management challenge she relishes. “The CSIR has a unique opportunity to be a thought leader for

understanding the grand challenge of sustainable development and the whole concept of the green economy,” she says.

“I have had the privilege of working in many interdisciplinary environments. I am currently part of a team producing multi-dimensional solutions and insights to the complex challenges facing our society,” she concludes.



Hina Patel (left)
and Professor May Hermanus

Invincible Valves

Invincible Valves has grown from strength to strength since the company was established 34 years ago, establishing itself as the largest Saunders distributor in Africa and as a key valve distributor to all four corners of the globe.

The success of Invincible Valves is due to the fact that, having successfully identified a gap in the market, they then took an innovative step and developed their own brand of valve, more commonly known as the Inval Range.

Their strong track record in the industry over many decades attests to the trust they have built up with clients and stakeholders, how well they've been able to adapt the business model for ongoing success, the invaluable knowledge they've accumulated over the decades and the lessons they've learnt.

"It's extremely important for our business model to show that we have years of experience, and it proves our commitment to the industry," says Pam du Plessis, Managing Director of Invincible Valves.

Now two years into their five-year plan, Invincible Valves are now implementing systems and controls which will be able to cope with the current business growth and expansion. They're also striving for diversification within the business, expanding their markets and product range, which will result in business expansion throughout Africa.

Price is an issue in any business, and with the current economic climate Invincible Valves has been forced to look for ways to ease the financial pressure on their clients.

"We do not want to sacrifice the quality of our products, so that proves to be our biggest daily challenge," says Du Plessis. Their solution has been to create an additional range made from a lower grade of stainless steel in order to give their customers options to balance quality and price to suit their specific needs, while still ensuring that customers receive a top-quality product.

Compromising on service excellence, however is not an option, and Du Plessis believes that

the key to ensuring the client receives quality service (and that the staff are able to professionally and adequately handle any problems that may arise) is communication. For Du Plessis, it's paramount that her staff, customers and suppliers are all kept in the loop.

This approach has proven extremely successful and has been born from years of leadership and experience.

"I learnt from my own mistakes and communication, and education is essential for corrective measures.

"So, if we drop the ball we understand why we did it, how it came about and how we prevent it going forward," she says.

Her staff are also thoroughly educated on the value system that's run within the business, through the revolutionary employment and training blueprint that Du Plessis and her team have created.

This includes an initial speed dating interview process, as well as a 30-day immersion into the inner workings of the company that ensures that every staff member (from upper management through to receptionist and tea lady) knows intimately how every department works and functions. This thorough training period also ensures that staff get to know, trust and respect each other as well as the company before they officially start with their duties – and they're paid their full salary during this integration process!

"It's a family orientated approach, based on honesty, integrity, innovation and communication," says Du Plessis, and it's this very approach and work ethos that has yielded the company incredible staff loyalty, an exceptionally low staff turnover rate and a fervent dedication towards service excellence.

Du Plessis joined Invincible Valves as an accountant in 2007 and she has grown from strength to strength within the company.

"I joined in the January and I think that, by April, I'd already started buying shares in the business. I became a majority staff member shareholder within the first year, after which I was promoted to Financial Director."

From day one she aspired to become the company's Managing Director... and three years ago her vision was achieved.

Du Plessis attributes her incredible drive to her dad, who was a business owner for most of her life. Growing up, she witnessed how he worked with great ethics, passion, dedication, accountability and ownership. He studied all his life, and shared his knowledge, he just loved what he was doing and that was and still is the key to his success.

"It is definitely the passion that I have for this business and for people in general, because we are very community orientated and those are the kind of things that make me really tick, knowing that we're doing a good job here and we're helping other people on the outside," she says.

Invincible Valves run a number of community programmes, notably an Aids Day as well as running TB days twice a year for their local community, which includes providing information about the devastating disease. Du Plessis is also highly passionate about the education of children, and she and her team distribute picture dictionaries sourced from the UK within the local communities and at the schools, along with other educational material. The company also runs their own exciting Mandela Day drive, during which staff are split up into five teams, each visiting various organisations and establishments handing over product donations, food parcels et cetera.

There's no denying that Pam's dynamism and her exuberance and innovation as a leader is an inspiration for women throughout South Africa.



“My advice for all the ladies out there is to get up, get dressed, put the big girl pants on, show up, and work hard,” she says, adding that a leadership role can only be achieved by learning every aspect of the business, by knowing and understanding the people, being proactive, innovative, by learning a lesson with every encounter and by educating instead of over-compensating.

“Whether it’s other people or yourself, you are only as successful as your team, and that’s what it’s about. You cannot do everything, but you do need to understand everything,” she says.

Pam’s ambitions are boundless when it comes to inspiring young girls to study engineering and she’s currently working on a programme to draw young girls into the field. Her aim is to challenge Grade 11 learners to grow their skills and talents. At stake is a bursary to enter into her engineering programme, sponsored by Invincible Valves, with a place open for one boy and one girl who have good science and maths marks in addition to a strong interest in engineering.

“We are in constant contact with MERSETA and with the local technical high school to ensure we unearth the right talent for this programme,” says Du Plessis.

One of the most valuable lessons she’s learnt throughout her steady rise is that no-one can define you but yourself.

“Just be true to yourself and stick with what you know,” she says. “If you’re unsure, ask the question then educate yourself. Of course, some things are best left to professionals in certain fields. For instance, I am not a fundi on clearing or shipping, so we give that work to agents who know what they’re doing. Instead of trying to cut the costs by hoping to figure it out yourself, rather pay the price and then you can have the confidence to know it’s been done properly.”

Du Plessis clearly believes there is strength in acknowledging your weaknesses.

“Own your own destiny,” she says, and you believe her when she says it. After all, these are words she has lived and breathed herself. ▲



How one woman is propelling change at the ATNS Aviation Training Academy

Every time Tendani Ndou boards an aeroplane she knows that her safety, as well as the safety of crew and passengers is assured, thanks to the successful graduates she has the honour of congratulating at the end of each course at the ATNS Aviation Training Academy (ATA)



As the principal of the Aviation Training Academy, an aviation training institution under the umbrella of Air Traffic and Navigation Services SOC Limited (ATNS), Ndou is fully aware of the important role both the Academy and ATNS as a whole play in keeping our skies safe.

ATNS provides air traffic, navigation, training and associated services within South Africa and is also responsible for Air Traffic Control throughout the African Indian Ocean region, comprising approximately 10% of the world's airspace. The Aviation Training Academy is just one of their comprehensive offerings spanning both products and services such as billing and collections management, to mention a few.

Prior to joining ATNS, Ndou has served in various senior management roles, such as General Manager Internal Audit at City Power, Head of Internal Audit & Risk Management at South African Local Government Association, General Audit Manager at Legal Aid Board and Cluster Audit Manager for Limpopo Provincial Audit. She has previously served in a number of Audit & Risk Committees and is currently the Chairman of the Audit & Risk Committee of the South African Nursing Council.

Then, a certain newspaper advert for ATNS caught her eye in 2011. Unfamiliar with the company and the aviation industry in general,

she relished the idea of a challenge and applied for the position of Executive of Risk and Compliance at ATNS. Her successful application set in motion a series of events that would soon see her take up the role of ATNS ATA principal.

As an ISO 9001:2008 accredited organisation, the Academy was already on Ndou's watch list once she had found her feet at ATNS ATA. Not only that, but Ndou was also made an executive sponsor of the ATA and

Now, almost exactly a year later, Ndou reflects on her time at the ATNS ATA. Getting to understand the products the Academy offers and the details of course programmes has been her biggest learning curve.

"I was and still am eager to learn what the ATA is all about, and often join informal discussions with students and staff in the canteen—In those chats they share their experiences and provide me with input on how to take the

"Women shouldn't be afraid to take a risk and take up the challenge. We have the potential, all we have to do is unleash it; the opportunities are there for women to grab."

in 2015 was able to engage with her future team and identify areas for improvement. Each executive at ATNS is given the task of sponsoring a particular business unit in order help strengthen capabilities and improve unit efficiency.

Little did Ndou know that during ATNS's organisational realignment in 2015, she would be in the pilot's seat propelling the Academy to even greater professional heights as more than just a sponsor. "The issues I had identified when I visited the Academy were actually part of my balance scorecard KPIs for the ATNS ATA principal role," she says.

Academy to a better place," she says. Being able to engage in such an 'easy' way is one of Ndou's marked strengths as a leader.

Ndou has also successfully carried the ATNS values through from her previous position and considers them a fundamental part of the Academy's way forward – she understands the importance of embedding these values in day-to-day activities in order to help serve customers better. Some of these values include safety and customer satisfaction, employee engagement as well as accountability.

The most rewarding aspect of Ndou's role as ATNS ATA principal are the accolades the



Tendani Ndou

institution has accumulated not just in the past few years but between 2015 and 2016 alone: “Last year we received FULL TETA accreditation as well as the International Civil Aviation Organization (ICAO)’s TRAINAIR PLUS full membership. We were also designated ICAO’s TRAINAIR PLUS Regional Training Centre of Excellence. When we qualified for this award last year we were only one of 16 in the world,” she says with pride.

In addition to this the ATNS ATA has received the International Air Transport Association (IATA) Worldwide Top Regional Training Partner Award for a fifth consecutive year, and was also recognised as a Premier Circle Member by IATA in 2016. But this isn’t the only aspect that is significant for Ndou: “To see local and international men and women successfully completing their training programmes has been rewarding because they are leaving with a qualification from a training institution that is of high standard, and therefore the skies will be safer.”

The mention of women strikes a chord with Ndou who is one of a handful of female executives in aviation who are changing the face of this previously male-dominated industry.

“As women we need to tell ourselves that aviation is for us. The current secretary general of ICAO Dr Fang Liu is a woman; The current chairman of ATNS Phindile Riba is a woman; the current director of civil aviation of the South African Civil Aviation Authority Poppy Khoza is a woman; the current regional director of CANSO Africa Boni Dibate is a woman; the founder and CEO of Blue Crane Siza Mzimela is proof that women can own airlines; I am a woman. It means aviation is also for us.”

So, how do we motivate women to enter this industry? For Ndou, awareness is the most crucial thing and removing fear is another. “Women shouldn’t be afraid to take a risk and take up the challenge. We have the potential, all we have to do is unleash it; the opportunities are there for women to grab.”

“Women shouldn’t be afraid to take a risk and take up the challenge. We have the potential, all we have to do is unleash it; the opportunities are there for women to grab.”

But Ndou sees her role as more than just a female leader; her position means a chance to enact change and make a difference not just in aviation, but on a broader scale: “I see the impact the ATA is making towards our country

and others outside our country. And as principal I’m here to serve the community, the country, Africa... I’m here to serve the whole world,” she says.

So what drives Ndou to push for excellence and do more in her position? Her primary inspiration is God and seeing the impact the ATNS ATA makes on international delegates and the youth of this country gives her an immense sense of purpose. But Ndou’s late uncle Joel Maluleke also had a formative role to play. “He didn’t even have a secondary certificate but used to call me an executive before I could even dream of becoming one. He used to appreciate my achievements. Words are very creative, and that motivated me,” she says.

From accolades to Ndou’s own courage the ATNS ATA looks set for a brighter future and continued success, however, she doesn’t fail to mention her staff and the extraordinary effort they put into seeing that the Academy stands tall alongside other international aviation training institutions. “I’m proud of my team, they are full of passion and like what they are doing and never compromise on quality. I believe with my team we can take this Academy to new heights,” she concludes. ▲

ATNS IS AN ENTITY OF THE NATIONAL DEPARTMENT OF TRANSPORT

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Azon Rail

AzonRail is a Black woman owned company with strong capabilities in engineering maintenance and manufacturing across manufacturing, engineering and maintenance services



Babalwa Dlodlu, an executive for over 10 years with an industrial engineering background, is the MD and majority shareholder of AzonRail. She has 20 years experience in the rail sector and is competent to lead in strategic roles, in operations and maintenance environments. She has grown AzonRail from nothing to what it is today. The company currently employs 15 people and operates on the principle of teams that are lean but very effective.

Please share some background on AzonRail and let our readers know the scope of the company's work?

AzonRail is a black-woman owned (BWO) rail engineering and maintenance company. We have three divisions: Engineering – consulting engineering, capital projects (incl. manufacturing of locomotives for Transnet in partnership with Chinese OEMs). Manufacturing – specialised industrial plastics (polycarbonate, perspex and other) components primarily for train windows and doors. Maintenance – electrical maintenance, rolling stock repairs and maintenance, maintenance spares supply (fabricated steel components and electrical spares).

What have been some of the company's greatest successes in terms of clients, projects and generating income, as well as in terms of developing your staff?

Three years on we are still in business. In the three years, we have successfully bid and have been awarded an R11-billion locomotive manufacturing contract for Transnet for five years as part of a Chinese-led consortium. We have also established and continue to operate a small manufacturing business, which has huge potential for growth. We have also secured private sector clients for our maintenance business, which in itself is a huge deal given how hard it is to penetrate that space for small black-owned businesses.

What challenges does the company experience?

Our main challenges relate to access to markets and funding.

What is the company's overall opinion about women in the engineering industry?

There are just too few of them really making it. We need more real participation. Women must get in and roll up their sleeves and work for themselves, but we do have very sound HR policies and procedures that protect women against any kind of discrimination.

Do women tend to face difficulties being in a mostly male-dominated industry?

Not really and, in fact, being a woman opens many doors - but it ends there. Just like anyone in the workplace or in the business world, as a woman you better know something and you better deliver value for money.

What have been the challenges in your career and what are the current challenges in your position?

Keeping my priorities straight: God, family, work and self. In addition, the ability to play corporate politics like many men are able to. This can prove to be a huge stumbling block in career advancement and business if you are striving to maintain your integrity and values.

What have been the secrets to your success - and what are your personal leadership secrets?

Staying close to my God and talking to him daily gives me clarity of mind and calmness when faced with difficult situations.

Resilience is key. Obstacles and setbacks will occur. Success comes when you get up after a fall and adopt even sharper discipline to pursue your goals relentlessly and achieve them. Being approachable, a good listener, nurturing and outright refusing to be defeated have helped me.

Are there any advantages for women within this particular field?

The need for authentic woman-owned entities is huge and the support is readily available, both financially and otherwise.

In the three years, we have successfully bid and have been awarded an R11-billion locomotive manufacturing contract for Transnet for five years as part of a Chinese-led consortium

What are some of your proudest moments?

Definitely opening our factory in Wadeville early this year. This factory made it possible for me to create opportunities for others. Although the team is quite small, everyone we have employed was previously unemployed. Seeing how working at Azonrail has improved the lives of others is very satisfying.

Why is it important for more women to be involved in the engineering industry,

and what advice can you share with them to encourage them to enter the industry?

We need to create employment in order to grow the economy. Making our own Proudly South African products helps us to do just that. With so many unemployed young people (skilled, semi-skilled and unskilled) in our country, it is becoming urgent for all of us to get to work - especially women.

How do you manage to balance your work and personal life, being in such a senior position within your workplace?

It is not easy as I have a daughter. By getting her involved in what I do and helping her understand my aspirations, I find that she is a lot more supportive when I am unable to be home on time. I still cook dinner for my family, almost every day. I get up early to make lunch boxes and I treat my husband to coffee in bed every morning. My family and friends are important to me. This helps ground me and in turn they support me when work becomes too much. I also keep myself spiritually strong.

How do you cope with all the work and ensure that things run smoothly?

I have a competent team that runs day-to-day operations - by empowering them to do their jobs, they take the required initiative and deliver results. My personal leadership support also ensures that they gain confidence in their own capabilities.

What advice do you have for women who are battling to find equality within the workplace, including women starting up their own businesses?

Don't wait for things to come to you, pursue your goals relentlessly! Set scary audacious goals that rob you of sleep at night, then you know you're onto something. Don't mess up your first opportunity, it sets the tone for what's to come. Expect only the best from yourself because you are capable. Keep your integrity! ▲



The HI HOPES home-based, early intervention programme

In South Africa, 17 babies are born with hearing loss every day, leading to potentially significant developmental delays if early identification and intervention don't take place. HI HOPES focusses on home-based, early intervention and parental education in order to address the issue.



Claudine Storbeck

Professor Claudine Storbeck, founder of Deaf Education and the Director of the Centre for Deaf Studies, identified that a focus on the academic quality and matriculation levels of Deaf learners alone only addressed one facet of complexity in the goal of Deaf and hard of hearing children achieving typical development.

A leading authority in her field, Storbeck is the only Professor in Deaf Studies in South Africa and was recently appointed as a visiting Professor at the prestigious University of Manchester, United Kingdom.

As an international speaker on the topic, she's frequently invited to address the particular

challenges faced by multicultural and hard to reach communities. She shares that the CFDS will be hosting the first FCEI Africa conference to begin the support and growth of this essential area of FCEI in developing nations across the world.

Driven by a burning passion for equal education through early intervention and language development, Professor Storbeck joined the University of the Witwatersrand and launched the first Centre for Deaf Studies in Africa over 18 years ago. Upon reflection of the University of the Witwatersrand's mission, Claudine and her skilled team of both hearing and Deaf staff members at the Centre for Deaf Studies are working towards becoming internationally competitive in their education, research and community engagement by working across the full lifespan of Deaf people.

What started as a 1-woman unit has grown in almost two decades into a world-class centre of excellence that trains teachers of the Deaf at both undergraduate and postgraduate levels, does research across the field of Deaf Studies and employs almost 150 people across four provinces in South Africa in its leading community engagement programme, HI HOPES (Home Intervention Hearing and language Opportunities Parent Education Services).

During her sabbatical in 2005 (on a Fulbright scholarship) and the intense process of exploring the reasons for the remaining gaps in the South African deaf education context, attending various international conferences and meeting with international leaders in deaf education and early intervention, the foundational concepts for HI HOPES were born.

"Foundational principles of the HI HOPES home-based Early Intervention programme are found in the two leading documents that define "Family-Centred Early Intervention" – the JCIH and FCEI consensus statements.

"These key publications demonstrate that FCEI should comprise of several collaborative facets. Some of these include audiology and amplification, ENT services, speech therapy, parental support, the involvement of deaf adults and home-based, early intervention." Says Prof Storbeck.

One of HI HOPES' core principles is to be an unbiased programme, as the field of hearing loss is often fraught with politics. With regards to amplification choices and education, there is a large spectrum of views.

"The climax of the politics concerns the modality that a Deaf or hard of hearing individual uses to communicate. Families often find decision-making to be a difficult process; the politics can make this quite overwhelming." Explains Storbeck.

HI HOPES is less concerned about the politics, focussing instead on the individual child's language development, parental education and the family's right to informed choices.

"Growing a home-based, early intervention programme from scratch using international best practice as our guideline, using a world-class model and curriculum and yet being able to South Africanise the programme and translate into other South African languages," are just some of their notable achievements over the past decade.

They're excited about their growth from one to four provinces, as well as "the partnerships we've established with corporates, individual donors and most importantly Government departments in some of our provinces. We are proud of the number of families supported in this time (over 1700), as well as partnering with the parent led support group Thrive." Says Storbeck.

HI HOPES comprises a team of trained interventionists (using the internationally acclaimed SKI-HI curriculum amongst others)



who consensually visit the families' homes, providing them with support in various ways.

"These include, supporting them through their grief journey, providing them with unbiased information about the various choice options that they can consider, assisting families with the realities of having a child with hearing loss, such as keeping amplification devices on, potty training techniques and teaching the child with access to sound to learn to listen in their unique home environment." Explains Storbeck.

During these home visits, they place a great deal of emphasis on language development strategies, such as helping the family to identify the daily routines which create a wealth of language learning opportunities, depending on the individual child's age and needs, as well as the parents' amplification and communication modality choices.

Storbeck views their role in the home solely as that of interventionists, encouraging families to still work closely with their own medical experts, audiologists and speech therapists. Their hope is for "collaboration within the family's whole team of service providers."

Their aim is "to see deaf and hard of hearing children have language development on par with their hearing peers," affording them equal opportunities and enabling them to reach their full potential through providing the families with information, providing emotional support and assisting them with communication. "Early identification and early referral to us for home-based intervention would maximise the support that we are able to offer, and the consequent outcomes." Says Storbeck

While the primary impact of hearing loss is on the infant, Storbeck explains that the family as a whole is also significantly impacted "in terms of dealing with the hearing loss and its life-long implications, most significant of which

is the cognitive development of language within the first 3 years of life."

Leading research shows that early intervention and parental support are the two factors that determine the success of deaf children.

HI HOPES' partnership with THRIVE enables them to tick both boxes.

"Further research shows that the involvement of a deaf adult in the lives of families with children who have a hearing loss accelerates their transition from a place of grief and denial to a place of acceptance." Says Storbeck. These Deaf and hard of hearing adults are able to share insights and be role models that the families need in order to view their children in a positive light.

Emotionally secure families who have reached a place of acceptance are those who can empower

themselves to make good decisions based on their unique child.

Storbeck shares that HI HOPES and The Centre for Deaf Studies do not see hearing impairment itself as a disability. "We have hundreds of successful Deaf and hard of hearing adults, both nationally and internationally, who are living proof that Deaf people can do anything.

"We do recognise, though, that the consequence of not having optimal development due to language development delays, can be disabling. We also recognise that the stigma, bias, barriers and discrimination that the Deaf face in this country is disabling.

The CDFS aims to address these barriers further as we look toward the next decade of working with families of deaf and hard of hearing children." ▲





gems

Government Employees
Medical Scheme

GEMS salutes South Africa's women

With more than two-thirds of public servants being female, women are a powerful force within South African government and the economy, as well as being integral to the social fabric of our nation.

"The Government Employees Medical Scheme prides itself on helping all our members to be their healthiest, best and most productive selves," says Liziwe Nkonyana, executive: communications and member affairs at GEMS.

"Women are at the forefront of the public sector, their health and the health of the economy are subtly yet firmly interconnected. To foster the one is to protect the other. Women's particular healthcare needs must, therefore, not only be understood from a clinical perspective, but also handled with the respect and sensitivity warranted."

Women are strongly represented on the GEMS executive, with six out of nine executive committee members being women. This reflects the growing role of women as the main healthcare decision makers in our country, as is evidenced by the fact that 58,35% of GEMS principal members are women.

"Women are increasingly looking to organisations, such as GEMS, for their healthcare-related needs. We recognise that

in investing in the health of South Africa's women, higher levels of productivity can be achieved. With their physical and intellectual strengths optimised, we believe that even greater heights of efficiency are within reach," Nkonyana adds.

"GEMS's particular brand of care embraces women's specific healthcare needs and seeks to proactively safeguard their wellbeing and dignity. One important aspect of our work in this regard is the GEMS Maternity Programme."

This comprehensive programme was introduced to provide the best in healthcare benefits and advisory services for GEMS members during pregnancy, and to help manage the risk of possible pregnancy-related complications. Members receive well-informed advice from a team of healthcare professionals on general health, pregnancy and reproductive health-related matters.

"At GEMS, we know that where women are empowered, they in turn empower others. Simply put, the stronger our women, the stronger our country. This speaks to the GEMS philosophy of valuing members not only as individuals, but also seeing the bigger picture of their contributions to the country and their potential to make it even better," Nkonyana concludes.

GEMS celebrates women, their power and their healthcare needs



With more than two-thirds of public servants being female, women are a powerful force within South African government and the economy. This is reflected within the Government Employees Medical Scheme's (GEMS) executive, of which six out of nine executive committee members are female.

As women are at the forefront of the public sector, their health and the health of the economy are inextricably linked. To protect the one is to protect the other. And to protect women, their particular healthcare needs must not only be understood from a clinical perspective but also handled with the respect and sensitivity warranted.

In investing in the health of South Africa's women, higher levels of productivity can be achieved and efficiency improved.

Women are the main healthcare decision makers in our country, as is evidenced by the fact that 58.35% of GEMS principal

[The stronger our women, the stronger our country]

members are women. As such, they are increasingly looking to organisations such as GEMS for their healthcare needs.

At GEMS, it is our aim to help all our members to be their healthiest, best and most productive selves. Our particular brand of care embraces women's specific healthcare needs and seeks to proactively safeguard their wellbeing, in the best interests of our country and all its people.

Where women are empowered, they in turn empower others. As enlightened leaders, mighty mothers, strong wives and capable daughters, the future of our nation rests on their broad shoulders.



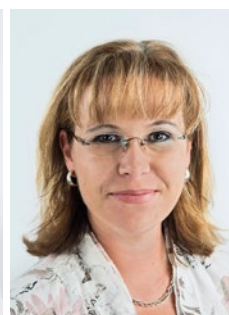
Ms Jeannie Combrink
(Executive: Governance and Stakeholder Relations)



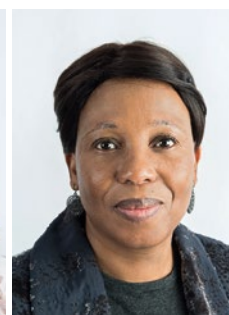
Ms Bella Mfenyana
(Executive: Contracts and Operations)



Ms Liziwe Nkonyana
(Executive: Communications and Member Affairs)



Ms Karyna Pierce
(Executive: Finance)



Ms Gloria Nkadimeng
(Chief Information Officer)



Dr Vuyokazi Gqola
(Executive: Healthcare Management)

GG BOUTIQUE

Your Shape, Your Style in Size 14-24



Dr Gugulethu Gule, Managing Director

The GG Boutique concept was born in November 2003, when Dr Gugulethu Gule visited New York and came across a fuller-figured clothing shop, which completely catered for her every clothing need as a fuller-figured, professional woman. She then set a goal for herself, saying “this is the kind of shop that I would like to see in my country – South Africa”. She truly believes many other executive, fuller-figured women in corporations, government, non-profit organisations and international and regional organisations would share similar sentiments. That “magic” shop sold clothes that professional and executive women can wear every day, for business meetings and to special functions or occasions. That was a strong motivation for Dr Gule to open a similar, but differentiated boutique to cater for this untapped market. GG opened its doors in 2005.

GG Boutique is a proudly South African boutique store, specialising in making fuller figured women look and feel great. GG's Flagship Showroom in Brooklyn, Pretoria, offers a wide range of quality and exclusive clothing that suits fuller figured women with different body shapes. We cater exclusively for sizes 14-24 and we offer designer suits, dresses, jackets,

coats, tops, pants and skirts in the following categories:

- Smart-casual
- Office/business
- Special occasions

To complete the look, we also offer shoes (sizes 5-9) and accessories, giving you a total fashion and style solution. As a value-add to our customers, we also offer a paid alteration service to ensure the best fit of our outfits.

OUR VALUE-ADD SERVICES

Home Visits

If you can't visit our Showroom, we'll bring the Showroom to you through our Home Visits. This unique service allows you to try on clothes in the convenience and privacy of your own home or office. For customers in Pretoria and Johannesburg, a home visit can be arranged relatively quickly. For customers beyond Gauteng, visits generally require a little more planning.

We can bring clothing that suits your lifestyle and personality right to your doorstep.

Personal Shopping

Many of our customers are busy professionals who don't always have the time to visit our Showroom during traditional shopping hours. Because we are not the average retail store, we

actualise personal and convenient shopping for our niche clients:

Experience customer service never before seen in South Africa as our Style Consultants open the store just for you. Browse at your leisure on a Sunday and have the entire Showroom to yourself. Personal Shopping is arranged by appointment only.

Style Consultations

We offer a complimentary Style Consultation valued at R549 to all of our first-time clients. The goal of this value-added consultation is to help you define your style, find your fit and understand your colours.

We analyse your body shape and recommended suitable clothing, taking into account your personality. Additionally, we take personalised body measurements in order to furnish you with bespoke garments.

After your consultation, you will understand what styles work best for you, what doesn't and why. At GG Boutique, we know that when you look good you feel so much better. Knowing how to present yourself will give you the edge in business and life.

Interested in setting up a Home Visit, booking a Style Consultation or in our Personal Shopping service, contact GG Boutique today on:

232 Charles Street, (958 Justice Mahomed) Brooklyn, Pretoria

Contact person: Dr Gule (082 373 2207)

Phone: 012 346 2209

Email: info@ggboutique.co.za

Web: www.ggboutique.co.za



CEOS Technologies



World-Class ICT service in the African continent

What does CEOS Technologies do and what are the company's competitive advantages?

CEOS Technologies is a market leader for ICT based in South Africa, that was founded by myself, CEO Ann Kleynhans. With its prime focus on ICT Infrastructure Project management, we provide Architecture solutions and System Integrator services, employing over 150 resources with a national presence across South Africa as well as conducting business in Africa.

What honours and awards have you received that means the most to you and your business?

The awards of "Most Influential Women ICT in the African Continent 2014", "International Enterprise Business Women of the Year 2015" received in Rome; and ICT Public Service 2015 Women of Year -SITA. CEOS Technologies has recently been awarded Best Corporate IT Solutions Company 2016.

How does your leadership style help to motivate your staff and what have been your secrets for driving the growth of the company?

As a leader and role model in the ICT industry, I advocate for the development of people, especially the youth of South Africa, through the facilitation of appropriate environments, empowering them with business skills. Mentoring and ensuring that the company employs best practices and offers our client's a world class performance are the core focuses in my business.

What is a major mistake that corporates make in terms of their IT hardware, software and systems... and what is the unseen cost that they are not aware of?

A lack of strategic due diligence when designing and executing enterprise ICT architecture can have a very negative impact on business. Not understanding the output in the organisation where ICT governance plays a vital role, leads to production and operational down time having a financial implication on the business.

What is your greatest achievement or success you have had with a client, and what impact has it had on their business/organisation?

Being awarded a contract since 2010 by one of the largest players in the Health Industry has transformed our business, showing sustainable exponential growth. It has allowed us to build infrastructure for the future that has shifted our focus towards a broader spectrum and changing the organisation roles.

What do you find most challenging about your work and the industry at large?

One of the challenges that greatly concern me is the lack of leadership in our industry and country, leading to the mismanagement of funds or transactions to cover for inabilities. Developing or re-establishing a clear business strategy depends on leadership.

What are your personal goals for the future as well as for CEOS Technologies?

I am a highly motivated business woman, drawing to myself other successful business people. My businesses are ever expanding. My mind is creative and unlimited in finding new ways to enlarge my business and increasing profitability. I am inspired by growth and success. My enthusiasm is contagious and my vision endless.



Ann Kleynhans

Time Travellers

Time is always in short supply, which is why it's essential to develop the art of the executive breakaway. That way you're guaranteed to be able to collect the memories you and your family have been searching for.



It doesn't matter what kind of business you are involved in or what sector this might encompass, the truth of the matter is that with technology, we are able to fill our available time with more. Invariably, it also means it is difficult to switch off in this 'always on' connected society and as a consequence, brain drain, increased stress levels and physical burn out are prevalent – from the boardroom to the shop floor.

Taking 'leave' is counter-intuitive to most senior executives, mostly because we have been schooled into believing that hours at the wheel of commerce will land us that advanced driving certificate. But actually it's the reverse. Productivity suffers and even worse, executives

could fall asleep at the 'wheel', jeopardising business longevity, as well as their own health if not rested sufficiently.

There has been a fair amount of research over the last few years, into the benefits of a number of short getaways dispersed throughout the year.

Some psychologists even recommend a break every six weeks for top executives in order to help them maintain their focus and business creativity.

Time being of the essence, how does one spend quality time refreshing and reinvigorating the mind and body, giving themselves a break from the everyday routine, without spending long periods of time away from the driving seat of the organisation? Enter the rise of the executive mini-break.

Unlike other 'vacations', senior executives and the well heeled are looking for something beyond the average deck-chair pool lounging, safari or skiing holiday. They are in search of collecting 'experiences', and making 'memories,' especially those that have been curated to appeal to their discerning palates and where they can congregate with other like-minded individuals.

Most will not have the time to search the Internet for the best places to visit or the resources to check out guest comments to ensure that where they are going is up to their standards. This being the case, *Leadership* has collated a number of top, relatively close-by destinations and experiences that should appeal to South African 'Time Travellers' for three to four days of wellbeing and R&R.





Botswana

For those looking to get back to nature, with many five star hospitality offerings available, including tented camps and guided safaris. Here you can experience bathing under the stars, even sleeping under the night sky and the next day, awoken to walk with elephants. There are a number of operators specialising in tailoring packages – try Jacada Travel, Sanctuary Retreats and Abercrombie and Kent.

Mozambique's Quirimbas Archipelagos

The Quirimbas are now a firm favourite with local travellers and the international jetsetter alike. Try Ibo Island Lodge, described as one of the 'most unusual places on the whole of East African coast.' This is not a classic beach holiday. Aside from its stunning private location, world-class beach, luxury accommodation, spa and dhow trips, Ibo Island is also an 'authentic island community experience.' With the lowest density of tourists on the Mozambique coast, it is designed to meet the exacting tastes of a 'particular type of traveller'. Need help getting there? Try Journeys By Design. Mozambique also affords travellers the opportunity to take in a safari. For something remote, unique and totally tranquil, Nkwichi Lodge on the banks of Lake Malawi, is the perfect setting to experience the wild and the beautiful simultaneously.



Tanzania, Kenya, Zanzibar and Rwanda

A little further afield, and perhaps for a slightly extended 'long weekend,' Tanzania, Kenya and Zanzibar offer some exceptional opportunities to free the mind, such as a hot air balloon ride over the Masai Mara, a bee-keeping course in a Tanzanian village or even drop into Mahali Mzuri, Richard Branson's luxury Kenyan tented camp, which has a deeply entrenched community and sustainability outlook. Indeed, Branson's travel outfit, Virgin Limited Edition, is leading the way in travel conservancy, affording travellers the ability to do their bit for planet and people while unwinding.

Another unique and quiet location to forget about time and place is Lamu Island (North-Eastern Kenya) on the Indian Ocean. Here you can take in the sights of a UNESCO World Heritage Site while sipping on champagne and marvelling at the surrounding historical sites.

Gaining in popularity but still offering remarkable peace and very definitely something special, is a trip to Kibuye (Karongi) in Western Rwanda. It's a paradise on the shores of Lake Kivu, where peace and quiet are assured.



South Africa

Staying in South Africa, and on a different note, the Escape Music Experiences are a new set of 'experiences' aimed at senior executives, corporate clients, as well as select society. If you love music, enjoy a more intimate setting, relish the possibility of meeting a celebrity, as well as indulging in luxury experiences (including a champagne safari) all under one roof, look no further than these 'Escapes'. According to the organisers, espAfrika (also the producers of the Cape Town International Jazz Festival), each different 'escape' has been designed to appeal directly to the nascent African luxurian looking for something out of the ordinary, as well as to the top brass in search of some much-needed R&R. The first in the series – the Royal Escape - took place at the Palace of the Lost

City at the end of July, with new venues and other 'experiences' to be announced shortly.

Also making it into the list of our favourite spots for local luxury is another of the Virgin Limited Edition properties, Mont Rochelle in the Western Cape. Here the family is also welcome, with over 100 acres, in which to 'play' and explore.

Don't work harder work smarter - even for just a few days, disengaging from the workplace and routine is enough to boost flagging energy levels and critical thinking ability. With these obvious pluses and an array of unique memory making experiences on offer, there is no excuse not to have that break. The doctor ordered it, so what are you waiting for? ▲

She's big on big data

Dr Merrill van der Walt, Data Scientist at Strate, knows all about big data

What does the public need to know about big data in financial markets?

Big Data adds an extra dimension of intelligence to the financial markets. It has the capability of uncovering unknown trends, unknown relationships and unknown correlations and in bringing the unknown to the surface, allowing the possibility of informing the markets differently to how they are currently informed. Big Data also has the capability of being able to formulate predictive models, or forecasting, for the markets.

It's large-scale longitudinal trend analysis capability allows us to look at trends across time with all the data involved rather than pieces of data, to get a complete aerial view.

What do you find intriguing about Big Data?

It's the Science and the Math behind it that is so intriguing, because we are always driven by an innate curiosity. There are deep neural

networks of information lying dormant, and the potential of bringing that to the surface is extremely intriguing for me. The completeness of the data set can now be investigated, rather than a focus on certain fields only.

Tell us about the work you do on your GIS database?

We managed to record all the fossils from South Africa, especially over an extinction event that happened between the Permian and the Triassic, which was the greatest extinction event that ever hit the planet. 95% of life on earth was wiped out and we are able to see this in the pattern of the fossils on the GIS. It was the first of its kind globally and it has created not only an archive of fossils, but also a cyber-museum of where these fossils are found in their space and in their time.

You must be proud to have been part of the team awarded for their scientific

contribution to the understanding of the origins of humankind!

Yes, we were awarded the scientific team award by the National Research Foundation because of the role of Rising Star.

It's shown that, where before we always believed the pathway to humankind was a bit of a linear thing, we now see it was a very opposite of that. It was a very honourable achievement because it was a team that worked very differently to the past approach to science—its philosophy was open source. All the 3D scans were freely available to anyone who wanted to see it.

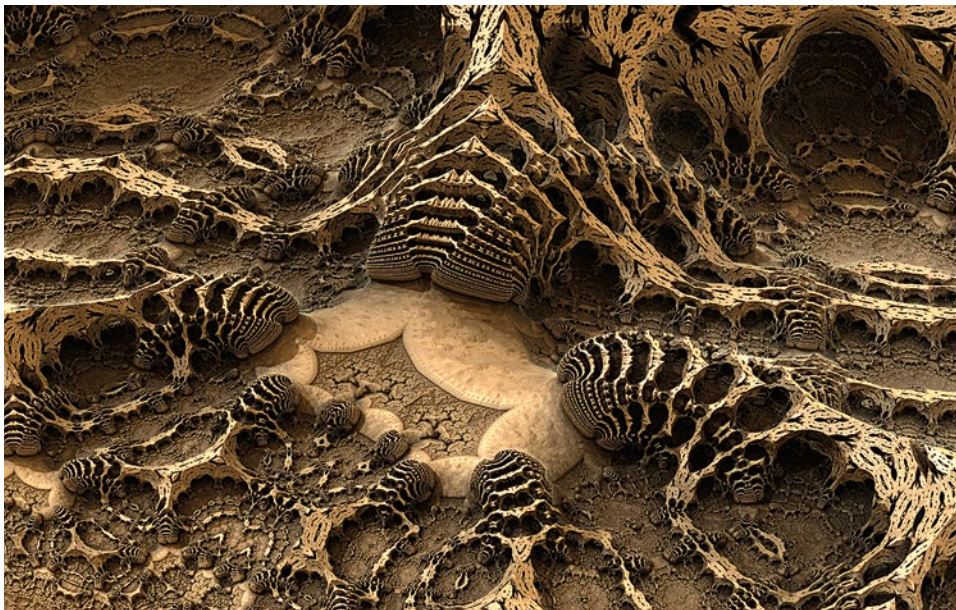
I was responsible for organising a workshop and invited 30 emerging scientists from around the world, where we were cloistered in the fossil vault for a month.

How did your parents inspire you to succeed academically?

We were allowed eccentricity of thought, we were allowed to investigate whatever topic we wanted to, and a lack of fear was instilled in us and an optimism and belief that whatever you learn cannot be taken from you. When I was young, my goal was to actually be an astronaut, and then I wanted to be a scientist. But I also loved words and I love art and there's a definite link between math, music and art.

Why is education important for women?

Education is the only thing that cannot be taken from you and it's the only thing that widens your thought processes, giving you opportunity out of whatever unfortunate circumstance that you might have been born into. Women have the ability to understand maths, science and technology so strongly but, because of conditioning (home or society), by the time a girl reaches the age of 9 or 10 she believes this is something they cannot do. That's a tragedy, and that needs to change. ▲



Leadership

FOCUS

SANBI



Biodiversity for Life

South African National Biodiversity Institute

Fine-tuning flora

SANBI's smartphone savvy is bringing nature back to the people

Leadership

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South African National Biodiversity Institute (SANBI)

SANBI's first-ever CEO, Dr Tanya Abrahamse, is driven to make biodiversity and South Africa's natural capital contribute to improving the well-being of all our people.

When Dr Tanya Abrahamse was appointed to head up the newly formed South African National Biodiversity Institute (SANBI), people asked her how she was planning to fill the shoes of her predecessor – the head of the National Botanical Institute. A question that arose possibly because she is the first woman and first black person to head up an institute that has 100-year-old roots in the founding of Kirstenbosch Gardens in 1914.



Dr Tanya Abrahamse, CEO

“Well”, she says, thinking back to her appointment some nine years ago, I told them, “We will do it together; that I oversaw the Institute in my capacity as DDG in the Department of Environmental Affairs in the ‘90s, that I have university education in biodiversity and that I don’t intend to be a scientist myself but create an environment for others to do great work... get used to it!”

Meet the doctor

SANBI's first-ever CEO could easily pass for someone with a penchant for poring over petri dishes or peering through microscopes but the multi-faceted intellectual has become a globally recognised leader in her discipline, preferring to plan, prepare and pioneer the way ahead for biodiversity.

She may not do field work anymore, but her field of expertise has benefitted exponentially from the detours she has made since leaving her lab coat and field boots behind.

She has ventured into reconstruction and development, the environment and tourism

– ultimately heading up an institution that leads South Africa's approach to biodiversity and ecological asset management.

International acclaim

Her work in this regard has received the nod from none other than Ban Ki-moon, Secretary-General of the United Nations. In 2013 she was invited by the UN to join its newly formed Scientific Advisory Board.

The letter has pride of place on her office wall at Pretoria National Botanical Garden, and states among other things that the board's central function is “to provide advice on science, technology and innovation for sustainable development to me.” In other words, directly to the UN's top man.

Ki-moon's letter adds, “Some of the objectives will be to strengthen the linkage between science and policy, and to ensure that the latest scientific findings are reflected in high-level policy discussions within the United Nations system.”

Suddenly Dr Abrahamse, a down-to-the-earth public servant who originally hails from the Cape Flats, was propelled into hallowed company, mingling with people like Italy's Fabiola Gianotti, DG of CERN in Switzerland (an institution whose research into quark particles has arguably proved the existence of the so-called “God Particle”).

Together with her string of qualifications from the University of Zambia, University of London, and Westminster University (previously London Polytechnic), she deserves all the honour due to her, and yet she downplays it all.

Insisting on being called “simply Tanya” or “Dr T”, as her staff prefers, she points to the UN letter on her wall and jokes, “My name's not on top of the list (of members on the board) for any reason other than my surname being Dr Abrahamse.”

And yet, when Ki-moon thought of the “linkage between science and policy”, SANBI's instrumental leader must've been at the top of his mind.

A new, dynamic approach is born

Since taking over the reins in 2007, Dr Abrahamse has spearheaded an integrated approach, giving emphasis to clarity of roles and deliverables, good governance, efficient and effective use of resources, smooth administration, good staff relations, science excellence and uplifting visitor experiences – the one never superseding the other – to help transform the National Botanical Institute (NBI) into SANBI, a world-leading institute.

However, despite having received numerous personal accolades, including the African Tourism Achiever Award in 2005, being South Africa's nominee for the post of Secretary-General of the World Tourism Organization, and being nominated for the Business Women of the Year she had to remain level-headed, never forgetting about the mandate of the institute and the privileged position she and SANBI hold to ensure that South Africa's amazing biodiversity continues to play its rightful role, now and in the future.

"SANBI is a public entity", she says. "It's not for profit.

We're funded by taxes, your money, and we serve under the Department of Environmental Affairs on whose behalf we provide evidence-based information for the purposes of good, rational, decision-making."

With broad strokes, she defines SANBI's essential roles as follows: To understand the 'what, where and how' of our country's biodiversity, to monitor impacts such as climate change and invasive species, and to make that information available to the state, provinces, local governments, other organs of the state and citizens.

In addition SANBI runs a range of projects and pilots in order to give examples of how to manage biodiversity better at a local level and also manages the magnificent network of national botanical gardens as 'windows into our unique natural beauty', but more on that later.

Developing tools, including digital ones, and providing accessible information; growing human capacity in the 'green' sector and expanding the knowledge capacity for the country, and the globe, on how to manage biodiversity better; are some of the driving ambitions of SANBI.

"Biodiversity is a difficult concept to explain easily but it is all of nature (species, ecosystems, natural habitats and landscapes) and our relationship with it," she says.

In 2011, SANBI's National Biodiversity Assessment, a hefty synthesis report published with glassy coffee-table-style appeal rather than with "pale science speak", managed to convey scientific data in such an easy-to-understand manner that it received "best practice" recognition from the New York-based Organisation for Economic Co-operation and Development (OECD).

Maybe that's where Ki-moon realised that if you want to reach the 'man' on the street, and successfully spread the message of living in sustainable symbiosis with the third rock from the sun, the best person to turn to would be Dr Abrahamse and her team of dedicated scientists keen to democratise data to empower decision makers.

If you consider where SANBI is today and the local as well as the global role that it plays, it's hard to believe that it's barely 12 years old, having evolved, as it did out of the NBI, "whose focus was mainly on plants".

But the rootedness of things, or so-called humble beginnings, is very important to Dr Abrahamse. "In 2004, through an Act of Parliament, we were converted into the institute that we are today, based on the foundations established by the NBI.

"That Act gave us a whole lot of other responsibilities apart from just dealing with plants. For example we do threatened species status, for both plants and animals, thereby assisting the all-important Red Lists of the International Union for the Conservation of Nature, as well as the status of various ecosystems, be they riverine, coastal, marine, wetlands, grasslands, or succulent Karoo," she says.

And to make sure locals appreciate the diversity and concentration of fauna and flora of various locations in a country, SANBI is also tasked with running South Africa's system of botanical gardens. "We're particularly proud of the work we have done in this respect."

Emphasising the point she says, "Next year we're going for our eleventh garden, and our garden exhibition just won our 34th Gold Medal at the highly-acclaimed Chelsea Flower Show in London. The standard is incredibly high but our team work and commitment to world class always wins the day".

Appreciating South Africa's biodiversity

She explains that the botanical gardens are now found throughout the country "in a national system representing all the biomes of the

country. In other words, all the different types of biodiversity sets that we have."

Dr Abrahamse elaborates that national botanical gardens such as Kirstenbosch (Cape Town), Walter Sisulu (Johannesburg), and Kwelera, the most recently opened one near East London "really are windows into our biodiversity where people can appreciate the variety of natural beauty we have in this country in urban proximity".

So is the southern tip of Africa's ecological range really such a claim to natural fame? "Oh yes!" Dr Abrahamse enthuses. "We are the third most diverse country in the world, and the reason for this is because we have all these distinct regions.

The succulent Karoo, for example, is a singularly unique biome with endemic species that are exclusive to certain areas.

"Of course, the big jewel in our crown is the Cape floristic kingdom, which is a kingdom all on its own. The fynbos, as we call it, is nowhere else to be found in the world. To make it clear, we have the third highest number of plants and animals in the world."

So who pips us to the post? "Indonesia and Brazil", she says. Of course, it's difficult to compete with the Amazon's abundance or the spread out island archipelago that is Indonesia.

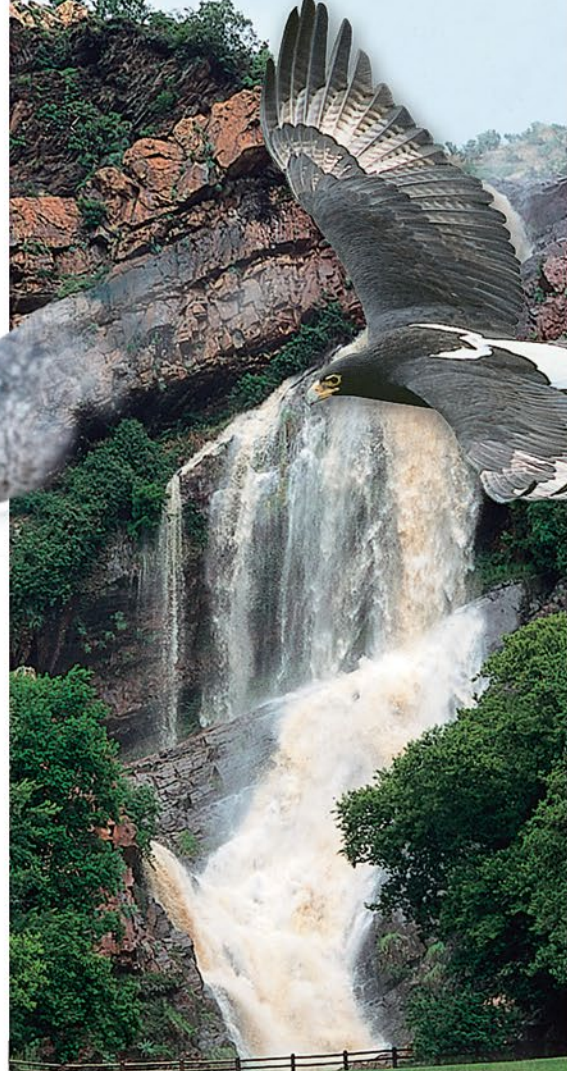
"We have a great array of different ecosystems that directly translates into incomparable wealth of species and ecosystem types giving scenic splendour, from semi-tropical regions to deserts, from a wide variety of coastal settings to majestic mountain ranges and more, we have it right here in one country!"

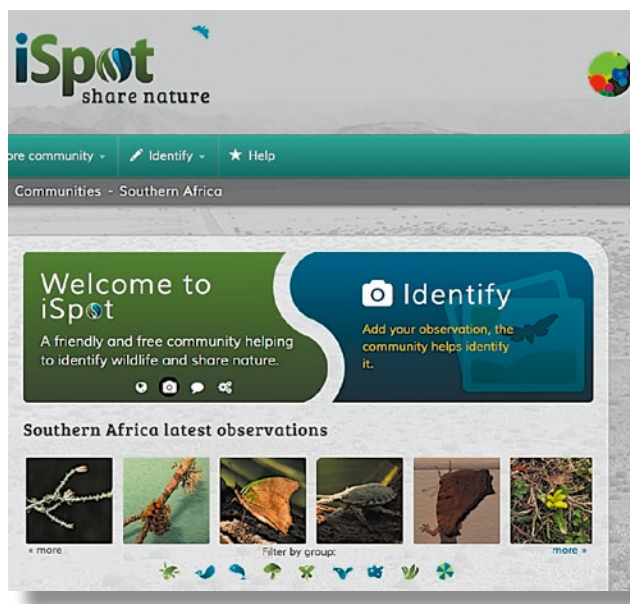
Technology: bringing science to the people

Dr Abrahamse isn't generally given to such adjectival enthusiasm. The cold glare of science is her forte, but there's also no disputing her feel for the warm heart of Africa's people. It brings to mind innovation, one of SANBI's "essential roles" – developing tools whereby people can easily access information.

"We've got an app called iSpot (www.ispot-nature.org), which is a citizen's platform for all the country's amateur scientists.

If you see anything unusual, any plant or animal, take a photo, upload it, and a little chat room will be created for like-minded folk, many of them on top of their game, and they will tell you as much as they can about it: the common name, scientific taxonomy, all you need to know."





Dr Abrahamse gets excited when talking about the possibility of using the IT revolution to unpack biodiversity and ultimately spread the base of protectors of this valuable asset.

When elaborating on how these can assist in making science accessible, she uses a fictional, (wo)man-on-the-street character, “Mrs Mazibuko”.

“If we can get across to her, to everyday people on the ground, I would feel that we have accomplished something really special.

“If there was an app that you could download on your phone, to intrigue people, to help them engage with biodiversity, we could go a long way in driving home the importance of caring for our environment, and in doing so, contribute to ecological sustainability.

There is still a problem of access to the Internet and to smartphones, but the growth of IT has been phenomenal and we should find opportunities to piggy back on it for sustainability and overcoming inequality to access to empowering information.”

Dr Abrahamse, who only leans towards politics when it comes down to assisting in shaping policy through ground-breaking scientific research, believes inequality is the single biggest threat to achieving global sustainability as set out at Rio+ 20, the UN’s earth summit held in 2012.

“You’ve got to protect what the world gives you, but there also has to be real, tangible benefit for the lives of local communities.

If people don’t see value, don’t get value, why should they protect biodiversity? It is our job to make the links, it is core to sustainability.”

Clearly there’s a lot of work to still be done, but Dr Abrahamse believes that SANBI has already made great strides, particularly in terms of innovation, expanding the country’s knowledge capacity and sharing this information.

There are always conventional methods of spreading information. “The National Biodiversity Assessment is a great document”, she says.

“The fact that we received recognition for our work from the OECD meant a lot to us.

Success breeds success, which breeds more work.

Since we published our study, we have had a lot of requests from our neighbours especially to come and help them do their own biodiversity assessment.

“To this end, we are developing a simplified tool in partnership with UNEP to work with and hopefully assist countries similar to us. Of course a lot of work went into it (the NBA synthesis report), but it’s important to remember that all the research that went into it, the back end of that, providing information on threatened species, threatened wetlands, threatened rivers and making it freely available online, helped us to become part of the data revolution.

Our data is easily accessible on our website at The Biodiversity Advisor, and also internationally at the Global Biodiversity Information Facility.”

Reaching an international audience

Despite all she has accomplished, Dr Abrahamse is loath to take credit for SANBI’s achievements. “An organisation’s greatest

assets are its staff members and their ability to deliver excellent results, build and maintain strategic relationships with stakeholders. We don’t work alone. SANBI would not be a success if it wasn’t for the partnerships and networks we have with a range of bodies in South Africa – universities, NGOs and other institutes. SANBI has put a lot of effort into working together to harness our country’s science capacity to provide and publish biodiversity data and information, making South Africa one of the highest contributors to the global biodiversity information system. We also lead the human capital development in the biodiversity sector. We lead the thinking, strategy and approach in this regard.”

Talking about her role on the UN Scientific Advisory Board: “From the start, I was interested in the broader, philosophical aspects of science, and the ethical role of science, but I was particularly interested in ensuring that the world takes note of scientific progress, often with very scarce resources, of the work we’re doing in the ‘South’. We have a lot to offer the world, in thinking, content, approach and institutional management.

“Institutions from the south, data from the South, voices from the South, and opinions from the South must be heard, particularly since the world’s remaining biodiversity is in the South, under our watch. I really felt that it was my obligation to ensure that developing country institutions like ours be heard.”

Considering the success achieved thus far, SANBI must surely be the envy of its peers? “I don’t think it’s so much a case of being the envy of our peers”, says Dr Abrahamse. “It’s the way in which we have gone about our institutional development and maybe the way in which we have defined our role, having a very clear idea of what it is we do and don’t do, giving clear information to support sound approaches to manage our country’s biodiversity and assisting in understanding the challenges of climate change through innovative adaptation projects on the ground, for example. “We should also never forget the way in which we have made the link between biodiversity and development, and the link between science, policy and society – providing an integrated perspective. “These are some of the cutting-edge approaches that we have utilised at SANBI and that have brought us to this point; and we’re not done, far from it. We engage with our colleagues on the continent, Africa being one of the few places on earth with unspoiled biodiversity and unused arable land.

We share our experiences and have consolidated our approach to understanding biodiversity data and information, but there's a long road ahead of us."

Many of the 17 Sustainable Development Goals (SDG's) for 2030, as set out at Rio+ 20, are dependent on resilient healthy biodiversity and ecosystems.

By then, Dr Abrahamse would've left SANBI many years prior. She leaves in 2017 after 10 years at the helm of SANBI, "the best job I ever had and honoured to have served my country", she says.

Humble beginnings

It's like the country she fled from with her parents after the Sharpeville massacre in the 60s. South Africa gets into your DNA. Being the daughter of struggle stalwarts, she remembers that the government was breathing down her trade unionist mother's neck, when her father, a teacher, felt it necessary to get his family out of harm's way before the cops came knocking.

"It was before the 90-days detention rule back then", recalls Dr Abrahamse. "If they got to my mom, they could've detained her for as long as they felt like it. Luckily my father had a couple of tjomies up north whose countries were getting their independence", she says smiling, using some laid-back "Kaapse taal", "a fortunate result of him having studied at Fort Hare in the '50's"

The family's long journey started that day when they said goodbye to the mountain and the city in the bowl of Table Bay. "I'll never forget it. Four kids on a five-day train trip to Zambia, and my parents of course.

From Cape Town, we went to Kimberley and I can remember passing through the mountains and then going through the arid Karoo.

"The next thing, we were in Kimberley, something altogether different from what I had become used to in Cape Town, and from there we went on to Mafikeng and onto Gaborone. "The countryside was constantly changing, and the poverty, oh, the poverty, it left a lasting impression on me. "I remember the drought we encountered in Botswana. Wherever we went it was visible. Wherever we stopped, poor people swarmed next to the side of the train. I had a big box of cookies. I gave it all away. From there we went on to Francistown, crossed the border into Zimbabwe (then Rhodesia), and passed through Bulawayo towards Livingstone. The bush got thicker and we saw the Victoria Falls. It was all quite remarkable.

"We reached Lusaka, and finally Ndola where a teaching position had been arranged for my father. It was near dawn when we arrived at our final destination up north (in Zambia's copper belt), and one of my father's connections in education picked us up and took us for breakfast. It was the first time that I had a meal in a restaurant."

Listening to Dr Abrahamse recounting her odyssey is like visualising a template-in-the-making for the life of a respected naturalist, having witnessed as she did, so many people and places, much of it combinations of natural beauty and broken lives.

She was only 10 at the time and you would imagine that, having spent so much time in Zambia as the child of exiles, she would call herself a citizen of that country. And yet, it was more than just the call of South Africa's biodiversity that beckoned her back home.

"I always knew I would come back. Even when I was doing my masters and PhD in London, it was only en-route back home. This country is in your blood, in your bones. It's in the air, the stormy Cape or a dusty sunset of the Highveld, in the mountains and sea, in everything, and in the people most of all.

"We are such a resilient, feisty, opinionated nation. We're always changing, shaping things, as they say, change really is the only constant. Personally, I think change and the hunger for it is a South African thing, because of what we've been through.

I also think it has tremendous value in preparing people, arming them to survive against all odds, particularly when it matters most, as is currently the case with the world needing people to look out for it.

"When you don't live in a country of great change, where life just chugs along, you don't talk about the things that really matter, nor strive to make a difference in your own life and those of others, proving the adage: 'May you live in changing times'".

Dr Abrahamse says school in Zambia was single-minded, or "streamed focussing" as she calls it.

"The moment they discovered you're good in maths for example, that's it, and your course is set. Off you go doing maths and biology, physics, chemistry and science becomes all you learn at school. I would have loved to have been a little more diverse myself, you know, studying literature or art and so on."

And yet it's the very thing that she thinks she lacks, being diverse, that stood her in good stead

when she started in the public service as a Chief Director in the Reconstruction and Development Office in President Mandela's Office, in her post as CEO of the newly formed SANBI, and when that letter from Ki-moon arrived in the mail.

Admittedly, she reflects, "The reason why I have been asked to sit on the UN's Scientific Advisory Board, I think, is because I understood a little bit about change, about politics and economics, power relations, institutional roles and so on."

To this, one could easily add an innate knack for public relations, administrative management, and basic people skills, to which her predominantly young staffers will attest.

"The world is at a crossroads where we have the highest level of CO2 since the dinosaurs, icecap melting and increased levels of pollution at sea.

At the same time we have a population, particularly in developing countries, that is getting younger and younger, and youth increasingly alienated from a world where traditional jobs are getting less and less.

We all need to think differently and with innovation to overcome these challenges".

SANBI's bright future

"Biodiversity, our natural capital and the green economy are slowly growing in importance. Many of the 17 Sustainable Development Goals agreed at Rio +20 depend on a resilient natural environment for global sustainability, but are they achievable by 2030? I think so, but we need to be far more integrative and co-operative, harnessing institutional capacities, growing new human capabilities and sharing data and information.

We need new, daring and dynamic ways to tackle these problems, science must play its role and scientists themselves need to get out of their ivory tower and advise on solutions based on good responsive research and useful data." Like everyone else, Dr Abrahamse isn't infallible, and may very well be wrong in thinking that Zambian schooling made her too purposeful, forsaking general knowledge of other subjects for the sake of single-mindedness.

In fact, that intellectual, laser-like thinking, on top of the diversity of her spirit, an innate thing really, is what has made her the ambassador of biodiversity that she is.

Whoever takes over from her at SANBI, will find a solid, purposeful and well-regarded organisation with very high expectations. ▲

Health Professions Council of South Africa (HPCSA)

The HPCSA is a statutory body committed to protecting the public, and guiding and regulating the health professions in South Africa

Tebogo Kgosietsile Solomon Letlape, who obtained his MBChB degree in Medicine from the University of KwaZulu-Natal in 1981, joined the Health Professions Council of South Africa (HPCSA) in 2010 as a Board member nominated by the profession to the Medical and Dental Board (MDB) and appointed by the Minister of Health, Dr Aaron Motsoaledi. In the year 2011/2012, he acted as the Registrar for the HPCSA. He has been involved in medical politics on behalf of the profession in his early years and now he is part of the self-regulatory authority of the profession. He was elected as the Chairperson of the Medical and Dental Board in September 2015 and President of Council in October 2015, to date. Their term of office will end in the year 2020.

“Our role is to ensure that structures of the organisation work coherently to fulfil its mandate. The Professional Boards have total autonomy on matters pertaining to the profession for example; accreditation of training institutions, curriculum, CPD, complaints about the conduct of the professionals registered with Council.

All staff members including the Registrar are employed by Council and Council is supported by fees paid by the professionals, which are determined by the respective boards based on their needs and budget. The 12 boards encompass 30 professions and 90 registration categories.” He says.

When was the HPCSA established, and what is its mandate?

The Health Professions Council of South Africa (HPCSA), referred to as “Council”, is a statutory body established by the Health Professions Act, No. 56 of 1974 (as amended).

Our mandate is to regulate the health professionals registered with Council (There are other self-regulatory bodies such as the Nursing and Pharmacy Councils.)

What is the main role and what are the responsibilities of Council?

It’s main role and responsibility is to co-ordinate the activities of the Professional Boards established in terms of the Health Professions Act No. 56 of 1974, acting as an advisor for such Professional Boards. Council has to promote and regulate inter-professional liaison between health professions in the interest of the public. It also advises the Minister on matters falling within the scope of this Act in order to support the universal norms and values of health professions, to uphold and maintain professional and ethical standards within the health professions and also to ensure that persons registered in terms of the Act behave towards users of health services in a manner that respects their constitutional rights to human dignity, bodily and psychological integrity and equality, and that disciplinary action is taken against persons who fail to act accordingly.

What are the challenges that Council, its members and stakeholders face?

The challenges that Council is faced with, are the following:

- The Professional Boards provide the ethical rules that need to be followed and adhered to. Role definition becomes important and what we need to ensure is that those of us who are in the governing structures create a proper regulatory framework and clear regulations and policies that will be implemented by the Secretariat.
- Some of the duties can only be executed by the Boards.

- There are members of the boards and of the profession involved in regulating the institutions in which they come from and work within. Those are some of the challenges we face in terms of us being able to manage potential conflicts of interest and, to date, the professionals have done that to the best of their ability.
- For Council to not be seen as being biased to its own rules, the structures include community representatives to ensure that the rules are adhered to by all council members.

Why is it important for healthcare practitioners to register with the HPCSA?

Section 17(1) of the Health Professions Act No. 56 of 1974 stipulates that no person shall be entitled to practise within the Republic; any health profession registrable with the HPCSA in terms of this Act, thus making registration with the HPCSA a mandatory prerequisite. Practising without being registered with the HPCSA in terms of Section 39 and 40 of the Health Professions Act of 1974 is illegal.

The HPCSA is conducting public awareness campaigns in various provinces throughout South Africa – can you please tell us more about these campaigns?

The campaigns are conducted in order to educate the stakeholders on the role of the HPCSA. There are instances where even professionals/practitioners are not able to distinguish between what the HPCSA's role is and how it interfaces with the Boards; they cannot distinguish what the HPCSA does as part of regulation and what professional associations do. Professional associations represent members, whereas Council and the Boards have the responsibility to ensure that education and training are in accordance with the frameworks that have been created.

Following are some of the stakeholder engagement campaigns that Council is embarking on:

Off-site registration renewals campaign

Roadshows

Symposia for practitioners

It is stated that these campaigns provide a platform to engage on issues pertinent to the public – what are the current issues that you believe are of utmost importance?

The current issues are on how practitioner fees are constructed and, most importantly, what the annual fees are used for; issues of Continuing Professional Development and how that is adjudicated, why there is a need for professional development, the random audits, et cetera. Professionals need to be given certainty that the professional conduct matters are done on a professional basis and that there is no form of vigilantism against them.

On roadshows, the HPCSA not only interfaces with practitioners but also with communities, which are important stakeholders as they should be apprised of what the role of Council is, what their rights are, what we do in terms of accepting, following up and adjudicating on complaints from patients. We also ensure that the system is not abused for settling personal scores, and the community is apprised of the importance of that function.

Why is education on identifying false practitioners vital to the public?

Illegal practitioners are not only breaking the law, but they are putting people's lives at risk. The public is educated and capacitated with knowledge that, while health practitioners may have or display all their academic qualifications, this does not make them professionals. Having all the necessary academic qualifications does not necessarily translate into being a professional.

It is only when a healthcare practitioner is registered with the HPCSA that they become healthcare professionals. At these public awareness programmes, Council advises members of the public to consult healthcare professionals whose credibility is known in their areas. In cases of new practitioners, they are advised to check their status with the HPCSA before embarking on consultations to ascertain the healthcare professional's authenticity.

All healthcare practitioners registered with the HPCSA are issued with practising cards. Should a healthcare professional fail to produce a practising card, the patient has a right to report him/her to the HPCSA or any law enforcement agency.

How does the HPCSA determine who is/has been practising without the correct credentials or outside of their qualified scope of qualification?

This is an area that has proven to be challenging. The Inspectorate Office was established in February 2015, and the challenge is that the HPCSA does not have the workforce to be proactive and do unscheduled inspections. We depend on the vigilance of society in that, when they are not sure of practitioners' qualifications, they can alert Council. We depend on complaints in order to be able to investigate matters.

There is not sufficient staff in our workforce to go out and check on people as to whether they are properly registered. The duty that we have is to ensure that we come up with mechanisms where the public can be assured of what it is that they should look for from practitioners, such as the licensing, displaying of permits to practice from Council, et cetera.

The issue of practitioners practising within their scope of practice is one that can be managed for now, however, going forward, Council is positive that the inspectorate office will be able to close this gap. Currently, we have inspectorate offices in Cape Town and Durban.



Health Professions Council of South Africa, Dr T K S Letlape – President

During your time as President thus far, how has Council ensured that the HPCSA upheld the high standard of healthcare and training which SA is known for?

It is not something that is new, but fortunately, we inherited a functional Council. For instance, the institutions that offer training, are accredited by the relevant structures in the Boards of Council.

During the 5-year period, there is a self-evaluation that is conducted by the institutions and verifications are done by the various Boards. The self-evaluation that happens between accreditation periods is a mechanism to ensure that the training institutions set their standards to be on par with those of international benchmarking.

There is also the common practice where registration is renewed annually and there is a CPD requirement because of the enormous task of ensuring compliance. Random audits are conducted on 20% of the registered professionals under each board annually. Should a practitioner fail a random audit, the practitioner is given the opportunity to comply.

What are the increasing demands facing practitioners in the ever-changing healthcare environment?

The increasing demand is that we are living in a modern era where information can be accessed easily. Patients are more informed on health issues, so the practitioners have to continuously upskill themselves in order to keep up with the ever-evolving healthcare trends. That is a challenge on its own, but it has created a situation where we need to practice differently and no longer practice in a paternalistic manner. What has transpired in these modern times is that patients are able to manage their health affairs and, as a practitioner, you have to be on top your game in terms of current trends, treatment modalities and diagnostics that are available. The pressure of keeping engaged and updating one's knowledge is much more now than ever before. Nothing is as embarrassing as a patient telling a practitioner about what the latest trends are in their own discipline.

The challenge in the public service is that there are insufficient practitioners, increased burden of disease and a high volume of patients leading to challenges in providing supervision in training programmes and the quality of care. We applaud the efforts to introduce the National Health Insurance (NHI).

One of the major challenges that faces the profession and the patients is that patients on medical aids may not understand what their benefits are, what services will be paid for and how much of the service will be paid. The result of shortfalls in payments by the medical schemes creates problems for the patients and the providers.

The complaints on fees from patients are the largest categories of complaints we receive.

The HPCSA's governance, management and efficiency has previously been called into question – under your leadership, how have you improved upon the Council's self-regulation?

There are particular areas that still need improvement, but those areas constitute less than 1% of the volume of work that we do through the Boards, Council and the Secretariat. However, the 1% is important because we should aim for zero faults since what Council does, is crucial.

We cannot have a tolerance of false registrations, nor registrations that take too long to be completed. People need to understand, that when a particular area has been highlighted, we need to attend to it much better. Going forward, we will only take compliant applications and that will

improve how we function. It will ensure that we do not put our resources to inappropriate use.

There are time frames that have been created for standard operating procedures so that the Board's work is to set the regulation and Secretariat will be empowered to apply the regulation so that things do not have to wait for the governing structures to meet in order for a practitioner to get answers.

That will go a long way towards improving areas that have been highlighted.

You have previously stated that demands on regulators have multiplied exponentially since the 1980s, and the structures providing oversight and guidance have not kept pace – how have these structures improved, or what strategies have been put in place to ensure that it does improve over time?

Structures have not improved to the level that Council desires. A few years ago, an external service provider was engaged to look at those issues and come up with recommendations. It was indicated that in certain areas we are understaffed, and to solve that, extra positions were created and have been filled. One of the areas of concern was that we continue to be a paper-based organisation, thus we could not keep up with the large numbers. There is a new strategy approved by Council to digitise our processes and to move in tandem with the information age. Hopefully in the next 16 to 36 months we will be able to do online registrations, online renewals and use modern technology that is available in terms of running our affairs.

What are the main challenges that are still being dealt with in bringing about positive change within the HPCSA?

One of the biggest challenges that we face, which has not been part of any of the reports that have come out, is the issue of conflict amongst the different professionals administered by this Council and professionals that are administered elsewhere on scopes of practice.

This is a major area that must be given attention, but which has not been dealt with appropriately. Part of the problem is that we have inequities in our society.

We have certain parts of our society that are first world, but the majority of our citizens are still at a developmental stage.

It poses a challenge in that some of the strategies that have been embarked upon, were copied from the World Health Organisation (WHO). When you do not have enough human resources and create task shifting, that creates challenges in terms of scopes of practice.

Is there anything else you would like to add?

I would like those of us that have been elected and appointed to serve in Council and to the Boards to understand the importance of the role of the twelve Professional Boards and Council in relation to access to quality healthcare by the citizens of the country. Council has a major role to play in bridging the gap in quality of healthcare that people access from public and private providers.

We advise on health matters for all who live in the Republic of South Africa. We should be proactive participants in NHI discussions and provide guidance with regards to who does what for all citizens on an equitable basis. We have a role in ensuring that what is promised in Section 27 of our constitution becomes a reality for all those who live in our country. ▲

Fighting for the future

Professor Abdool Karim is not only fighting an epidemic, she is fighting for a better future for young women. In this regard, she values the investment that the South African Department of Science and Technology is making in Aids research.



Professor Quarraisha Abdool Karim

World-renowned South African scientist Professor Quarraisha Abdool Karim, who has shattered the glass ceiling and now beckons women to come up and join her, is not keen on being photographed in a stereotypical laboratory setting.

For she's not one for lonely ivory towers or stereotypes, even of women as scientists excelling in a male-dominated field, where she has reached the pinnacle of success and global recognition.

Abdool Karim, 56, laughs, waving aside the idea of yet another photograph of herself in a

white coat peering into a test tube and highlighting her latest scientific breakthrough, of which there have been many during her illustrious career.

As a world-renowned global epidemiologist and associate scientific director of the Centre for the Aids Programme of Research in South



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Africa (Caprisa) at the University of KwaZulu-Natal's Nelson R Mandela School of Medicine in Durban, the self-effacing Abdool Karim in fact spends many hours in the laboratory seeking solutions to the world's major problems regarding the HIV/Aids pandemic.

Caprisa is a designated UNAIDS Collaborating Centre for HIV Prevention Research, comprising five institutions including the University of KwaZulu-Natal, University of Cape Town, University of Western Cape, the National Institute for Communicable Diseases and Columbia University in New York. She co-founded the centre with her scientist husband Professor Salim Abdool Karim in 2002.

Abdool Karim breaks stereotypes of aloof scientists, religion and gender as she travels globally addressing high-level scientific conferences and engages at grassroots level in hospitals and clinics with nurses, doctors and patients - sex workers, housewives, working mothers and teenage mothers - at the epicentre of the epidemic in KwaZulu-Natal.

Abdool Karim listens to people, especially the women who bear the burden of the disease, and for whom she is determined to find solutions as she labours tirelessly at the frontline of the battle to find a vaccine and a cure for the disease. And she is making strides.

She was principal investigator of the landmark Caprisa 004 tenofovir gel trial, which provided proof-of-concept for the use of antiretrovirals (ART) to prevent HIV infection in women, an achievement highlighted by Science as one of the top 10 scientific breakthroughs in 2010.

She is an associate editor of the SA Medical Journal and vice president of the African Academy of Science. She has received dozens of academic fellowships and published at least 127 peer-reviewed scientific papers listed on her 57-page long resume.

As a member of the International Aids Society Governing Council she was

instrumental in bringing the International Aids Conference to Durban, which attracted 15 000 delegates in 2000.

For her achievements over the decades she has received a string of no less than 24 local and global honours and awards, the latest being the 2016 L'Oréal-UNESCO "For Women in Science" Laureate for Africa and the Arab States Award.

But Abdool Karim was just starting her scientific career when HIV/Aids emerged in the United States as Gay Related Immune Deficiency (GrIDs) in 1981.

Fascinated by immunology and inspired by cutting-edge scientists like Professor Ruben Sher and Professor Zena Stein, she had a desire to make a difference in the world and plunged into the coalface of research into the epidemic. Her work has focused largely on understanding the evolving epidemic; factors influencing infection in adolescent girls and young women and sustainable strategies to introduce ART in resource-constrained settings.

Abdool Karim remembers when the epidemic was in its infancy in SA and how it astounded scientists with its rapid growth, as apartheid and its migratory labour practice had created the perfect storm.

She has worked on answers ever since, watching first-hand, the devastation of millions of lives at its height in the 1990s.

"We went from a less than one percent infection rate. And in 1991 we saw doubling, in 1992 we saw doubling, so that in the first five years we saw the prevalence going up until it was 15 and 16 percent. This was unprecedented. When we had the epidemics in East and Central Africa they were not of this order in magnitude," she said.

"In Southern Africa we did not have a face for Aids because what we had was the early stages of the spread of HIV, which was largely silent and asymptomatic."

But by the mid-90's scientists were recording HIV transmission to infants, who were dying

within the first two years of their lives, while mothers were getting sick and dying.

"Then in the period 1995 to 2000, large numbers of people in the prime of their lives aged 30 to 45, men and women, were dying. I would go into some communities and women would say the fate of women is to die by the age of 25," she said.

Abdool Karim, also a former member of the board of directors of the Treatment Action Campaign Foundation, notes that the political climate of HIV/Aids denialism at the time and the lack of treatment did not help to curb the disaster.

The latest World Health Organisation (WHO) research shows that HIV/Aids prevalence is now 18 percent in SA, still the highest in the world, followed by Nigeria, which has 9 percent

A few of Professor Quarraisha Abdool Karim's recent honours and awards

- L'Oréal-UNESCO "For Women in Science" Laureate for Africa and the Arab States Award 2016
- The World Academy of Science pinnacle TWAS-Lenovo Award 2014
- Academy of Science of South Africa's Science for Society Award 2014
- African Union's Kwame Nkrumah Prize for Science and Technology for southern Africa 2013.
- South African Medical Research Council's Gold Medal
- Order of Mapungubwe 2013
- South African Department of Science and Technology Distinguished Women Scientist in Life Sciences and Engineering 2012.
- The Olusegun Obasanjo Prize for Scientific Breakthrough and/or Technological Innovation 2011

prevalence. HIV/Aids accounts for 42 percent of maternal deaths, mostly young women, in SA.

“Whether it’s Umlazi or Kwamashu or uMgungundlovu you are seeing young women aged 25 to 29, sick and dying; so what happens in a community is that people (men looking for sex) look for the healthy people and then the 20 to 24 year olds are getting sick, so then they go younger,” she said.

Abdool Karim remains focused on finding solutions to the disease, the burden of which remains borne by these young women. They often become infected after having sex with older men who drive luxury cars and promise them overseas trips and shopping sprees.

Karim depends on her team’s entrepreneurial innovation and on constantly applying for research grants from abroad, mostly the United States, to keep research for answers flowing and the centre with its 300 KZN staff afloat on a \$12-million annual budget. But local funding is scarce.

“We have got to get the private sector locally investing more in science. Drug companies who do the most innovation are not interested in things they think are going to be given away for free. They have shareholders who want money so they invest in things that people can pay for and those are disease and threats to people in the north,” Karim said.

“But now, with globalization, we are seeing TB is as much a threat in the north as it is in the south and suddenly we wake up with XDR (Extensively Drug Resistant) and MDR (Multi-Drug Resistant) TB and that’s why this institute was built. Nobody is going to trip over themselves to come and sort this out.”

Karim views the Department of Science and Technology’s recent R9-million grant to Caprisa as a “significant” contribution and potential catalyst to encourage other governments to fund research.

“If you want to do game-changing research you have to raise a lot of money. So to have the Department of Science and Technology investing that amount of money in Aids research in this country is very significant and important,” she said.

Abdool Karim said the country had already done a “great job” in treatment with some 3,4 million people, just over half of the 6,4 million people living with HIV/Aids, on antiretroviral treatment, and in reducing mother-to-child transmission rates from between 30 and 40 percent to less than two percent. However

there were still an estimated 1 000 new infections daily.

“Reducing and preventing sexual transmission of HIV is our challenge, so the grant is significant from a scientific point of view – to be investing in one of the remaining challenges in our response and to be investing in SA capacity building,” she said.

Abdool Karim said research questions remained around why women had a higher infection rate than men when exposed to HIV/Aids as 10 percent of the women in the placebo arm of the Caprisa 004 trial had become infected.

“We are trying to understand why in terms of sociological and structural issues and in terms of biology. Even as we are trying to figure out who is infecting who and why women are so vulnerable, particularly adolescent girls and young women, we need to ask what can we do?”

Abdool Karim, acutely aware of gender power imbalances in society, recalled how it was sex workers who asked her for an empowering solution to the dilemma of clients insisting on unprotected sex and who beat them up or cut 25 percent off their pay if they insisted on using a condom.

She found that women in relationships faced similar abuse, as they were not able to insist on partners wearing condoms. The solution turned out to be the ground-breaking tenofovir gel discovery.

“We tried many different products and failed. Science is a slow process and it can take a decade before you have a breakthrough,” she said.

Now, Karim’s team has discovered three women in the province who have broad-based antibodies – there only around 20 people with these antibodies worldwide – that are able to fight 70 percent of viruses, possibly even HIV/Aids. Caprisa scientists have been able to isolate the antibodies and study the evolution of the HIV virus with the antibodies.

“We are able to produce the antibodies in the laboratory and have run trials on animals. It takes 18 months to produce quality antibodies that can be tested in human trials and we will be ready to do this in 2017,” she said.

Karim believes a cure and vaccine for HIV/Aids may not be too far off and that answers might lie in the yet untapped potential of genetic technology.

“Right now all the scientific advances we have made have reached a tipping point where

we can talk about epidemic control. Epidemic control means that the rates of new infections are going down. It’s no longer a public health threat in terms of new infections or of people getting sick and dying,” she said.

“But to end Aids we need a vaccine and a cure because once the virus comes in and you are on treatment you have viral suppression. As soon as you stop treatment the virus comes out, so you have to get the virus out of the body and that’s where the cure comes in. To prevent new infections you need a vaccine. I don’t think our imaginations have quite grasped the whole new era of gene technology. It is certainly making strides in paediatric diseases and cancer therapy so it is not so futuristic,” Abdool Karim said.

What keeps Caprisa at the cutting edge of scientific discovery – the centre has regularly produced ground-breaking research in the field of HIV/Aids and TB since inception – is its global collaboration and capacity. Each partner brings unique research capabilities, ranging from immunology to virology, and it has access to between 20 to 30 top laboratories across the US with regular technology and skills transfers.

“We are dealing with a major problem that is locally important and we are here in the midst of it in the epicentre. What kind of scientists are we if we are not making the cutting-edge findings and advancing this war? The fact that globally it has benefit is a bonus,” she said.

Apart from Abdool Karim’s proudest moment, which was the tenofovir gel trial success and the honour of receiving the Unesco award, she gets most satisfaction out of how her work has enabled her to impact the next generation of women scientists.

“We have more women PhD graduates than we do men in most parts of the world but when you get to leadership you still find men at the top levels. Many women find it’s a choice of balancing.”

“They say ‘I want to be a mother and I can’t do both’ so I say ‘but you can do both and really it is about choices you want to make. If you want to be a mother you can be, but if you want to be a mother and a scientist you can do that too’. I’ve been able to do it and to me that’s what the 21st century should be about, that you can make choices and nobody is putting barriers and ceilings on what you can and can’t do. You are your own glass ceiling.” ▲

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PANNAR SEED is a longstanding and proud partner of farmers across Africa. They have worked tirelessly since their inception in Greytown, South Africa in 1958 to bring farmers a broad crop seed portfolio. Since partnering with DuPont in 2013, PANNAR is better placed than ever to provide improved varieties that are key to meeting the continent's challenge of feeding over a billion more people in Africa over the next few decades.

“Our 58 years in Africa have strengthened our local knowledge and expertise,” says PANNAR SEED Managing Director, Ashley Cotterrell. “Conducting local research in Africa has meant our germplasm (genetics) is widely adapted for local conditions, making it reliable, whatever the season may bring. We have built up a wealth of institutional memory that enables us to quickly and accurately assess and adapt to changes in the market. Our 11-member Leadership Team boasts over 160 years at PANNAR. While maize is our principal crop, we are the only company also offering sunflower, soybeans, dry beans, grain sorghum, wheat and forage crops.”

A growing benefit

PANNAR began maize breeding in 1960 and, in 1967, became the first private seed company in South Africa to register proprietary maize hybrids. Cotterrell explains that the greatest challenge in plant breeding is that because a seed is a living organism, it cannot be manufactured, adding a great deal of complexity to the planning and execution of strategy.

“Plant breeding is both an art and a science. While a great deal of analysis and assessment takes place in the laboratory, the importance of the plant breeder's intuition in the field trials cannot be underestimated,” says Cotterrell.

Until recent technological innovations, plant breeding was a lengthy process, taking up to 15 years to commercialise a single maize hybrid. The new technologies continue to shorten the lead time to bring new hybrids to market. This development time requires substantial research investments, notwithstanding the additional investments needed in increasingly sophisticated breeding technologies and patented



PANNAR Seed Managing Director, Ashley Cotterrell.

innovations. This predicated the DuPont acquisition of PANNAR in 2013.

“PANNAR had arrived at a point where it needed to team up with a partner that could give us access to additional resources to develop better products for farmers,” explains Cotterrell. “Combining PANNAR's African adapted germplasm with DuPont's germplasm library, advanced breeding technologies, technology pipeline and long-term commitment to Africa, made a partnership with DuPont ideal. With DuPont, PANNAR has been able to access the advanced breeding technologies, global germplasm resources and research and development investments we need to remain competitive in our African markets and to increase agricultural productivity in a manner that will benefit African farmers.”

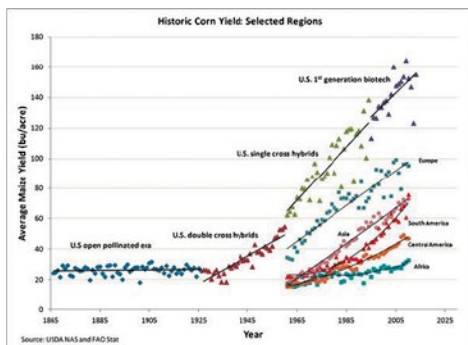
The maize hybrid has yielded a number of benefits within the seed and agricultural industry. By converting from open pollinated varieties to hybrid maize seed, yields can be improved by 50-100% or more. Increasing agricultural productivity increases profitability, making farming a more sustainable enterprise.

“We have seen first-hand how, at smallholder level, better maize yields lead to improved living standards, by having surplus grain to sell, farmers are able to build better homes and educate their families,” says Cotterrell. “Agricultural productivity also lies at the root of broader economic development, since farming is Africa's no.1 form of employment, the process of alleviating poverty starts on farms.

“We face formidable challenges in feeding the world; the challenge of finding solutions for

world hunger will only become more daunting in the decades to come. However, we are optimistic as scientific innovations have a proven track record of enhancing the quantity and quality of food production.

“If one looks at historical maize grain yields for the United States, it is clear that sustained improvements in genetics and production technologies (including the availability of Nitrogen fertiliser, plant protection products and mechanisation) have increased yields significantly. Likewise, these innovations hold a lot of promise for Africa,” he says.



Technological development

“In order to achieve the objective of the partnership with DuPont Pioneer, of bringing better products to our customers quicker, it was essential to combine the PANNAR and DuPont Pioneer research efforts.”

DuPont is currently in the process of establishing the DuPont Technology Hub in South Africa, an investment of over R70 million. This centre will form part of the DuPont global research infrastructure and network, and work closely with its counterparts in America, India, Brazil and China. The building of a state-of-the-art research facility is currently underway at Hoogekraal, Potchefstroom and is due to be completed by the end of 2016. This facility, in addition to the new research centre at Delmas, where an insectary and molecular laboratory are located, will form the “Hub”.

“While the Delmas centre will focus on research and product development for the eastern production region of South Africa

and support the rest of Africa, the centre at Hoogekraal will direct its attention to the western production region, with a specialisation in products for the west and drought tolerance,” explains Cotterrell.

“DuPont also has five modern research stations in South Africa. Each research centre has specific focus areas. However, it is critical that they work as a unified research team and interact closely with the other business functions.”

Pathology and biotechnology is an integral part of the business. There is a complex interaction between the genetics and the environment, which includes farming management practices. Our pathology research effort is aimed at providing the best solutions for these complex interactions so that the farmer may maximise a hybrid’s yield potential.

“When people hear the term biotechnology, they immediately think of genetically modified organisms (GMOs),” says Cotterrell. “However, GMOs are just one of the many benefits of biotechnology. Biotechnology has resulted in shortening of the period to develop new hybrids by using technologies such as molecular marker techniques that are used to “tag” genes conferring desirable traits without co-transferring undesirable genes linked with the desired trait.

“Our youngest breeding programme, wheat, is 28 years old. While the age of a breeding programme does not necessarily predict its performance, crop development is a long-term game. Genetic improvements from one season to the next are incremental. The good performance of PANNAR’s breeding programmes over an extended period confirms that we have the correct infrastructure in place to replace good products with better ones, and better ones with great ones in the time to come.”

In South Africa, PANNAR’s sunflower breeding programme was established in 1976 and it took 14 years to produce a hybrid reaching the number one position in the Agricultural Research Council’s national trials. The next 14-year chapter produced mixed results, with hybrids always performing in the top five positions. From 2005 onwards, the PANNAR programme finally began to consistently deliver top hybrids with a number of the programme’s hybrids occupying the top five spots.

Cotterrell explains that adding to the advanced biotechnology used, PANNAR has developed quite an amazing mobile app, PANNAR Sprout. “Many of our farmers experience unstable Internet connections in their areas, so the app is designed to overcome this limitation by storing the content natively on the farmer’s phone. This enables him/her to access useful information such as the disease fact sheets while out scouting in the fields.

“We launched PANNAR Sprout free of charge during the 2016 series of our Crop Extravaganzas in South Africa.

The app has been developed for both Apple and Android to make it accessible to a broader audience,” he says. “The content for our various African markets is also available. We have seen a great uptake in the 4 months that it has been live, approaching 2 000 users.

“Our 58-year vision remains to be a leading, world-class supplier of top quality seed.

We approach our business operations with an acute awareness that we can only be successful in partnership with our farmers and stakeholders,” concludes Cotterrell. ▲

CORN YIELD AROUND THE WORLD	AVERAGE YIELD*	
	tonnes per hectare	bushels per acre
United States	9.6	153.5
France	9.0	143.0
Italy	8.9	141.4
Argentina	7.3	115.9
European Union	6.9	109.5
Ukraine	5.9	94.0
Hungary	5.9	93.9
China	5.9	93.5
WORLD	5.3	85.0
Serbia	5.1	81.5
Brazil	5.1	81.2
Russia	4.6	74.0
South Africa	3.9	62.6
Romania	3.7	59.1
Mexico	3.3	52.3
India	2.6	40.9

*2011-2015 average
Data source: USDA

@kannbwX

University of Mpumalanga

Creating opportunities



Prof Thoko Mayekiso, Vice-Chancellor

The University of Mpumalanga (UMP) positions itself as an African university rooted in its home province, Mpumalanga, and is responsive to its political, socio-economic, geographic and historical context, as well as its place in the world. The University was established in August 2013 as one of two new post-apartheid universities. It offers a broad range of qualifications from higher certificates to doctoral degree with excellent articulation possibilities.

UMP enrolled its first cohort of 169 students in 2014 in three academic programmes.

This year, the University has enrolled 1238 students in nine academic programmes. We aspire to offer a full range of programmes including Agriculture and Natural Sciences, Education, Engineering, Humanities and Social Sciences, Business and Economic Sciences and Health Sciences.

We offer our students a life-changing experience through high-quality curricula and co-curricula programmes, which promote excellence, free enquiry, academic integrity and foster creativity and an entrepreneurial spirit. We endeavour to enable our students to realize their full potential in the full spectrum of cognitive, social, aesthetic and personal dimensions in pursuit of democratic citizenship.

The University has two campuses', the Mbombela Campus is the main campus and other is the Siyabuswa Campus, as well as one site of delivery the Mpumalanga Regional Training Trust (MRTT). UMP has state of the art infrastructure, which is intended to provide an enriching academic and social environment for students, thereby contributing to them reaching their potential. The possibility to self-actualize, and allow students to become the best that they can be, informs our approach to student development.

Prof Thoko Mayekiso has been Vice-Chancellor of the University of Mpumalanga since 1 November 2014. She obtained a BA, BA Honours, and MA in Psychology, from the University of Fort Hare. She furthered her studies at the Free University Berlin in Germany, where she obtained her D. Phil (cum laude) in Psychology. She also holds a Higher Education Diploma (Post Graduate) from the University of South Africa (UNISA). She is a registered Clinical Psychologist with the Health Professions Council of South Africa (HPCSA).

In her sterling academic career, Prof Mayekiso has held positions of Senior Lecturer, Associate Professor, Professor, Head of Department, and Vice Dean at the then University of Transkei. Whilst at this University she interspersed her teaching role, with clinical practice, by serving as part-time Clinical Psychologist at the Umtata General Hospital. She also practiced as Honorary Clinical Fellow at the Greenwood Institute of Child Health, University of Leicester, and simultaneously served as a Clinical Psychologist in the Department of Medical Psychology, Leicester General Hospital, in the United Kingdom.

She then joined the University of the Witwatersrand, Johannesburg, in 2001 where she served as Head of School, Deputy Dean, and then Acting Dean in the Faculty of Humanities. She proceeded to the Nelson Mandela Metropolitan University (NMMU) in 2007, doing service at this institution in her capacities as Executive Dean in the Faculty of Arts, and then Deputy Vice-Chancellor (Research and Engagement) in 2009.

Mayekiso has published extensively in accredited journals—both nationally and



internationally, and has written book chapters. The themes on which she published are wide and varied, but the core areas have been in adolescent sexuality, HIV and AIDs prevention programmes, and communities and their mental health challenges. She is a C-rated scientist by the National Research Foundation (NRF).

The current situation at UMP provides for at least three faculties. These include the faculties of Commerce and Management, Agriculture and Natural Sciences, and Education.

UMP Vision

To be an African university leading in creating opportunities for sustainable development through innovation.

Our vision while unashamedly aspirational, is also realistic, capturing our desired identity and ethos as a university. Being an 'African university' does not merely refer to UMP's geographical location, but more so to its character and identity being informed firstly by an African paradigm of indigenous knowledge, culture and life orientation, and secondly also by a broadly Western paradigm of knowledge, culture and life orientation.

Mission

To offer high-quality educational and training opportunities that foster the holistic development of students through teaching and learning, research and scholarship, and engagement, in collaboration with strategic partners. Our mission defines 'what we do', 'for whom we do these things', and 'how we do them', and demonstrates UMP's unequivocal commitment to a high quality academic project as a platform for an enriching student experience in accordance with UMP's student centeredness in all its functions and activities.

Values

The African life ethos of Ubuntu, referring to our orientation to and expressions of humanity to others, forms the broad and overarching framework for our values.

The values of the University serve as a basis for all our interactions with students, staff and all other stakeholders. As such, these values

form an abbreviated code of conduct that should shape the behaviour of all the institutional constituents and to which the University subscribes.

The values that form our foundation are excellence, integrity, diversity, collaboration, adaptability, relevance and inspiration.

We endeavour to
enable our students
to realize their full
potential in the full
spectrum of cognitive,
social, aesthetic and
personal dimensions

Educational philosophy

The University of Mpumalanga, as a comprehensive University, understands that its academic vision must combine both the creation and transfer of knowledge and skills, and the development of students as independent and critical thinkers with a passion for knowledge and its application.

Our teaching is theoretically informed, pedagogically appropriate, and sensitive to diversity in all its forms in the educational environment.

Our teaching emphasizes the interconnectedness of teaching and learning, research and scholarship, and engagement.

The development of our qualifications and curricula is context sensitive. Our curricula and extra curricula activities expose students to different ways of knowing and to the value of Indigenous Knowledge Systems.

Our academic staff is made up of reflective and reflexive practitioners who use information communication technologies to improve learning, which will occur in a diverse range of formal and informal settings.

Development programmes for academic staff and student support programmes support a broadening of access, with increased levels of student success.

We plan to become one of the leading academic institutions in Africa.

We are committed to offering high quality educational and training opportunities that foster the holistic development of students in collaboration with strategic partners.

As a new institution we prioritise the establishment of strategic partnerships with national and international institutions as a crucial vehicle to assure the quality of our academic programmes.

To date, we have established international partnerships with Muni University in Arua, Uganda; Novi Sad University in Serbia and the University of Central Florida, USA.

Student resources

We believe that a UMP student must be an independent thinker, socially conscious and, thus, be able to make a meaningful contribution to society.

It is in this light that the University is providing an array of extra-curricula programs and services ranging from student leadership and development, student housing and related services, sports and recreational services, to health and welfare services as well as community engagement and support to promote civic participation amongst students.

The provision of student services is centred around the practice of living and learning, which recognises that university students learn both in and out of the classroom.

Our modern residences are equipped with computer rooms, study rooms, Wi-Fi, games rooms, common rooms and visitors' lounges to promote our philosophy of living and learning. To promote a vibrant student life students are encouraged to join and participate in student societies such as the choral music groups; student christian organisations; debating societies; cultural societies; living & learning communities; and others, which exist in the University for the benefit of the students. The wellness of students is also core to the



services that are provided for the students at the University. Health and wellness education programmes are organised for the benefit of students. Student Development Officers are responsible for the arrangements, facilitation and organising of development workshops for students.

The University has a policy on the recognition of excellent student achievements in co-curricular activities which, over and above the recognition of excellence in achievement, also promotes student participation in co-curricular activities. The students will be awarded for their achievement in, among others, sports, arts and culture, student governance and development, and student housing.

The Vice-Chancellor Scholarship is another tool that promotes and recognises both leadership, academic excellence and engagement. The founding students of the University of Mpumalanga are in the enviable position of

being able to create a university culture rather than to adapt to an existing one.

Empowering women

Investing in the education of women is very important as it is through education that we can empower women to dream and follow those dreams. Dreams are important because they allow us to embark on a serious journey, in pursuit of those dreams.

Without a dream, we may struggle to see potential in ourselves because we don't look beyond our current circumstances, but with a dream, we begin to see ourselves and being capable of stretching and growing to reach it. We are planning a Women's Breakfast for staff as part of the Women's Month Celebrations. We provide an opportunity for women to share their stories and motivate one another. We had a very successful occasion last year and we intend to repeat the same format.

We believe that women need role models they can identify with in leadership positions. We need more people in society, both male and female, who believe that women can be good leaders and who provide them with the necessary support.

Top staff

Academic and support staff have been recruited predominantly from within the higher education sector, nationally. The focus has been on recruiting individuals with the requisite qualifications and experience. This is very important for a new institution as we are part of a pioneering journey to lay a solid foundation for UMP to advance its vision.

Our development programmes for academic staff focus on developing academics as teachers. The majority of academics in higher education do not possess a teaching qualification in addition to their academic/professional qualifications.

The values that
form our foundation
are excellence,
integrity, diversity,
collaboration,
adaptability, relevance
and inspiration

It therefore becomes imperative for higher education institutions to provide academic staff with information on teaching philosophies, assessment techniques, modes of delivery, scholarship of teaching and learning.

Research is one of the core missions of the University as it is the vehicle through which we create and generate knowledge.

As a University with a high proportion of emerging academics, we have prioritised research capacity development initiatives such as writing retreats, research proposal workshops, data analysis workshops (qualitative and quantitative), and converting dissertations (theses into journal articles).

Our main objective is to develop a research culture at the University. ▲



Championing socio-economic infrastructure development

One of the key priorities of the Department of Public Works & Infrastructure is to ensure that the department contributes positively to the social make-over of all communities within the Free State province



MEC D. Kotzee MPL - Free State Department of Public Works & Infrastructure

It is the responsibility of the Department of Public Works & Infrastructure—under the stewardship of the Member of the Executive Council (MEC), Ms Dora Kotzee (MPL)—to design and construct new facilities, in addition to upgrading, rehabilitating and maintaining existing facilities, as identified in consultation with the client departments, including Education, Health and Social Development. The work of the Department aims to cater for all of its citizens in the province, and the work that has been done is proof of our mandate.

As 2016 has been declared “the year of Peoples Power”, the call has gone out to the Department to ensure that, in carrying out its mandate, the wellness of our people remains at the forefront of all the plans and actions that we implement.

Being an infrastructure department also means that we have a central role to play in the economic growth in “our” province and, consequently, this has a major impact on job creation. We have been proud to play a key role in this regard and we shall continue to do so with vigor and pride, especially when the economy is not growing fast enough to offset the high levels of inequality and unemployment.

Infrastructure development is a major catalyst for sustainable socio-economic development and, as such, it has the potential to improve the quality of life for “our” people. It remains one of the key priorities of this government in order to help contribute to economic development, growth and job creation.

During the course of the 2015/2016 financial year the Department successfully delivered an impressive body of projects that will forever define the landscape of our Province:

- The state-of-the-art Dr Rantlai Molemela Stadium in Bloemfontein.
- The upgrading of the FSSSI Restaurant for the Department of Sport, Arts, Culture and Recreation.
- New school hostels for Bainsvlei Combined School in Bloemfontein.
- Letlotlo Naledi Primary School in Bothaville.
- Fakkkel School for children with special needs in Sasolburg.
- Repairs of unacceptable structures at Makabelane Secondary School in OwaQwa for the Department of Education.



The Johan Slabbert Special School in Kroonstad was successfully delivered to the Department of Education in good time and is operational

- Completion of the upgrades to Pelonomi Hospital ICU in Bloemfontein for the Department of Health.
- Upgrading of the KGI Building in Kroonstad for the Department of Social Development.
- The upgrading of offices at the Ratlou Complex in Thaba Nchu for the Department of Social Development.
- For the Department of Education, we are busy with the construction of eight new schools:
- Bekezela Primary School in Amelia, Sasolburg
- Malebogo Primary School in Hertzogville
- Abertina Sisulu Secondary School in Welkom
- Tlholo Primary School in Botshabelo
- Grassland Primary School
- Grassland Secondary School
- Caleb Motshabi Primary School in Bloemfontein
- Rehobotswe Primary School in Bethlehem.

There has been a long-standing erroneous view that the Departments of Public Works is inherently incapable of delivering infrastructure projects at the rate our country needs, completed to the accepted standards of quality, and with due consideration of the state of the fiscus. To circumvent this, the Department continues to roll-out a rich Human Capital Development programme that is particularly aimed at the development of professionally registered personnel in the built environment.

During the course of the 2015/2016 financial year, four departmental candidate professionals acquired fully-fledged professional registrations at the Engineering Council of South Africa and the South African Council for the Quantity Surveying Profession. This number is comprised of two professional engineers and two quantity surveyors, all of whom came through the bursary programme. In this regard, I would like to highlight Mr Petrus Kheswa, who is the first African professional electrical engineer. The mentorship of these junior professionals was completed in collaboration with the private sector.

In the current fiscal year, the Department is on course to deliver infrastructure projects that will leapfrog the infrastructure portfolio within the Province. In real terms, the Department spends in excess of R3-million per day in infrastructure development.

These projects include:

- The completion of the Infrastructure Hub at Hamilton in Bloemfontein for the Department of Public Works & Infrastructure.
- A new community hall in Botshabelo and two new halls in QwaQwa (one at Mbeki Section and the other at Lusaka Section).

We will be soon be delivering a completed Drug Rehabilitation Centre in Clarens for the Department of Social Development.

In a bid to shred expenditure and make greater use of internal resources, the Department is embarking upon game-changing infrastructure projects using Expanded Public Works Programme (EPWP) participants –in addition to internal artisans–in order to complete upgrades to the Bonamelo Student College in QwaQwa, the MPL Houses in Bloemfontein and the Government Precinct at the Ratlou Centre in Thaba Nchu.

The Department of Public Works & Infrastructure forms part of the Cornelia and Tweeling Poverty Alleviation Strategy in addressing the socio-economic challenges of these small towns, as directed by the Premier, Ace Magashule. This programme is an inter-departmental partnership aimed at aligning service delivery initiatives. The model is adopted from India (the Kudumbashree Model) and is implemented as “Re Hlasela Tlala” in the Free State.

Activities that are performed include infrastructure enhancement, cleaning and greening, social services and (critically) instilling the culture of saving to EPWP participants.

Through this model a total number of 451 work opportunities have been created in Cornelia and 210 in Tweeling by various government initiatives. ▲



MEC Kotzee prepare to plant a flower during Mandela Day



MEC Dora Kotzee and Head of Department, Ntate Maditse Seoke at the construction site of the new Grassland Primary School, Mangaung Metro

Infrastructure development is a major catalyst for sustainable socio-economic development and, as such, it has the potential to improve the quality of life for “our” people.



General workers hard at work at the Hani Park School in Welkom. "I enjoy working in this project because I did not have work before" said Lebaka Motsie from Hani Park



The Beyers Naude Victims Centre in Clarens is one of the many projects the Department executed utilising its in-house building expertise through its Works, Design, Construction & Maintenance Component that houses "our" Artisans

Export Credit Insurance Corporation



With more than 15 years of Project Export Excellence knowledge and experience under their belt, the ECIC plays a pivotal role in boosting the Sub-Saharan economy

Capital exports are, by their very nature, long-dated assets, and this makes export credit an imperative for businesses in the industry. In order to maintain the favourable cashflow a business needs to operate effectively, it is customary for firms to finance such exports with bank debt. Export credit financing has therefore become an important and key aspect of international trade. Access to competitively priced export credit actually enables trade and business opportunities that our local contractors need in order to bulk up and compete more effectively across foreign markets.

“From the ECIC’s perspective, we underwrite bank loans for the financing of exports of South African capital goods and services,” explains Kutoane Kutoane, CEO of the ECIC. The sectors that benefit the most are mining, power, oil and gas, defence, aviation, transportation as well as other infrastructure.

“While mining projects constitute about 36 percent of our portfolio, we have extensively supported the agriculture and energy sectors, specifically projects in Mozambique, Sierra Leone, and Ghana. The bulk of our portfolio - almost 90 percent - is in the sub-Saharan region,” he says. “Our strategy is to grow our insurance footprint on the continent to be the preferred insurance partner. We see Africa as a natural base for the ECIC, and our current marketing reach focuses increasingly on East and West Africa.”

The ECIC was created 15 years ago when the Export Credit Insurance Corporation of South Africa LTD (ECIC), was given the mandate of filling a market gap through the provision of medium- to long-term export credit and investment guarantees by underwriting bank loans (on behalf of the South African government) for political and commercial risk insurance cover. Committed to helping create sustainable business growth through innovative products, operational excellence, business development and strategic partnerships, the ECIC is also strategically positioned as a key player to facilitate the availability and affordability of the long-term finance that is required to unlock the development potential of the big plans being converted into tangible and realisable projects.

“Through our political and commercial risk insurance, we are able to crowd in long-term finance and a meaningful tranche of debt to help the project sponsors increase the level of gearing for their projects and to blend in diverse sources of finance,” says Kutoane, adding that the ECIC’s support extends beyond the financing of the transport network and encapsulates rolling stock as well.

“Working in partnership with Standard Bank, we have provided critical support to Grindrod in Sierra Leone to enable them to supply locomotives and wagons to the Tonkololi mine. This is a good example that infrastructure projects can be a catalyst for industrial development by increasing investment into our domestic manufacturing sector, and it also serves to facilitate export trade.”

It is projects such as these that resonate with the ECIC’s mandate to facilitate export trade between South Africa and the rest of the continent, with a clear industrial development agenda that is mutually beneficial to our economy as well as that of the host country. Sudan is one of the countries where the ECIC paid its school fees and had to settle a claim linked to the supply of locomotives. More recently, they have continued to support rail locomotives in places such as the DRC, Zimbabwe and Zambia, expecting to support more projects in this sector.



ECIC CEO, Kutoane Kutoane

“Country-scoping visits are undertaken regularly to ensure that we are in the space of identifying new investment opportunities as they birth. Further to this, we aid in narrowing the skills gap with a number of initiatives related to education, skills development and volunteerism,” says Kutoane. “We are able to price African risk more effectively given our indigenous status, even though demands are universally similar. Ideally what we ensure is the provision of cost-competitive cover and the honouring of claims when they arise.” ▲



PROUDLY 15 YEARS OF SUPPORTING SA EXPORTERS AND INVESTORS

All emerging markets rely on exports to sustain their economies, South Africa is no exception. The Export Credit Insurance Corporation of South Africa (ECIC) is committed to supporting our South African businesses who export and invest in capital projects beyond our borders. ECIC provides political and commercial risk insurance for cross-border transactions, offering risk mitigation solutions to our business partners



If you're planning on exporting to or investing in capital projects beyond our borders, contact ECIC for assistance

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YOUR EXPORT RISK PARTNER

SAASTA

The South African Agency for Science and Technology Advancement (SAASTA), a business unit of the National Research Foundation (NRF), is pulling out all the stops to make science accessible and engaging for all South Africans.

Promoting Science and Technology to community members of all ages, the South African Agency for Science and Technology Advancement (SAASTA) aims to become a leader in science engagement, opening up the dialogue with people from all parts of the country on how science impacts their everyday lives.

SAASTA is responsible for the national coordination of science engagement under three key strategic areas: education, communication and awareness.

In January last year, the Minister for Science and Technology, Naledi Pandor, approved the Science Engagement Strategy that will see SAASTA broaden its agenda. According to Dr Jabu Nukeri, SAASTA MD, this new strategy has placed SAASTA firmly at the helm, allowing the organisation to co-ordinate all science engagement projects which fall under the Department of Science and Technology (DST).

This strategy has outlined four main objectives – to popularise science innovation in South Africa, promote science engagement, promote science communication as a discipline and profile South African science and scientific achievements.

“The new strategy has extended our responsibilities. We will essentially be doing what we have always done, but on a much larger and system-wide scale. The scope of work will essentially more than double, and we will be operating in more of a co-ordinator role, rather than an implementer of projects,” Dr Nukeri explains.

In this new role, SAASTA will be expected to perform several new tasks, one of which will be to establish and implement an effective and efficient grant management system, necessary to allow for the support and participation of the network of institutions currently involved in science engagement programmes.



“We are also designing and implementing programmes that will enhance the strategic aims of the framework, establishing the necessary partnerships with relevant institutions to ensure we achieve our goals. While there has been co-ordination of projects in the past, there are gaps and, in an effort to close these gaps, we will also need to implement a performance monitoring system, one that will track and evaluate the performance of the strategy in line with its four strategic objectives,” he says.

SAASTA will also oversee both human and financial resources, ensuring that they are used both effectively and responsibly, at the same time leveraging these resources within

the business sector to raise additional funds when required.

“Lastly, we will now be expected to collect, collate, analyse and disseminate data on the performance of the strategy, as well as develop an information management system. This system should help us in accessing information about programmes quickly, so that we can identify groundbreaking scientific research and experts in various scientific fields quickly, as well as gaps or areas including municipalities where there are no science engagement programmes running at all,” says Dr Nukeri. “Where there are areas that are not covered, we will come up with strategies to ensure that they are.”

Since its incorporation into the NRF in 2002, SAASTA has implemented, developed and managed a number of projects intended to promote Science, Engineering and Technology (SET) to learners and educators. These projects include educator and learner programmes, Science enrichment projects and competitions such as the National Science Olympiad.

“The Olympiad, which has been sponsored by Harmony Gold Mining Company for the last seven years, was designed to identify talent and increase participation and performance amongst learners. We also assist and support Maths, Physical and Life Sciences, Technology and Life Orientation educators with their teaching methodology as well as additional resources that supplement the curriculum,” he says.

In line with their objective for greater scientific engagement with the general public, SAASTA supports and funds a number of Science awareness programmes aimed at educating communities while generating interest in the Sciences.

“Our Science awareness programmes, or Science Festivals, are aimed at people of all ages, giving them the opportunity to experience Science in new and interesting ways. We support more than 10 of these festivals’ organisers with our own funds and also with funding from DST, as well as 35 Science Centres all over the country. The National Science Week, which will be launched on August 6 by the Minister of Science and Technology, Naledi Pandor, in the Western Cape, reaches all nine provinces. SAASTA also gives out more than 100 grants each year to fund various Science, Engineering and Technology programmes, and we have managed to reach over a million people each year with all of these programmes in place,” says Dr Nukeri.

In an effort to improve Science communication, SAASTA are also working on building stronger relationships with the media. According to Dr Nukeri, this is imperative in creating an open dialogue with communities and scientists, affording them an opportunity to give their own input on a number of important topics.

“Working through the media we are able to ensure that we reach the masses, and by

working through community media in particular we can then focus on science and technology issues that are important to that particular community. Working with both print and broadcast media, we are also able to create this dialogue with communities in their own languages, which is very important when it comes to effective science and technology engagement,” he says.

SAASTA started their media pilot programme in Limpopo last year, partnering with three community radio stations and three community newspapers. According to Dr Nukeri, the project has been well received to date, and funding will be extended to allow for the programme to run in the Eastern Cape, KwaZulu-Natal and the North West provinces.

In partnership with the Media Development and Diversity Agency (MDDA), SAASTA has also sent editors, reporters and presenters from across the country to a number of courses and conferences to further promote Science journalism.

“The new strategy has extended our responsibilities. We will essentially be doing what we have always done, but on a much larger and system-wide scale.”

“We identified a further 17 young people with a journalism background and placed them in community media houses across the country, where they are mentored and write science stories for the communities they work in. We have received a lot of positive feedback so far,” Dr Nukeri says.

Locally, SAASTA works closely with institutions of higher learning, science councils and centres, and science festival organisers. But the organisation is continuously looking at strengthening its collaboration with stakeholders, including the business sector. “At

the moment, we are also particularly interested in working more closely with Science Communication chairs at the universities of Stellenbosch and Rhodes,” Dr Nukeri says. “Furthermore, we intend to bolster partnerships with the centres of excellence in science that are located at the different universities. It is also critical that we augment our partnership with DST entities on science engagement.”

In line with his ambitions to elevate SAASTA into a world-class organisation in the science engagement field with global links, Dr Nukeri has also ensured strong partnerships with a number of African countries, as well as other scientific institutions from all over the world.

“In Africa we have a number of partnerships which involve either sharing information or assisting in developing their own science engagement programmes. We also send our top three learners from the Olympiad to the UK for their Science forum. We have built strong relations with the American Museum of Natural History and the Beijing Association for Science and Technology (BAST), and it is these relationships that make us stronger,” he says.

SAASTA has also joined 24 other global organisations to take part in the Nucleus Project, which focuses on Responsible Research and Innovation (RRI). The first phase of the four-year programme saw delegates travel to a number of countries to visit various organisations and universities, with Pretoria being one of the host cities.

“I believe that with each year that passes, SAASTA only gets stronger. We are making an impact as an organisation, but there is still a lot of work ahead of us, and to get there we cannot do it alone. In the future I hope to see more support from the business sector, and from the media, for the sake of the well-being of society. Scientists in the private sector have the opportunity to open their businesses to the public, not only to educate them on the practical applications of Science but also to help with the everyday issues so many face, their health being one. This is how we can all work to make a difference, not just in our country but in the rest of the world as well.” ▲

The sky is not the limit



Since Teddy Daka took over as CEO at Ansys Limited (Ansys), the Alt-X listed engineering company has achieved an impressive track record in developing technology-driven solutions for the rail, mining, telecoms and defence markets.



What are the strategic strengths of the Ansys group?

Ansys develops, produces, distributes and integrates niche world-class, technology-driven engineering solutions in the mining and industrial, telecommunications, defence and information security and rail sectors. Our strategic strength lies firstly in the fact that we are an IP led technology company with inhouse capacity to create solutions for our clients. We are a proudly South African company producing innovative technologies for local and global clients. We are proud to be part of the transformation of our economy, and be part of realising Mandela's vision of economic freedom.

What have been some of the Group's major successes?

When I joined the company in June 2013 it was floundering, but we implemented a strategy of securing longer-term contracts with the potential of annuity income in the maintenance phase, and we grew our top line by 88%.

In March 2014 we were awarded an R188-million contract for an integrated dashboard display system to be fitted onto Transnet's locomotives over a five-year period. Developed in-house for local manufacture and assembly, the system enables drivers to switch between different locomotive onboard systems on one integrated dashboard panel.

You can give us a problem today and, in a very short space of time, we'll have a product to solve your problem.

“When a business is in difficulty you have to make very tough decisions”

How well do your different divisions function together?

A significant factor in the Ansys formula is our inter-operability. Although the link between the segments the company operates in – defence and information security, rail, telecoms, and mining and industry – may not be obvious at first, the actual connection is that, behind these segments, there is one engine that is developing technology for all of these markets. This is where inter-operability comes into play, for example in fibre networking (telecoms and cyber security) as well as health monitoring systems (defence and mining).

The very intelligent display systems we have developed for locomotives will also work in a taxi. Whatever we do, we try and build something with applications beyond one model.

What is your secret to leadership?

I think the biggest leadership lesson I have learnt is that business is really about the people. I have found that there's a lot of hero worshipping of individuals when things work, but we tend to forget the teams that work behind them and make things happen. My team plays the instruments that make the music – I am just the conductor.

What has been your greatest challenge as a leader?

When a business is in difficulty you have to make very tough decisions. You have to cut back the tree for it to grow, and you have to let some people go. It's not easy to look somebody in the eye who has been loyal to you for years and who is a breadwinner and to let them go. Unfortunately, if you try to maintain the status quo then the whole business is going to die and everybody is going to be without a job. As a leader you have to make those tough decisions.

What does the future hold for Ansys?

The whole idea of entrepreneurship is that you have to continuously build a sustainable business that grows all the time. That is how you can assist society in creating jobs. The sky is not the limit – it is only the beginning, and unless we adopt this mindset then South Africa and other African countries are going to remain behind. We have to be aggressive in our outlook and we have to innovate to become serious global competitors. ▲



Driving empowerment of women

Nonhlanhla Mjoli-Mncube, an Independent Non-Executive Chairman: Ansys Limited, is a powerful ambassador for change and empowerment.

How is Ansys driving empowerment?

Ansys focuses very strongly on transformation in all of its aspects, so gender parity is one of our key priorities. We aim to achieve this at all levels of the organisation and are proud to have many success stories, especially at senior level, which lay testimony to this. We believe that excellence is found in all races and gender and have attracted women with unquestionable and proven track records and ethics in business and society in general.

These exceptional and prestigious women include Dr Snowy Khoza (one the first female CEOs of an engineering firm) Sizakele Mzimela (the only woman owner of an airline) and Nondumiso Medupe (owner of a chartered accounting company), all of whom are non-executive directors, and Melinda Gous, who is our company secretary. We are extremely proud of the fact we have a formidable group of women serving on this company listed on the AltX board. Our executive team also has number of women and we continue to attract young and excellent female talent. We also continue to attract women investors who have and continue to buy shares in Ansys.

What is the best advice you have received during your career?

My career highlight was working with George Soros, an American billionaire who is proof that one can achieve anything, and I developed the same mindset. However, my parents always told me to “Lift as you Rise”, and this has become my motto. Excellence is a choice, and we can all excel. My advice to young women today is to understand that what you focus on in life defines the outcomes you get. If you focus on barriers and constraints then you will not see the sea of opportunities that

always surround us. We all have the power to be great, and it is our responsibility to unleash that. Women can achieve anything they set their minds on - barriers and stereotypes are there to be shattered.

What have been the main challenges in your career?

Understanding that men - like women - respect talent, hard work and achievement. I had to develop a thick skin and not take every issue personally. I know my strengths and I play to these, rather than focussing on perceived weaknesses. As leaders we need to rise above our circumstances.

What is your key to success?

Most challenges are temporal and, in fact, even failure is temporal. This allows me to focus on the lessons learnt and to celebrate the fact that I will be wiser in the future. The things that do not kill you definitely make you stronger. I also surround myself with people who see obstacles as opportunities, and they also assist me in having a different perspective of life. My family plays a major role in this.

What are the challenges for women in business?

A recent remuneration survey demonstrates that the gender and race pay gap still exist, and that top positions are still populated by males in the private sector, although gender equality is improving in the public sector. As responsible leaders who understand the value of diversity in business, the challenge is to break this cycle.

We all need to be conscious of unintended gender bias. Enough studies globally have been done to prove that diversity creates



shareholder and stakeholder value. Leading institutions like Harvard University have highlighted this. Utilising 50% of your available talent can surely not be a good strategy.

How would you describe your leadership style?

I believe in getting things done. My job is to inspire and motivate people to follow the vision, and then hold them accountable for deliverables within an agreed time frames. I am a doer.

What are your goals for the future?

My goal is to ensure that Ansys continues to fulfil its business strategy to the benefit of all of its stakeholders and the South African economy as a whole. Personally, I aim to keep learning and growing every day, as each situation brings a new lesson. ▲

Developments in the higher education sector - a Namibian perspective



Leadership talks to the Namibia University of Science and Technology Vice-Chancellor, Prof Tjama Tjivikua

Please could you share your insight into the recent student disruptions within South Africa?

The student disruptions in South African higher education were to a great extent triggered by increase in tuition fees which made higher education unaffordable for students from disadvantaged communities. The issue of tuition fees is also under the spotlight in Namibia. However, these disruptions also created space for students to raise a host of other matters of discontent and chief amongst them were the alleged rape culture and racism, free education, language policy, transformation of the curriculum and employment conditions of the workforce. It is clear that students were calling for a radical change in the higher education system.

The funding of public tertiary institutions, including those in Namibia, is inadequate and unless this matter is prioritised and addressed at the highest levels, endless challenges will continue to arise. Whilst one is cognisant of the impatience of students that desirable solutions are found, the strategies and tactics they adopt are sometimes damaging and counterproductive and not open to all concerned parties to have conversations around these burning issues, many of which solutions are long-term.

The effects of the demonstrations go beyond the disruption of classes. This is so because the lost teaching and learning time will have to be addressed as it has an adverse effect on some students graduating in stipulated time. The low turnover of graduates, means less high-level human capital and ultimately this affects the performance of the economy.

What is the effect of such disruptions on the students themselves, as well as the effect on the reputation of the institutions affected?

Unfortunately not all students partake in the demonstrations, yet ultimately they are all affected and their studies are jeopardised.

At the same time these disruptions that also affect the running of the universities do have a negative impact on the image of the institutions. However, for institutions that have built a solid foundation for excellence their reputation is not be greatly affected by temporary challenges partly because they always strive to find solutions to whatever problems confronting them.

But should these disruptions become endemic to an institution, it can then have a detrimental impact on the morale of the academic staff, which in turn would make it difficult to retain and attract excellent academics. Once this happens, the reputation is seriously damaged.

Have you experienced an increase in enquiries from students wanting to study at NUST that might be attributed to these disruptions?

It is difficult to say, as students' enquiries are due to a number of reasons. However, the Institution has intensified its student recruitment campaigns particularly at private schools where learners often opt to study in South Africa.

As a new institution we have developed a range of new programmes in science, technology, engineering and mathematics (STEM) fields and it appears that they are proving to be a major attraction to new students.

While public institutions have faced major disruptions to their academic calendar, private institutions have not been affected. How do they compare with public institutions?

The difference lies in the fact that public institutions are funded largely from the public fiscus, whereas private institutions do not receive this subsidy. Consequently, tuition fees tend to be higher in private than public institutions. Because of the high tuition fees in private institutions, students demand high value for their investment. On the contrary, in many cases public institutions are poorly funded and accommodate the largest number of students who mostly come from low-income backgrounds. These circumstances provide grounds for student discontent.

What are the secrets of your University's successful transformation and making it one of Africa's top institutions that is committed to excellence and innovation?

The first thing that was needed was to set a robust vision for the Institution. In fact, upon my recruitment to this position I realised that Namibia needed more and diverse higher education institutions. Our success has been built on a strong vision together with strong leadership. These have enabled us overcome endless challenges that we have faced.

The University has embraced innovation, commercialisation and entrepreneurship as strategies for boosting the economic value of our country. To this effect the Institution has developed a number of initiatives. For example, the Namibian Solar Electricity Utility Vehicle (NSEUV), a multi-disciplinary research project that our students built on proven technologies. This pollution mitigation project is set to increase resilience of African metropolitan areas to climate change through utilisation of sustainable energy in urban transport.



Another key project that the University has pioneered is the Solar Thermal Training and Demonstration Initiative (SOLTRAIN), which promotes the adoption and use of solar thermal systems in Namibia through training and capacity building.

In a nutshell, through many of our innovative projects we continue to build a university that contributes to a sustainable future of the nation.

What is the key to building a legacy in the education sector as well as establishing a strong brand that is internationally respected?

Our strategic plan, which is quite comprehensive and detailed, was fundamental to this process.

It enabled us to address the needs of the nation's higher education based on what we knew and what we wanted to achieve. Our focus on the vision has been the major driving force behind the successful transformation of the Institution.

Creating a strong brand has also entailed establishing creative networks, for example, we communicate with industry and engage them in our curriculum advisory boards, so as to benefit from their inputs in developing our academic programmes. More importantly, to remain relevant our institution is constantly testing new ideas and introducing new programmes in response to the market demands.

Furthermore, our programmes are benchmarked internationally and it thus allows us to incorporate best practice.

Please could you tell us about the award/ accolades you received in Atlanta – and has this had any impact on you in terms of pioneering excellence and innovation in tertiary education in Africa.

NUST was conferred the Congressional Commendation by the Georgia U.S Legislative Black Caucus, and I was honoured too as the leader of the Institution. In addition, I was presented with an African Leadership Medal of Honour and the Distinguished African Academic Excellence Award by the African Leadership Magazine and the Magazine's International Advisory Board, respectively.

This honour comes to me as a person, and as a professional for the leadership and sacrifices I had to make to achieve my vision. But it also comes as an acknowledgement of all those who have worked and collaborated with me on the trajectory to transform the then Polytechnic of Namibia to the Namibia University of Science and Technology (NUST).

I am deeply honoured beyond my own expectations to be selected for this wonderful prize. It is encouraging and inspiring.

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Proud track record in clean energy projects

Marcel Steinberg, CEO of Clean Energy Africa says the company has proven capacity to successfully execute a range of Green projects.

Please share some background on the establishment of Clean Energy Africa (CEA) and outline your core services.

CEA started as a developer of energy projects. Over the years of developing projects, we have become very good at seeing the opportunity to add value to underutilised resources and, through applying applicable technology, unlocking value. Today, we also invest in and aim to own the projects we develop. We truly believe in investing in or developing business in areas where there is a need to unlock value that can make the world a better place. In everything we do, we think about the planet, people and profit. If it's not profitable, it is not sustainable.

What are the various companies in the group and how do they collaborate?

We started with a waste-to-energy business and added a refrigeration business. At first glance, these don't look connected at all, but one of our key outputs from our plant is CO₂, which is what we use in our refrigeration business as a natural refrigerant. In everything we do, we look for these types of synergies. Over the years, our refrigeration business has grown into an energy-efficiency platform, helping our clients with everything from heating and cooling to lights, software, heat pumps, solar panels and everything you can think of, in order to reduce energy requirements. We even have a vertical farming business that will change the way we produce and transport food in the future.

On the production side of our business, we focus on energy production. Here, we have a couple of wind farm developments, bio-mass-to-energy plants and waste-to-energy.

Could you name some of the challenges that the company has experienced to date?



Funding energy projects is always a challenge as a small player. Over time, we have built enough balance sheet to fund our developments ourselves, but it's hard to get started as it takes time and money. The regulatory environment is also a minefield. We have teams of people just dealing with this on a daily basis.

What are some of CEAs recent successes?

This July past, the Minister of Energy launched our trading platform in Nelson Mandela Bay. Nelson Mandela Bay, thanks to us, is the first metro to trade green power over a prepaid platform—a world first!



In August this year, we started construction on South Africa's first waste-to-energy facility in Cape Town—it will change the landscape as far as waste management and energy recovery from underutilised resources are concerned. We are also busy with some other very cool things you will read about later this year.

Please share some more detail on the recent Green Power launch.

The PowerX platform, launched in Nelson Mandela Bay, is making use of a licence issued by the National Energy Regulator of South Africa (NERSA) to trade clean and affordable energy. The project has kicked off in the informal settlements of the metro, as the municipality has been facing major energy challenges. The platform will stimulate the production and consumption of renewable and clean power in Southern Africa by acting as a conduit between electricity buyers and sellers.

How did CEA come to be involved in developing the Green waste-to-energy facility in Cape Town, and what will some of the most notable features of the facility be?

It's been something I have been involved in for six years now. These projects take time and if you do not persevere, nothing can be achieved. I guess that's the first notable thing, we made it happen.

This facility will define how responsible corporates will dispose of waste in the future. It's truly a landfill alternative and has the goal of being Africa's first zero-waste-to-landfill facility. It diverts 500 tonnes a day of municipal waste from landfill and converts it into fertiliser, CNG (compressed natural gas) and food grade CO₂.

What percentage of your income is derived from local work and what percentage of income is from work in other African countries?

Although we see a huge interest in what we do in other African countries, we derive at least 80% of our revenue in our home country of South Africa. As our clients expand into Africa we follow them, and we have been very active in Nigeria, Namibia, Botswana and Zambia. These projects are, however, still small compared with our local base.

How have you managed to identify and develop the non-South African business opportunities?

Trust and time—I've been in the energy space for over a decade. People know me, we have built a good reputation and have proven our ability to execute. This is priceless. There are lots of talkers in our industry, but few with a real execution track record.

There has been growing awareness of renewable forms of energy in South Africa following the introduction of the REIPPP programme but have you seen a change in the attitudes of people and companies with regard to alternative forms of energy or greener practices?

Even over 10 years ago, we saw corporate South Africa wanting to be Green, but not at a premium level. I think today that is possible, for the first time we can see how being Green is actually cheaper and is saving our clients money in the long run.

What are some of the trends or recent developments you are seeing in the alternative energy sector?

- Smart grids and smart metres are redefining how power will be distributed and consumed; we are at the forefront of this trend and are very excited about it.
- Base-load renewables are in demand, biomass, biogas, et cetera.

- Energy storage is the “unicorn” everyone is searching for, as this will make renewables even more attractive.

Have you benefitted from having been mentored during your business and personal life and have you been in a position to mentor younger people?

Absolutely, I am successful because of all the great men that have helped me and invested in me over the years. They are still in my life today and I, in return, help and assist others who are looking to get into the space. We cannot succeed alone, to be truly successful is not about how much money we make, but how many people we help along the way.

CEA's greatest asset is our foundation. Other companies give when they have money, we have made giving part of our core value system and started giving when we had little. Today, we fund schools, invest in bursaries and do what we can to make the world a better place.

How would you describe your leadership style, and what have been the greatest leadership lessons you have learned?

I keep learning every day, but I guess I would say to stay humble. Our success is not from us, give it back to God and glorify His name. I don't think I'm a particularly good leader. I didn't set out to run a company; I have simply been willing to do what needs to be done.

At CEA, I have done my best to foster a culture of accountability and passion. Without passion, nothing can ever be achieved. We have very flexible work arrangements that are outcomes-focussed, and we do team events to build team spirit. As the company gets bigger, this becomes more difficult to maintain, but as a wise business guru once said, “Culture eats strategy for breakfast”. ▲

Emerge Group

CEO of EmERGE Solutions, Rinsie Prinsloo, explains how they have been prepared to invest time and money to demonstrate the value of their solutions to potential new clients.

Please share some background on the establishment of the EmERGE Group and outline your core services.

The EmERGE Group was established in 2006 and different, smaller companies have subsequently developed over the years. Each company within the group operates independently. EmERGE Solutions is the newest but also the most active of these. We focus on document scanning, making it possible for clients to view these documents on the cloud. Our staff of 50 operates from branches in Johannesburg, Bloemfontein, Cape Town and Durban.

Who are some of the partners you work with and how do you collaborate?

In order for us to do what we do, we require help. Secure, offsite, cloud-based services are enabled through Amazon Web Services. Archiving of documents is improved through our use of O'Neil Software and a relationship with M-Files enables seamless integration for clients using a Microsoft environment. Some of its software can be combined with ours, although they tend to specialise more in accounting and auditing systems.

Have you developed any of your own software or systems or are you only selling and implementing systems developed elsewhere?

We developed Compass, a cloud-based site for storage of PDFs, which our clients are able to access through a username and password. Other companies in the group develop systems.

How has the cloud changed the nature of your business?

I'm proud to say that we were one of the first companies in South Africa to start making use of the cloud for business. The previous director of the company was exposed to the benefit of using the cloud when he spent a lot of time overseas. He came back with the idea of using it for our business. Changes and developments

are frequent and it is important to keep up with what's happening with regards to cloud storage.

Security must be a big concern in your industry, how are you able to reassure clients about your security measures?

One of my clients is an international company with incredibly stringent requirements regarding data security, and we are pleased to have the support of Amazon Web Services in ensuring compliance with those requirements. There are numerous firewalls and an inbuilt protective measure that locks the system down after repeated, unsuccessful attempts to access records. In fact, there have been a few attempts to hack our system but these have been unsuccessful.

Many companies require that we be rated as an "A" in terms of the SSL Certificate and we are able to reassure them that we have that rating.

Could you name some of the main challenges that the company has experienced to date?

In the beginning, people didn't understand that this was the way forward (in other words, scanning documents and accessing them online rather than storing them in boxes). We won the business from one of most loyal clients by going on site and working for them for free for three months in order to demonstrate that our system would deliver significant savings for them. There are other clients with whom we have done similar things—created dummy sites or worked for free to demonstrate the viability of choosing EmERGE. In other words, convincing people to adopt our services is the main challenge but when they do, they are generally extremely pleased with the results.

What are some of EmERGE's recent successes or highlights?

As a small company, I find it gratifying when we are mentioned in the same sentence as the bigger players in this field, such as Docufile

or Metrofile. We might be small but we have become a leader in the field. We have even been able to secure a few international contracts, having won tender business in Zimbabwe and Namibia.

The thing is, we aren't aiming to become a large company, as we regard the personal level of service we are able to offer as one of our core strengths.

The fact that many of our clients are better off now than they were before they contracted us is an obvious success, but I'm also really pleased that we have been able to send many of our staff on SETA-sponsored training through SEESA.

In terms of the team at EmERGE, what kind of skills or background do employees require and have you found it difficult to recruit the right kind of people?

I specifically aim to empower people, particularly women, and we tend to recruit people without specific skills and train them in-house. They usually start off on short-term contracts to see whether there is a good fit. The person currently running our IT department started off as an entry-level scanner for example.

Have you benefitted from having been mentored during your business and personal life?

Certainly, but sadly, my mentors are no longer alive. I will always be grateful for what I learned from my mother, a single mom with limited means. I also really admired Nelson Mandela, but it is his comment that he wouldn't have been the person he was if he hadn't gone to jail that has stuck with me. It has taught me that things happen for a reason even if you don't know the reason at the time.

In terms of my business life, I'm thankful to Charles Botha of Daymon International. I was the only woman who interviewed for the position and he was the only member of the

interview panel who was keen for me to be offered the job—the others argued that I wouldn't cope in the male-dominated environment of its clients in the eastern Free State. He assured them that I would become very successful and I ended up staying with the company for 10 years, having risen to the position of Regional Sales Manager and becoming, arguably, one of the best they had had.

Have you been in a position to mentor younger people?

It is so important to get young people working. Many years ago, I hired three young women straight from school to work with me in my catering business. They didn't really know much at all but have grown to be wonderful women, and I have managed to work them into the business. One of them got engaged recently and she has invited me to be a bridesmaid at her wedding, which should be interesting.

How would you describe your leadership style, and what have been the greatest leadership lessons you have learned?

I believe it is important to be as honest as you can be and that people should know where they stand. I tell people to do what I have asked but if it doesn't work out, to have the confidence to come back to me and suggest an alternative. So many people are reluctant to try different things.

As a leader, I also believe it is important to know what you are talking about. I don't expect my staff members to do anything that I wouldn't be able to do myself.

Surrounding yourself with people that will make your life better or contribute positively is another lesson. Too many companies make the mistake of not understanding that they are only as strong as their weakest link. Success will follow if you respect each person's intrinsic value and don't fall into the trap of treating people like numbers. ▲



Rinsie Prinsloo, CEO

Zululand District Municipality

Mayor Mpiyakhe Hlatshwayo is passionate about creating opportunities for the people of the Zululand District Municipality, nestled in the heart of the Zulu Kingdom



“I am a traditionalist. I love my Zulu culture and traditions and jump at every opportunity to wear my beshu,” says Mpiyakhe Hlatshwayo, the Mayor of the Zululand District Municipality. This is a good thing, because he lives and works in the heart of the Zulu Kingdom, in Ulundi, in the same town as the King.

Mayor of the Zululand District Municipality since 2014, when the Mayor at the time and leader of the National Freedom Party, Mrs Zanele kaMagwaza-Msibi moved to Cape Town on her appointment as a member of parliament, Hlatshwayo is no stranger to public structures.

“I was in Grade 10 when I became involved in the Inkatha Freedom Party’s youth group in my then hometown of Paulpietersburg. This was in the late 80s, and it was considered to be a neutral body that was more involved in building the youth of the area, non-political and aimed at getting all the young people involved in sports and culture.”

This background of serving the community, involving the youth in positive activities and rising through the ranks (followed by a brief career in education) has stood him in good stead before he was approached to stand as a councillor in the Edumbe Municipality (formerly known as Paulpietersburg), in 2002 while running his own construction business.

“I was quite famous—or, rather, well-known—in the area for my work with the youth in the past, and I won the election. As a councillor there is a lot to do, including ensuring you communicate with the people and communities and keeping them up to date with what is happening in the municipality. Serving as a councillor made me refocus my career in politics, and, in 2007, I was appointed Mayor of Edumbe,” says Hlatshwayo.



To ensure that he gave fully of his time and expertise to the people of Edumbe, Hlatshwayo gave up his construction business to concentrate on providing the best service to the people who had voted him into office.

Joining the National Freedom Party

In 2011, Hlatshwayo joined the split in the IFP to become part of the newly launched National Freedom Party, which meant the Zululand District now had four parties in Chamber.

“Our country is a multi-party democracy and, as such, we all need to learn to work harmoniously with each other to ensure we meet the needs of our people. We have done well under this philosophy as we have had and continue to have clean, unqualified audits.”

Hlatshwayo attributes the clean audits of the Zululand District Municipality to the fact that they have maintained the status quo in the managerial structure of the municipality.

“We have had a winning team under the leadership of the same municipal manager, Johan de Klerk, for many years,” he says.

Presently, Hlatshwayo is working with the party’s national executive on an ad hoc basis as they deal with the issue of participation in the local elections taking place in August.

“We do not believe it would be a free and fair election if the NFP is excluded, and are confident that we will have a positive outcome even if it means going to the constitutional court as the last hurdle. We continue to keep our constituents informed of all progress in this matter.”

A true leader rises to the challenge

Regarding the challenges faced as mayor of the district, Hlatshwayo said the community’s needs are vast, yet the resources are meagre.

“This district is relatively isolated from the national economy and is one of the poorest districts in the country. We have huge rates of unemployment and extreme poverty, as the majority of households are grant dependent and the expectation is always there that the

government will change their lives for the better.

“The main industries in the district are agriculture and tourism. Obviously, the current drought is having a massive negative effect on agriculture and the slowing of the global economy has also impacted on our tourism industry.”

He added that he had recently been made aware of a youngster living in one of the more remote rural areas who had achieved six straight A’s the previous year, and yet this young man is now sitting at home with no plans or hope of a tertiary education because his family has no money for further education.

“I come from a poor background, so I can understand the challenges facing the youngsters who work hard at school but have no hope, as there just is no money. My father suffered a stroke when I was in Grade 8 and, as he was not been able to work, there was suddenly no money at home.”

Hlatshwayo said that, while previously serving as the mayor of a local municipality, he only had small issues with which to contend, but as mayor of the district he now has five local municipalities and all their issues to deal with.

Although the district is not highly industrialised, the major industrial area in the town of Vryheid, which falls in the AbaQulusi Municipality, has some light industry, which is mainly driven by agriculture.

“This area used to have major coal mines that created a healthy economy for the area, but most of these mines closed down in the early 90s, and only a few have started up again, but on a small scale,” said Hlatshwayo.

uPhongolo Municipality and Edumbe Municipality’s main industry is agriculture, while the drier, more rural municipalities of Ulundi and Nongoma are more dependent on tourism, with minor coal mining and agricultural industries.

“If all the mines were still as active as they were in the past, it would be a different economic story for this district. We now rely on

tourism and commerce as a secondary industry, with a number of shopping centres opening in Ulundi. The impact of these is minimal as they do not create many job opportunities, therefore any investment in the area would be a blessing.”

Hlatshwayo said there were plans for a regional food processing plant but that these were still in the early stages of planning.

Besides investigating potential economic development projects, the district municipality also focuses on another of its core functions – that of providing water and sanitation to the communities and people of the district.

“We are very proud that our Integrated Development Plan process has brought us accolades for being the best in the province. It is through this process, along with the Water and Sanitation Development Plan, that we are able to identify where service delivery needs are most urgent,” he says.

He added that there are three major regional water schemes underway that cost R1,3-billion to develop over a number of years, and with a potential completion date of 2021.

“Due to the high costs involved in these schemes, they would be developed in phases over a number of years. The present drought has meant that we have had to implement intermediate stand-alone schemes to deal with the severe water shortages being experienced.

“These are in identified areas where groundwater is still available, and which need to be protected. While being brought in as sustainable, smaller intervention schemes for the immediate need, they would be integrated into the larger overall schemes when they are developed,” said Hlatshwayo.

Reflecting on the current severe drought situation and the challenges it brings, Hlatshwayo said that in the bed of the Umfolozi River, children have erected posts and are playing soccer where a mighty river once flowed.

“It makes one wonder if, at a national level, there was a laxity in planning ahead for water supply in this region. If one recalls the similar, severe drought of the 1980s were followed



by periods of severe flooding when Cyclone Demoina struck. These El Niño and La Niña weather phenomena are cyclical.

“In fact, one of the first letters I wrote as mayor was a request for a study to be conducted on the potential for building a dam on the Black Umfolozi River. This drought has us caught with our pants down because we have had to use water from the Klipfontein Dam at Vryheid to ensure that the people of Ulundi have water. That dam is now at a very low level because it was not designed to supply both towns.”

Further suggestions that Hlatshwayo has for government are to urgently investigate desalination plants along the entire coastline of the country, while he also believes that the possibility of tapping into the major rivers to the north of the country as alternate sources should also be investigated.

“We need to start looking outside our areas for possible future solutions, as water shortages will remain a major issue.”

Looking at potential, sustainable economic developments, Hlatshwayo pointed out that the Zululand District is situated reasonably close to one of the province and country’s major ports, as well as the economic hub, Richards Bay.

“A development agency should help with a plan that would look at maximising the natural resources that we have, through attracting investments into process plants. We need to look at how we can process what we produce instead of sending our produce across the ocean and then bringing the processed products back to be sold here.”

Hlatshwayo added that potential should not be limited to existing industries, and that further investigations should be made into reactivating the mines that have been closed for

many years. One area of potential that is waiting to be further developed and expanded is that of tourism.

“We are in the heart of the Zulu Kingdom with a wealth of history, tradition and culture, as well as many of the oldest and most important game reserves in the country.

“Through all parties at all levels of government—national, provincial regional and local—working in harmony with each other, we should develop the potential for our people to have employment opportunities that would ultimately lead to self-sustaining municipalities that attract visitors and investments.”

Meet the mayor, meet the man

On a more personal note, Hlatshwayo admits that his career in politics and his dedication to serving the people that voted for him has kept him away from his family.

‘I do try hard to find a balance between being a husband, father and mayor of the district. They say that behind every successful man is a strong woman, and I am very fortunate to have a very supportive wife, someone I often also turn to for advice,’ admits Hlatshwayo.

To confirm their commitment to each other, the couple were married twice—once in typical European style and then again, as the traditionalist in him would have it, in the proper Zulu custom and tradition.

For a time, he attended university to complete his LLB, but his appointment as mayor of Edumbe subsequently put that plan on the back burner.

“In fact, my eldest son was intent on studying law, but I think I may have influenced his path because he has completed his diploma in Local Government Administration and is now doing

a B Tech post graduate degree. This is a similar path that I have followed and my plan was to start on my Masters in Public Administration, but I may let him start with that first so he can help me with my assignments,” chuckles Hlatshwayo.

His main regret is not spending enough time with his mother before her death in 2012, and he also mourns the untimely loss of his youngest daughter at the age of 18 months in 2002.

“As Mayor of Zululand District, I am extremely proud of our achievements over the past few years. It has taken me away from home as I must attend all of the 10 IDP meetings hosted in all our areas, and we take these road shows as far afield as Gauteng and Durban, in order to address our residents who are migrant workers in those areas.”

Committed to communication with the people, Hlatshwayo has regular slots on the local radio stations, where people are invited to call in to discuss and ask relevant questions, and also to let the people know what is happening in the region.

“Communication is very important and the result is that we have had no service delivery protests, we keep our communities informed of developments. Our forum of Mayors also meets every quarter to give feedback and to discuss what is happening in each of the five local municipalities.”

Taking pride of place in one of the trophy cabinets in the Mayoral Chambers are two Zulu Kingdom Orders from King Zwelithini to the Zululand District Municipality in appreciation of cooperation with the monarch. A statue of the king is to be erected in Ulundi to consolidate this cooperation.

Under the former mayor, the district achieved 14 consecutive years of unqualified audits with ‘no other matters’, while two further awards for the past two financial years were received from SALGA and COGTA for clean audits.

Among others, other awards include SALGA Water Services Operational Performance (2015); SALGA Labour Peace Recognition (2015); Best IDP in Province (2012/13); Greenest Municipality 2010; Best Mayor (2013 and 2015).

“If I can give a message to the people of this country,” says Hlatshwayo, ‘it is, firstly, to be proud of who you are, and then to be patient with government. Resources are limited and you need to work closer with your councillors. If one is not satisfied, please follow the correct channels, please do not fail to preserve what has been built.’ ▲

Why we are not a nation

Christine Qunta (attorney, author and former activist) argues that we are in need of strong leadership to take South Africa forward

There are two ways South Africans can engage with the country's past. One option is to revise it to edit out the worst of its excesses and, thereby, lessen its impact on the present. The second option is to own it and change the present so it can stop bewitching our future. The latter is, of course, the more honest and difficult but—ultimately—the more intelligent choice.

South Africa's colonial past was marked by two systems of governance: democracy for whites and a form of fascism for Africans and other black people. The dispossession of land, slave labour conditions, the systematic destruction of the cultural life of indigenous people accompanied by legalised exclusion from the economy are hallmarks of this system. We tend most times not to think of it in such terms but these were, essentially, crimes. Such crimes enabled enormous wealth to be accumulated by whites to the same degree that they impoverished Africans.

Every single socio-economic problem faced by South Africa today (such as a 26.7 per cent unemployment rate, the shocking levels of poverty among black people, the high levels of violent crime, shortage of skills, low levels of education) can be traced back to colonialism. These structural problems in turn hamper the ability of South Africa to realise its true potential economically. It is absurd to expect a country to flourish by excluding the majority and relying on 4.5% (white males) of the population to manage and grow an economy.

Power is addictive, including that gained during apartheid. A sobering thought, however, should be that the social problems I referred to above will eventually break this country. Those who believe that the often violent service delivery protests are solely due to the ANC's lack of delivery are either naïve or dishonest. The reason why so many people protest is due to

the grinding poverty and indignity they are subjected to on a daily basis. Things that the middle class take for granted—such as flushing toilets, food on the table on a daily basis, transport, a roof over their heads and relative security are a daily struggle. The ANC has had major successes since 1994 which are often not sufficiently recognised, but there have also been major service delivery failings where positions in government have been mostly about self-enrichment rather than service to the poor, made worse by the rapidly increasing levels of corruption.

The truth is that even if the ANC government was the world's most efficient government, it could not reverse the effects of 350 years of oppression. The ANC did not create poverty, nor did they dispossess Africans of their land. It cannot be the only party to undo the harm of the past. Those who seek to diminish the culpability of colonialism and ignore the extent to which it benefitted them find it easy to blame the ANC for all the ills of the country. They mistakenly choose to believe that you can move effortlessly from being a colonist to citizen without having to account for your role and benefits derived from crimes of the past.

Those who choose to take the second option and own the past have the ability to change the future. How to do this is something I deal with in my book of essays called *Why We Are Not a Nation*. I have argued that, unless issues of land dispossession and the resultant inequality are dealt with by those who are responsible for it, we face a massive social upheaval which will engulf all of us. I have put forward practical ways in which this can be achieved. This, I believe, is the only way to transcend the past.

To do this requires leadership and strategic thinking by those prepared to take a long-term view for the sake of the country. Unfortunately, at this moment in our country we are truly bereft of leadership—not only in government and the ruling party but also in the opposition parties

and business. White business who should in their strategic planning scenarios be aware of how racially defined inequality presents a real risk to socio-political stability seem unaware, so focused are they on preventing effective transformation. The reports of the Commission for Employment Equity every year show how committed they are to maintaining apartheid-hiring policies. The widespread fraud in Black Economic Empowerment transactions attest to lack of commitment to opening up the economy to those previously excluded.

Underlying this is a rejection of the fundamental principles in the Constitution, specifically in the Bill of Rights. And so black people continue to be excluded from enjoyment of the most basic rights such as equality and dignity. This is the case across classes. Black middle-class people may be better off materially than their working-class counterparts but everywhere (in the corporate world, in sports and in institutions of higher learning for instance) they suffer racial discrimination and exclusion.

What is the solution? How do we move from these two conflicting ways of dealing with our past? The age of symbolism is over. Apologies which would once have sufficed no longer will.

I have argued in my book that we are in fact two very different nations residing in one geographical space that is now known as South Africa. We do not at the moment have anything in common—not even the Constitution (which many pay lip service to) could create some unifying set of principles that all can subscribe to.

The problem South Africa faces now is that blindness to the role of the past and the necessity for restitution will continue the cycle of resistance to transformation which, in turn, increases anger and resentment. The opportunity for breaking out of that cycle exists, but requires a farsightedness that is not yet evident among those who bear the responsibility for taking that first concrete step. ▲



Women rock okay! Wathint' Abafazi, Wathint' Imbokodo'

'You strike the women, you strike the rock.' This cry has come to symbolise courage, strength and resilience of South African women since the 1956 Women's March, when 20 000 women of all races marched against the oppressive National Party's instigation of pass laws for black women

You strike the women, you strike the rock,' is also the cry of 21st century women across the developed and emerging world, where women's rights and gender equality are slowly being recognised, particularly in the political arena.

Currently there are 17 women holding power in the world, the latest being Great Britain's Theresa May, who was unanimously chosen in July, by the Conservative Party, as the new Prime Minister, taking over the helm of the post-Brexit (the stay or leave the EU) referendum, that saw PM David Cameron eating his words and stepping down, as the results came in to leave the EU.

May joins Germany's Chancellor, Angela Merkel, said to be the most powerful leader in the EU, while in Africa, there are two women leaders; Liberia's Ellen Johnson Sirleaf, who became the first African woman president in November 2005, winning a second term in 2012, and Namibia's Saara Kuugongelwa-Amadhila, who became that country's prime minister in March 2015. The elite group of 17

woman leaders could shortly be joined by the US Democrat presidential nominee, Hillary Clinton, who has set her eyes on the White House and becoming the first female president of the United States.

Funnily enough, according to Washington Post writer and author, Aili Mari Tripp, African women have more power when their countries are recovering from war and civil strife.

War creates women power

“During my visit to Uganda in 1992, I wanted to know why there were so many women in top government positions, and why they had highest representation of women in parliament in Africa. The key reason, according to my research, was war and as Uganda had just emerged from years of conflict, women began to fight for their rights,” says Tripp.

She adds that it became evident over time that post-conflict countries had a much larger number of female politicians than countries that had not been through war.

“Post-conflict Uganda 199, had had a woman vice president for 10 years. Today, post-war Rwanda has the largest number of women in government in the world, 63.8 percent of its legislators are women, a position it has kept since 2003, and Liberia was the first country in Africa to elect a woman president.”

Tripp explains that the Ugandan post-conflict trend has been evident across Africa, as many countries across the continent that have emerged from conflict have made constitutional changes and passed laws to allow women more legal protection against violence, land rights and have given them more political equality.

Europe ranks top for women's liberation

Women's emancipation and women's rights only started to take hold in the post-war 20th century, and today, according to UNDP gender-related development index, the 10 best countries for women to live in are; Iceland, Norway, Australia, Canada, Ireland, Sweden, Switzerland, Japan, Netherlands and France, all but three countries are in Europe.

Worldwide there are still billions of women who face violence, degradation and discrimination every day of their lives.

The World Economic Forum (WEF) 2014 Global Gender Gap report states that not one country in the world has successfully eliminated the gender gap and its most often women in the

poorest countries who suffer the most, the disparity between men and women being notable in education and employment.

“While women's potential is recognised at international level, it will not be realised until conditions improve dramatically in countries and communities. Too many intricate factors continue to hinder the ability of women and girls to achieve their potential and benefit from social advances,” says WHO Director-General Margaret Chan.

The 10 worst countries to be a woman in today are (according to Womensphere, a global organisation that focuses on accelerating and advancing women in leadership, innovation, and entrepreneurship); Afghanistan, Eastern DRC, Iraq, Nepal, Sudan, Guatemala, Mali, Pakistan, Saudi-Arabia and Somalia. Violence, rape, child marriages, poverty, femicide, death in childbirth and illiteracy rank highly amongst violations to women in these countries.

BRICS countries fall short

Of the 19 - G20 richest nations, of which South Africa and the other four BRICS (Brazil, Russia, India, China) countries are members, India ranks the worst for human rights violations against women, despite the ground breaking 2005 Domestic Violence Act that outlaws any form of violence against girls and women. Girls as young as ten are married off or sold into domestic slave labour, femicide is common, as women are burnt alive for dishonouring the family, usually in dowry or honour disputes. Women's health and education is poor and in 2010, 56 000 maternal deaths were recorded.

South Africa ranks 16th on the G20 chart, and the fact that nearly 50 percent of women have seats in government is in its favour, but negative factors are the high number of sexual offences and the two-to-one ratio of women living with HIV compared to men. “Despite improvements for women in terms of laws and political participation since the end of apartheid, South Africa has some of the highest rates of sexual and gender-based violence in the world – it's a terrible epidemic that has contributed to the spread of HIV/AIDS,” says Kathy Selvaggio, gender adviser to the USAID Africa Bureau.

China, ranked 14th, has one of the highest male-to-female sex ratios at birth. Femicide and the killing of baby girls at birth has caused the loss of millions of girls and women and produced extreme levels of gender discrimination.



Germany's
Chancellor Angela
Merkel, said to be
the most powerful
leader in the EU



A close-up portrait of Ellen Johnson Sirleaf, the first African woman president. She is wearing a vibrant green turban with a small emblem, glasses, a pearl necklace, and a green top with a colorful striped shawl. The background is blurred, showing other people in formal attire.

Liberia's Ellen Johnson Sirleaf, who became the first African woman president in November 2005, winning a second term in 2012

Less than half of the seats in China's lower house of parliament are held by women. "The preference of having a son has had serious negative consequences on the economic and social development and stability of the country," explains Alana Livesey of the Plan International, Because I am a Girl campaign.

At 13, Russia has a high domestic violence record and according to the UN Commission of the Elimination of Discrimination Against Women, 14 000 women a year die as a result of domestic violence. The UN also says that up to 57 750 women are trafficked from Russia every year. Women also hold less than 15 percent of seats in the lower house of parliament.

Although Brazil is ranked 11th on the G20 rating, less than 10 percent of women hold positions in parliament and it is estimated that around 250 000 children are involved in prostitution. "Brazil still has soaring social and economic inequalities that are directly related to unequal access to opportunities and gender-related discrimination. Women are also disproportionately affected by extreme poverty, flaws in the health system and violence," says Daniela Pinto of UN Women, Brazil.

So how did Canada achieve number one status? Farah Mohamed, President and CEO of the G(irls)20 Summit explains. "Over 62 percent of university graduates are women, one third of federally appointed judges are female and three quarters of the female population aged between 15 and 49 years use contraception.

"While we have much more to do in Canada, women have access to healthcare, a premium is placed on their education, which is the first step toward economic independence, and we have laws that protect girls and women, and we don't allow for child marriage." Despite this, Mohamed says there is still a disparity in terms of equal pay for equal work.

Contraception a key to women empowerment

During the more than 50 years that the contraceptive pill has been used to prevent pregnancy, it has become a symbol of women's rights and generational changes, even though it has often been blamed for declining moral standards.

"It's not that a technology changes everything, other forces such as political, cultural, religious and medical, shaped how the pill was perceived and used," says McGill University historian and author, Andrea Tone.

Today, women have a wide range of effective contraceptive choices, but despite this, there are at least 225 million women worldwide who are not using any form of contraception, but who do not want to fall pregnant. "If you put that in terms of a single country, it would be the fifth most populous country in the world," says CEO of Marie Stopes International, Simon Cooke.

"Shocking as these figures are, they might have been so much worse. Today, around six out of ten married women in the developing world are using contraception, giving them the power to choose whether and when they have children. In 1960, that figure was around one-in-10."

Cooke explains that about 21.6 million women, who do not use contraception, resort to unsafe methods of abortion when they fall pregnant. About 22 000 women a day experience complications related to the unsafe abortions, with one woman dying every 11 minutes.

"Marie Stopes International is key in driving this change, bringing our high-quality family planning services to dozens of countries on every continent.

"Our mission is life-changing for millions of women around the world. It ensures that they can stay healthy, but more than that, it allows them to take control of their future. Contraception and safe abortions have allowed women to complete their education, have careers, run successful businesses and spend quality time with the children they already have.

Cooke says that Marie Stopes International has celebrated its 100 millionth client visit. "This is a remarkable milestone when you consider that half of these visits happened in the last five years alone."

According to the Marie Stopes International 2015 report, the use of contraception would result in 6 million fewer unwanted pregnancies, 2.1 million fewer unplanned births, 3.2 million fewer abortions and 5 600 fewer deaths in childbirth, related to unwanted pregnancies.

"If we do not make this investment in reproductive health, we limit the opportunities to grow politically and socio-economically secure communities.

"When states expand the number of girls and women using contraception, they have higher school completion rates, leading to higher economic growth, less gender inequality and they are more stable and secure." ▲

Cathy Dippnall

The ultimate

John Elford runs the rule over the Mercedes-Benz S500 Plug-In Hybrid



executive limousine



When the Mercedes-Benz S500 Plug-in Hybrid passes you on the road, one may catch a glimpse of an executive or cabinet minister travelling in air-conditioned comfort to their next meeting. Conversely it would not be surprising to see the Cabinet Minister/executive driving the car with the chauffeur reclining in the rear. Such is the driving experience of the S500e then, more often than not, it will be the chauffeur who is seen sitting relaxing in the rear seats. After all, any opportunity to get behind the wheel of this car should not be missed.

The E-Class has numerous technical innovations that enable comfortable safe driving at a new level, while the new S500 has a plethora of features, including pre-entry climate control to ensure the driver and passengers enter a car that is already pre-heated or cooled to perfection. This can be set up with an onboard timer so that the car automatically pre-sets its

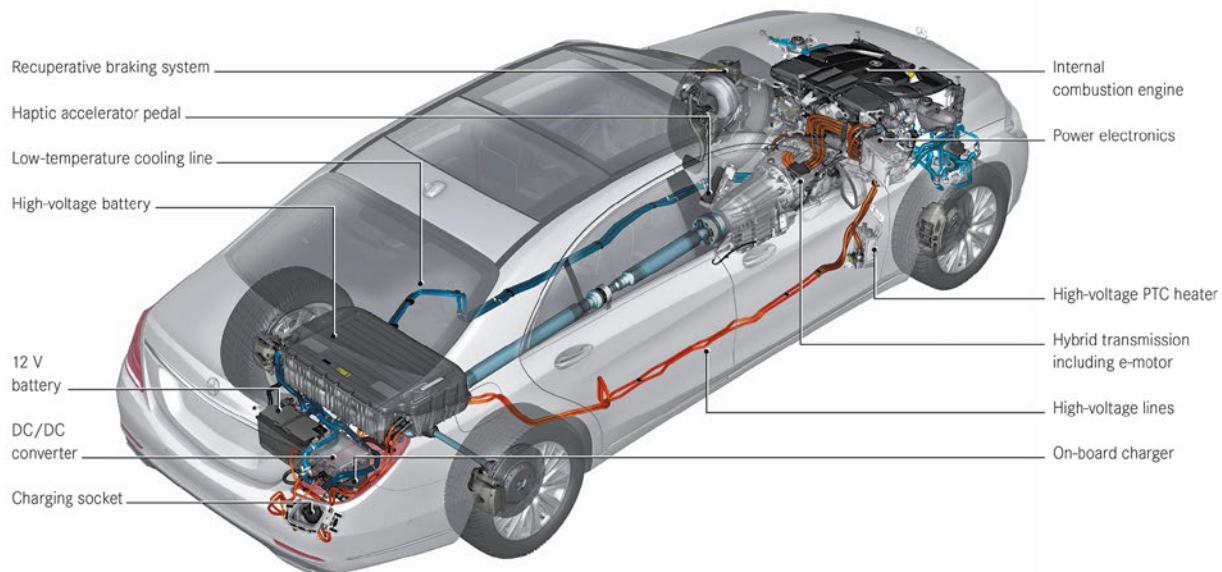
temperature, ensuring the vehicle is ready and comfortable. This includes all-touch surfaces such as the steering wheel, armrests and seats. Other features include LED High performance headlamps and tail lights, whether sitting in the luxury leather interior in the driver's seat with a fully glass dashboard, or reclining in the super comfortable rear, this car is way ahead of the game in all areas. Safety features include Pre SAFE Collision Prevention Assist that warns the driver and passenger of an impending collision, activating the Pre-safe belt tensioners and applying the brakes. This feature will also slow the vehicle down in the event of a slower car moving into your lane at a slower speed. In the case of a lateral collision the driver or passenger will be moved away from the danger zone as the system inflates an air chamber on the side bolster in the front seat backrest nearest the side of the imminent impact. Crosswind Assist can help the driver by reducing the effects of strong crosswind to prevent the car drifting off track. Traffic Sign Assist will warn the driver

going down a wrong way and also displays the speed limits. Touchpad controls ensure that all controls, including the entertainment system are easy to reach and are activated with just a swipe of the finger.

Whilst the Mercedes Benz S 500 Plug-In Hybrid features a list of unique safety and comfort features that would fill an encyclopaedia, the most interesting and unique feature is the plug-in hybrid system. This features a 3 litre V6 primary power plant of 325Kw with 650Nm of torque which can accelerate from 0-100km/hr in 5.2 seconds-no mean feat for a vehicle as large as this. All this with a fuel consumption of 2.8 l/100km. The other component which helps with these impressive statistics is a high voltage Lithium-ion battery that has an energy content of 8.7kWh and that can be externally charged via a charging socket at the rear of the car into your home electricity system.

The hybrid transmission is based on the 7G TRONIC Plus 7 speed automatic gearbox, which features an additional clutch that decouples

▲ Mercedes-Benz S 500 PLUG-IN HYBRID



the combustion engine during purely electric operation, and allows the use of the combustion engine to move off. The driver experience of the S500 E is totally seamless and is the same as driving an automatic. The intelligent operating system works automatically in the background, selecting the ideal combo of internal combustion engine power and power from the electric motor. This adapts to the load status of the battery and anticipates the traffic situation. The driver, however, can intervene manually and regulate the hybrid interplay with various operating modes. The haptic accelerator pedal (as it is known) signals via a double impulse that the driver should take his foot off the accelerator. At the same time, inside the engine the energy flow is shown on the glass instrument cluster as well as on the central display, if selected.

So next time you pass a Mercedes-Benz S500 Plug-In Hybrid, check carefully to see who is in the driver's seat. You may well be surprised. ▲

John Elford





The indelible image

RIO DE JANEIRO, BRAZIL: Aerial view of the statue of Christ the Redeemer, with the Maracanã Stadium (venue for the 2016 Olympic Games in Rio de Janeiro, Brazil) in the background.

Photo: Matthew Stockman/Getty Images

Ladies... are we for real?

Liz Ditshego ponders the advancement of women in the workplace: is it really happening, or are we fooling ourselves?

While I am always game for a public holiday and the chance to celebrate every achievement, I always pause to ask myself what I am popping champagne bottles over (or sparkling wine, given the current tough economy). Once again, the month of August is upon us and, as it is, I have been invited as a keynote speaker to various events across the country. Delivering speeches is one of the exciting things about my work.

As we celebrate women this month, we need to have a clear and conscious understanding of what exactly it is that we are celebrating. Let's ponder on this. Are we celebrating the successful march that women of all races, colours and creeds embarked upon in 1956, to make their voices heard about the injustices they were suffering? Are we celebrating the fact that, ever since that march, women have advanced socially, economically and politically?

Yes.

The 1956 march marks a very important event in the historical calendar of women. The courageous women who faced the government of that time paved the way to important conversations about women and their rights to freedom, recognition, advancement and general well-being. The significance of that march must never be understated and must be taught to every generation, even the children that are yet to be born. I, for one, would not be sitting in my comfortable home office typing this article on my MacBook, had the women of 1956 not fought for my basic rights as a member of a generation that was yet to come.

I do believe, however, that given where we are and where we have come from, we need to be celebrating beyond the astounding achievements of 1956. As women, we are now faced with a different struggle. The struggle that



women faced in the 1950s, 1960 and early 1970s was that of the concrete wall, when overt and absolute barriers were used to block women from accessing opportunities. It was an era during which women were denied even the most basic human rights such as voting, as well as the right to get an education in a top university... or even, in many cases, the chance for basic education. Only a handful of women managed to enter the workplace.

In the late 1970s a new era dawned for women's equality, and it was an era that marked a significant improvement from the days of the concrete wall. Women managed to enter the workplace in entry level positions and slowly progressed to middle-management. Although this was a breakthrough, it was not the end of the struggle for women.

From the late 1970s through to the 1990s, a new form of struggle for women emerged – the

glass ceiling. This was the time when barriers had shifted to not affecting all women in the workplace, but only those in senior management. Those who rose steadily through the ranks eventually crashed into this invisible barrier.

Women in senior management with ambitions to get into top management could see the top positions that they wanted to be in, yet they found themselves inexplicably blocked by a transparent barrier. The executive suite seemed within their grasp, but they just could not break into it. One of the challenges that women faced in this era was to be overlooked for executive positions because of their reproductive capacity. It was feared that they would leave work to go on maternity leave and, perhaps, never return. Those who already had young children or disclosed their intentions to have them were penalised severely.

The glass ceiling can no longer be blamed as a barrier to the advancement of women, particularly into top management positions. Since the term was first coined (particularly at the turn of the century and through the 2000s), women have made great progress. They have, to a great extent, managed to navigate their way from middle-management into top management, occupying important executive and board-level positions. Carli Fiorina (former CEO of Hewlett-Packard) said that, in the beginning of her tenure at HP in 1999, her appointment proved that 'we are at a point where everyone has figured out that there is not a glass ceiling'.

In South Africa, too, many have managed to get into GSuite and board positions. Many have been profiled and graced the covers of top business publications, including Leadership magazine. We have made great in-roads as women and we have taken the front seats in boardrooms and created role-models for the younger generation.

So, yes, we have a lot to celebrate... or do we? The number of women entering top management positions is growing annually, but the problem is that the pace of that growth is slower than that of a snail. Don't get me wrong: I am not a pessimist. In fact, I am an optimist of note. However, when I look at the 2016 Employment Equity report - commissioned annually by the Commission for Employment Equity (CEE) - I honestly do not see what is there to celebrate.

According to the report, the percentage of women in top management positions in South

Africa increased from 20,9% in 2015 to 21,4% in 2015, a rise of merely half a percent. The increase in the period 2013 to 2014 was also below a full percentage. The representation of women in this sector still remained approximately half below their EAP (Economically Active Population) at this level in 2015. This includes people from 15 to 64 years of age who are either employed or unemployed and seeking employment.

Men continue to be over-represented across both the public and private sector. White males remain dominant in most industry sectors. Even in sectors that are perceived to be more suitable for women (based on gender stereotyping), the top management is raining men. For instance, the catering, accommodation and other trade sector has a male representation of 71.3%. White females are also dominant in all sectors, with the exception of the electricity, gas and water supply sector, where African females feature prominently at 12%.

As if this is not enough of a slap on women's faces, the gender pay gap remains wide. Across most parts of the world, the gender pay gap exists. In most countries the gap seem to be contracting, while in South Africa it seems to be expanding. The gender gap in our country (as measured by the level of aspects that include economic opportunity and participation, health, education and so forth) sits at 25%. However, the gender pay gap has been reported to sit at an alarming 35%.

This means that men take home the full value of a woman's annual pay after just eight months! Effectively, women have to work an additional four months to earn the same annual salary as their male counterparts. It does not help that women (particularly younger ones), are faced with the double bind of starting families and growing their careers. South African labour law only allows for paid maternity leave of up to four months.

So, if a woman takes four months off to look after and bond with her baby, she will still be rewarded with 35% less income compared to her male colleague. Most companies are now thoughtful and kind enough to offer extended maternity leave to their female employees, although this extra leave remains unpaid.

I challenge policy makers, employers and, particularly, those in decision-making positions, to ponder anew the plight of women in the workplace, as we celebrate the 9th of August. ▲



Liz Ditshego is an MBA graduate from Wits Business School (SA) and Warrick Business School (UK). She is the CEO of the leadership development and coaching consultancy, The Leadership Brewery and the author of *This is How We Do: How women work through obstacles to get into executive and board positions*.

Leadership: we need it, where is it?

This month Prof Skae questions the absence of leadership.

August 2016 is the month of the most critical municipal elections since 1994. In this era of violent service delivery protests, the unfortunate truth is that the majority of our municipalities lack leadership; are in crisis and failing to deliver.

On 1 June, the Auditor General (AG) of South Africa, Kimi Makwetu, published the municipal audit results for the 2014-15 financial year. His opening line was that there has been “an encouraging, five-year improvement” in the audit results, with ‘clean audits’ increasing from 13 to 72 in the current period.

Let’s give credit where due, but the let down came soon after, when the AG rated the financial health of 92% of the municipalities as “concerning” or “requiring intervention”. He pointed out that 26% of municipalities (10 more than in the 2010-11 period) were in “a particularly poor financial position by the end of 2014-15, with material uncertainty with regards to their ability to continue operating in the foreseeable future.”

The AG added that the audit area with the lowest improvement rate was ‘compliance with key legislation that governs municipal operations’. This has decreased from 95% to 78% since the 2010-11 period. Irregular expenditure has more than doubled over the past five years to R14.74-billion, and is incurred by an increasing number of municipalities.

The provinces with the highest clean audits were the Western Cape (73%), Gauteng (33%) and KwaZulu-Natal (30%). The AG commended the leadership in these provinces and singled out the following disciplines and practices as major contributors to clean audits:

Political, municipal and provincial leadership delivered on commitments to fill key positions



with competent people, stabilised the administration (i.e. low turnover in key positions) and provided officials with the opportunity to meet the minimum competency requirements.

Leadership showed courage in dealing with transgressions and poor performance, and insisted on credible in-year reporting by officials which, in turn, resulted in improved year-end processes and enabled improved decision-making.

Leadership supported and participated in initiatives to improve audit outcomes, such as Operation Clean Audit, and used forums and working relationships between municipalities and provincial government to strengthen the administration of municipalities.

In all three of the above paragraphs, the key word is Leadership.

In South Africa’s general political landscape, the most repeated word is ‘Leadership’, with countless discussions about the enormous

political leadership and performance that South Africa requires to defuse civil society’s mounting volatility at a national, provincial and local level.

The country’s lack of leadership and performance in key areas, notably basic needs and personal safety, surfaced yet again in the Social Progress Index (SPI), launched globally on the 29th June 2016.

In the build up to the launch, I had an interview with Michael Green, the CEO of the Social Progress Imperative, which developed the SPI as a measure of how well countries perform, not solely in terms of GDP per capita, but also in terms of social and environmental indicators. These include basic needs such as education, employment and improved livelihoods, clean water and sanitation, food security, healthcare, personal freedom and personal safety.

The rationale is that a high GDP per capita does not necessarily equate with a decent

quality of life and provision of basic needs for all citizens. In pursuit of a more representative portrait of progress and success, the SPI studies 133 countries in the world and evaluates their social and environmental index, in addition to, and relative to their GDP. For example, the United States ranks second on GDP per capita but 16th on Social Progress; New Zealand, on the other hand, ranks first on Social Progress but 25th on GDP per capita.

South Africa ranks 65th on GDP per capita and 59th on Social Progress. It scores highly on the 'opportunity' indicators such as personal freedom, but significantly worse on basic needs, improved livelihoods and personal safety.

In Green's opinion, these are solvable issues, and the lack of social progress in this regard has the potential to undermine the key areas where we score highly, such as personal freedom.

The elections will hopefully vote in candidates that South Africa believes have the leadership skills to sort out our rampant municipal problems. But the country's leadership is going to need to bring together the public and private sector on a more cohesive, national development platform if we hope to rectify our social progress failures. In the absence of this, there will be more violence and an increase in lawfare, where citizens collectively take municipalities to the court for lack of performance.

A recent example was reported by Carmel Rickard. The ratepayers of Kenton, Bushman's River, and Natures Landing successfully won their case against their local municipal managers. They took them to the High Court in Grahamstown for:

- Failing to sort out the local sewerage works, which led to raw sewage flowing into the Bushman's River estuary and into the sea;
- Failing to establish a new waste dumpsite; and
- Failing to respond to ratepayers' considerable correspondence on these issues from November 2011 to September 2014.

It's an important precedent for all citizens, and we will see more of this. However, the problem with lawfare, or the Stalingrad Defence that Judge Dennis Davis talks about, is that instead of the state proactively improving our basic needs and personal security, it is increasingly using public resources to defend its inaction and lack of performance. If we don't do something about this, it will continue until the money runs out. ▲

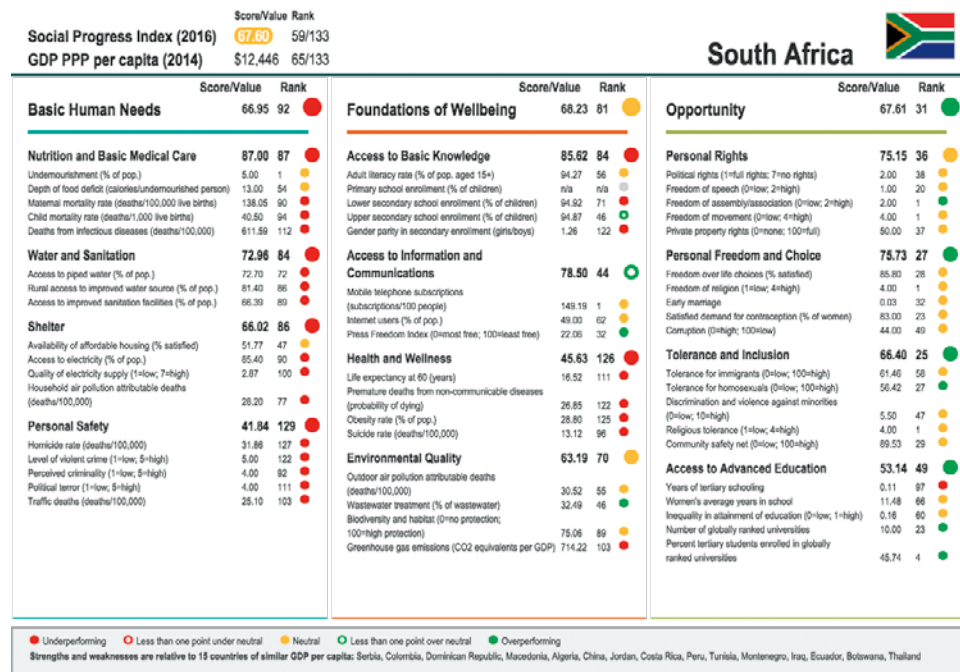
For more information about the Social Progress Index, visit <http://www.socialprogressimperative.org/global-index/>



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



From farm to fork: boosting SA's food operations

South Africa is often viewed as a key food supplier to other countries on the continent and further afield, as we have the ability to sell premium products into these markets

Food security is a serious issue, especially when you lift the lid on the issue and consider some of the cold hard facts that face the international community:

- By 2050, there will be nine billion people on Earth, 30 percent more than today.
- 40 percent of the planet land mass is used to grow food, but 30 percent of food is wasted between farm to fork.
- The Food and Beverage industry consumes 5 percent of global energy.
- 49 percent of Food and Beverage CFOs see a significant link between sustainability and financial performance.
- Changing consumer demands and a volatile global economy create challenges for the industry.
- 40 percent of today's leaders will be retired in 2020.

South Africa is currently rated as a key food producer for local and export consumption, but in order to retain that status the country's food industry will need to get its manufacturing processes and automation strategies right.

A challenge currently facing food manufacturers in South Africa is to produce better but with fewer resources. One of the foremost reasons for this is the growing consumer knowledge of production processes. This is increasing the demands they are making for safer, healthier, tastier and more ethical products, which in turn is putting pressure on an already regulated industry. In addition, the

method in which you inform consumers about product quality and specifications should also be clear.

Honesty is often the best policy in this case. How companies communicate with consumers and regulators is especially important as the enforcement of regulations continues to rise. A further challenge facing companies is the need to adapt to the new distribution channels that have been created by the digital transformation of society.

Producing better in order to adapt to a fluctuating environment and new regulations enforcement is also a key consideration for manufacturers in this industry.

A considered and thought-out approach has always been key to reducing the amount of resources necessary for production. The idea that less is more is becoming increasingly important in order to combat the growing power of direct retail and to reach significant market share. The correct allocation of resources allows for energy and capital to be implemented in other areas where it is needed, and this is especially important as Food and Beverage companies face fiercer competition both locally and internationally.

Using fewer resources is also critical in minimising the environmental footprint of operations, which helps meet the growing sustainability concerns of consumers as well as stakeholders.

In terms of process control, automation and energy, I believe that South African food manufacturers should be focusing on certain key issues.

Sustainability and energy performance

Assessing the use and waste of resources is particularly important. Energy, but also WAGES (water, air, gas, electricity and steam) and products are good examples of this. In a production context, implementing collection systems (automated when necessary) to generate KPIs will allow businesses to view and benchmark poorly performing processes or machines, and deploy continuous improvement actions.

Manufacturing efficiency

Implementing manufacturing operation management software to increase production flexibility while improving the overall performance is another important focus for companies for a number of reasons:

- Financially, improving overall equipment effectiveness to reduce the cost of goods sold and increase capacity utilisation can reduce inventory to improve the return on assets.
- Higher customer satisfaction by delivering the brand promise of variety, food safety, quality, delivery time and labelling.
- Improved food safety by documenting the fact that critical control points were correct during production. This adds accountability to the process and includes operator action and the use of materials from raw to end products.
- Compensating for an ageing workforce as systems contain embedded expertise to guide new staff in their tasks wherever they perform it.

The benefits of such systems are even higher when they are applied across plants. This gives management a real-time visibility of the performance and the capability to drive it. Using

more powerful packaging machines also allows more flexibility (packaging change on the fly, modification of lines in a few minutes).

The use of a completely transparent automation architecture based on Ethernet to increase the capability to manage the production assets in a proper way also extends machinery lifetime and aids in predicting potential future failures.

Power quality

Power availability is key for production performance. However, a Food and Beverage production plant is a living, evolving asset, in order to face the new customer requirements. These modifications can have an impact on power quality and can cause significant downtime in a plant – and this can occur even if power factor correction measures are implemented when designing the facilities. Bad power quality can also lead to device failure.

Supply chain optimisation

Supply chain complexity is also a challenge for Food and Beverage companies. A focus on decision-making tools for supply chain optimisation will be key for next year's performance. These decision-making tools must work on both

a strategic dimension as well as an operation dimension.

Imminent innovative technologies and products

Mobility and workflows will have a significant impact over the next year. These applications will allow users to interact from any place where cyber security measures are implemented – whether from the machine at the shop floor, the office or from home – with the right level of information and guidance. The workflow will provide embedded expertise to compensate for lost expertise with the retirement of older, more experienced staff.

Cloud and big data analysis will also contribute strongly to the understanding of the phenomenon occurring in complex manufacturing environments and this will improve knowledge as well as the efficiency of the process.

Last but not least, the capability to connect smart and communicating devices in the production environment will improve the capability to diagnose issues and increase production flexibility, adapting production systems to specific production batches. ▲

Readying plant managers for IoT integration

Most plant managers are familiar with tough transitions. Over the years, lean manufacturing, quality controls and new government regulations have all played a role in placing high stress on the plant manager. The latest wave of change, the so-called 'Internet of Things' (IoT), is challenging plant operations personnel with the explosive growth of smart devices. Variable speed drives, PLCs, and control systems are now engineered to communicate in digital formats over an Ethernet connection. There are ways to embrace these new waves of change without doubling anxiety levels. Under current circumstances, caution and information are a plant manager's best allies. If your organisation's plants are getting wired with smart sensors, sophisticated monitoring software and predictive analysis tools, then opportunities do indeed exist for higher levels of productivity and efficiency.

The new mode of operation leverages big data and analytics to put business information into the right context so that operational insight improves. The new 'smart facility' also enables the more efficient delivery of service and maintenance actions from supporting vendors and partners. The goal is a safe and secure operation that protects people, plant, equipment and the environment.

However, connecting manufacturing equipment to the Internet also opens the door to new risks. Unanticipated downtime driven by cyber attacks is a new possibility. The manufacturing operation needs to be made more resilient to downtime of any kind since operational data will often need to be accessed remotely, 24-hours-a-day. It is more important than ever to ensure that the power distribution network is secured with a viable backup plan.

This is true not only for plants, but also for utilities and any type of wired systems that support the operation. If the power goes out then productivity is lost.

One approach to addressing this dilemma is to seek out expert advice on how to capitalise on IoT developments. A good place to start is by hardening the plant's power network in the event of unanticipated interruptions. That way you can plan for the IoT future with confidence.

MALVIN NAICKER



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Women in business: authenticity through balance

There is a lot of focus on women and their role in the workplace, but when it comes to building reputations, it is something which both men and women contribute to, positively or negatively

I recently attended an interesting information sharing session about community upliftment programmes and the priority areas different organisations focussed on. The facilitator of the session mentioned something incredibly important that stuck with me; it's all good and well that there are so many social projects helping girls and young women, and everyone knows we need these projects. However, the question is, what will happen to the boys and young men in the long term if they aren't equally prioritised?

The important lesson here is that there needs to be balance in everything. If you are going to be focussing too much on one area, then inevitably another area is going to be neglected. This is also so true for when you invest and build your organisation's reputation.

With it being Women's Month, there is a lot of focus on women and their role in the workplace. However, when it comes to building reputations, it is something which both men and women contribute to, positively or negatively. It's important to keep things real in the workplace, regardless of your gender. The truth is, a reputation is built on authenticity.

Stereotyping stereotypes: It's unfortunate that in this day and age, and depending on the industry, some women *do* still feel that they need to think and behave in a certain way in order to move up the corporate ladder. But by doing so, they ignore their true feminine selves and often downplay feminine traits, which also have a key place in business.

There is this terrible catch 22 situation: women who display typical male traits (like assertiveness, independence and competitiveness) are considered bossy, cold and aggressive, while their male counterparts are respected for these traits (which, interestingly, are also generally accepted leadership traits).

Conversely, women who display typical female traits like compassion, inclusiveness and warmth, are often overlooked as leaders, while men in business who are warm and empathetic are lauded for these characteristics.

It reminds me of an interesting experiment that was conducted by Stanford Graduate Business School professor Frank Flynn, who tested perceptions of gender with his class. He

adapted a case study about an entrepreneur named Heidi Roizen. Half his class was given the original case study, while the case study given to the other half was simply tweaked so that the name of the subject was Howard Roizen. Professor Flynn asked his students to rate their impressions of Heidi/Howard, with fascinating results. Howard was generally very well perceived by the students, while Heidi was considered aggressive, selfish and unlikeable; many students said they wouldn't hire her or work for her.

Everyone has something to bring to the table: For me, the case study above raises the question of female authenticity in the workplace; how do we remain true to ourselves as women, while at the same time being persuasive and powerful leaders? I do realise that the best way to succeed is not to try to do it on your own, or to try to be someone that you are not, it's about working together as a team and leveraging off each other's strengths.

Regardless of your gender, race or creed, you will have core skills, behaviours and attributes that make you unique, and that will complement the skills, behaviours and attributes of your colleagues. It's all about seeing how best to make it work together.

Embrace your own strengths: As women, we need to embrace our own strengths and recognise that the different genders bring very different attributes, both positive and negative, to the workplace. These differences need to be honoured and leveraged for the overall success of the business. We should not try to emulate what we are not.

Ultimately it's all about balance: As mentioned earlier, when it comes to building a reputation, it's all about balance. Too much focus on one area will cause you to neglect another key area, which will impact the overall perception and resultant reputation of your business. Strong teams know how to utilise their members' strongest and best qualities to the benefit of the entire team. Reputation is built on a solid foundation and this can only be achieved if all the building blocks are in place and everyone works together in harmony. ▲

To continue the reputation management conversation, join Regine on Twitter @ReputationIsKey or Facebook www.facebook.com/yourreputationmatters.

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.

Meme what you say

After a bumper issue of insight, interviews and leadership inspiration, we thought we should lift the veil on some of our top leaders to show you what brings a smile to their face – or a laugh to their belly!



@Leadership_Mag
With all the political rhetoric and bombast flying at home and abroad, what better way to sum it all up that in this meme of SAW pop star Rick Astley.

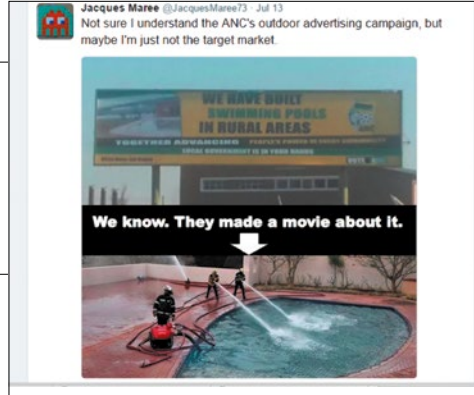


@MmusiMaimane
The leader of the opposition likes things extra hot.

@HillaryClinton
Hill-dog couldn't pass this Trump card up



@helenzille
Zille—always ready to make a pool out of President Zuma.



@barackobama
Not for nothing is he called America's fittest president ever (you know what we saying, ladies!).



@caster800m
The best part of a true leader's day is knowing they are giving hope to others. And if you get love in return, all the better!



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Time to raise the bar

The Skills Development Summit 2016 will unveil a pragmatic vision of skills development that integrates the need to develop skills, create jobs and grow the economy. This vision will be set within a framework of inclusivity and social transformation, and will be displayed against the backdrop of international competition, which represents the bar to which South Africans need to aspire to raise themselves. It's a game-changing vision, and Skills Development Summit will provide the workshop in which an exciting economic future will be forged for industries and the nation as a whole.

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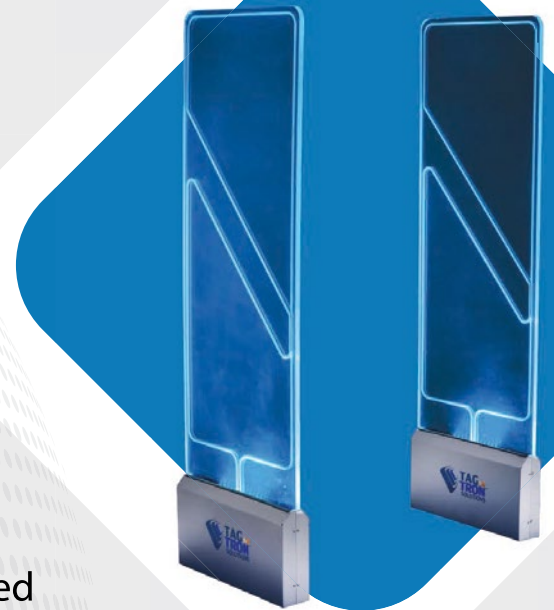
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