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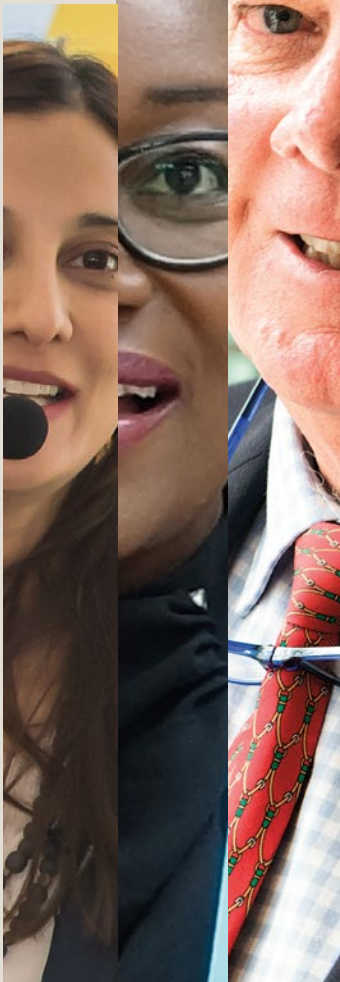
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Tokozile Xasa, the Minister of Sport and Recreation, is striving to ensure equal opportunities for all within the sport and recreation value chain.

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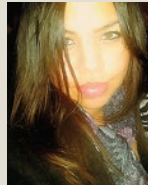
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Education in the Fourth Industrial Revolution

As the Fourth Industrial Revolution exponentially gathers steam, many people will be wondering what the effect will be on education.

As everything becomes digitised, once-arcane knowledge will become common. Cars will drive themselves. Robots will perform complex medical procedures. Accountants and actuaries could go the way of the blacksmith. Computers will resolve legal issues. Many occupations will become redundant.

But it doesn't mean that great swathes of the population will be jobless. On the contrary, someone will still need to create the machines, someone will still need to manage them—as for the rest of us, we will have to learn to deal with the tsunami of knowledge that is now available to us, whether on a smartphone or a voice command in a smart room or office. Someone will have to focus on the quality of life.

As we cross the threshold into World 4.0, our greatest challenge will be how we synthesise information and intelligence into wisdom, how we move from academic understanding to engagement.

The role of educators will be to teach people to be more intuitive, more interdependent, to break down the artificial silos. People will be taught to formulate their own opinions but to be able to voice them in a way that still enables them to hear others.

This will be a world of less dogma because everything will be able to be—and must be—challenged. A world where our strong opinions are lightly held.

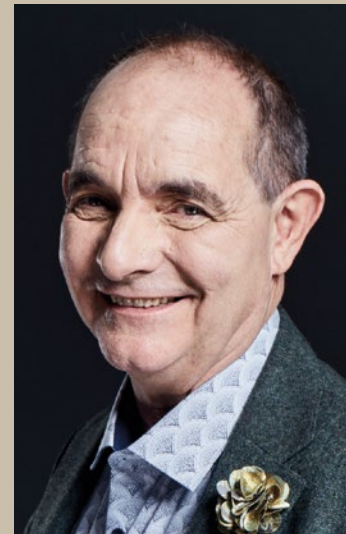
Our challenge is not survival but thriving and striving for a quality of life that was unknown to the generations that came before us. In a mechanised world with so much power at our fingertips, we still fret over today, when, in fact, we should start thinking about the consequences of decisions taken today that will affect the next 100 years. Just as rhetoric will be key, so will that other great gift bequeathed by the Greeks be critical: ethics.

Our system of learning thus far has been one of deferred gratification—study now to be able to be employed later. Are students even sure about what and why they are studying? Will their jobs even still be there? Higher learning institutions are facing their own existential crises, with some faculties teaching themselves into extinction.

The deferred gratification model is being replaced with deep experiential learning that is immediately practical. In the UK, sparked by a change in government policy, companies are working with universities to create degree apprenticeships, which allow people to work while they learn in order to sidestep the albatross of generational student debt.

Perhaps the most popular course for students will be Health 101, which will teach them to look after themselves on this journey. The most important skill, though, will be to master complexity, scale and to be able to find sustainable solutions in fast-moving, high-stake and uncertain environments.

Foreword



JON FOSTER-PEDLEY
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Ascend Mount Olympus and dine with the gods

When I grew up in the townships of Pretoria, the most popular pick-up line was “The Himalaya mountain, nobody can climb it, except me and you by means of love”, this was a statement that love conquers. Was this pick-up line ever successful? That is a subject for another day. When Sheldon from the famous ‘Big Bang Theory’ sitcom was offered the role of Professor Proton, he considered it an honour equivalent to ascending Mount Olympus to dine with the gods. Mount Olympus is the highest mountain in Greece. According to Greek mythology, Mount Olympus is perceived as the seat of the gods.

The desire to achieve, to conquer, to innovate and engineer change in the advancement of human development and the greater good is a rather noble one. Therefore, the economic turnaround required to improve South Africa’s socio-economic conundrum requires nothing more than a burning desire to achieve and engineer change. Indeed, the desire on its own will not cut it, it has to be coupled with cutting-edge human capabilities and requisite leadership qualities.

The challenges of unemployment, inequality and poor economic performance are real and scary. This is a subject of debate every day, every hour, in every publication and broadcast, yet the results prove to be otherwise. The Global Competitiveness Report 2018 asserts: “Ensuring future economic growth will require solutions that are more creative than any we have seen so far.”

The job summit is behind us, the mid-term budget was another revelation about the state of the economy and the President’s investment conference is underway as I write this note. The Global Competitiveness Report has been published and has interesting reviews, which must be taken seriously.

South Africa needs creative and courageous pioneers reaching out to break new ground and to seek new solutions. The nation requires innovators who are fired by an unrelenting passion for shaping and unleashing new frontiers of development, through vision and execution par excellence.

The metaphor of Sheldon’s aspiration to dine with the gods is an illumination of human desire to achieve and reach greater heights. When driven by passion and good intent, no mountain is too high.

I, too, want to ascend Mount Olympus and dine with the gods.

Publisher’s Note



THABO OWEN MOKWENA
Publisher



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Education for the nation

Technology continues to play an increasingly prominent role in how children are educated, with bright-eyed primary school learners who are being exposed to computer science from an early age, entering into Education 4.0.

There are two basic schools of thought when it comes to early childhood development and technology. Many affluent schools have dived head-first into the Fourth Industrial Revolution and have made tablets a standard tool to assist learning, at the parents' expense, of course.

Being exposed to technology from a young age makes one more familiar with technology and its workings but, arguably, it robs children of some their imagination—a crucial part of creative childhood development—due to an over-reliance on technology.

The late Apple founder, Steve Jobs, reportedly once said that if he had an iPhone when he was growing up, he might not have been able to have the imagination to come up with such an innovative invention.

Meanwhile, more 'progressive' schools that use the Waldorf education system are growing in popularity locally. They have a slightly different, refreshing attitude to the question of technology and education.

Smartphones, tablets and iPads are banned from the school until Matric, with high school learners only having access to computers during designated class times. This thinking may sound backward, but a school like Constantia Waldorf scores some of the best Matric results in the Western Cape and has been the top-performing co-ed school in previous years, so there must be some merit to their approach.

The hot topics of home-schooling and the revolutionary non-school have been debated this year, with the Department of Education wanting to impose stricter regulations for home-schooling and the rise of cottage schools, which have, at times, been a response to the escalating price of education.

For many parents with more than two children, it has become difficult to make ends meet. The schools themselves are often in a tight situation too, with fewer subsidies coming from the government, together with the rising inflation.

The sad reality is not rosy for many young South Africans in the townships and rural areas as well—they often don't have access to quality education and infrastructure for vital practical learning in the sciences, for example.

It was refreshing to chat to Professor Shaheed Hartley, the Director of UWC's Science Learning Centre, who has helped to roll out countless customised science classrooms with laboratories so that learners can have a vital hands-on experience.

Quality education is the cornerstone of the next generation's development and we need to ensure that it becomes a top priority for all stakeholders to promote it to the best of their ability while keeping an open mind to the different forms of and innovations in education.

Editor's Note



GREG SIMPSON
Editor

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Youth

Employment

Success

The great matriarch of sports

Very few can disagree with the notion that sports have played a large role in building the rainbow nation we see today. It was, in fact, Nelson Mandela who showed the powerful role sport can play in building a rainbow nation. This was displayed by the momentous congratulations and hearty hug he gave Francois Pienaar at the 1995 Rugby World Cup, which South Africa won.

The baton of South African cohesion and unity through sports was passed onto Tokozile Xasa in February 2018. Xasa took office as the Minister of Sport and Recreation. With her experience in activism and political office, Xasa has intelligently and intentionally taken steps to ensure equal opportunities for all within the sport and recreation value chain.

The Department of Sport and Recreation South Africa (SRSA) is guided by the ideals of the National Development Plan (NDP), which is a basic map to the economic freedom of all South Africans, and aims to provide access to opportunities for all South Africans. One of the outcomes of the NDP is social cohesion. A clear goal is to forge an overarching identity as a South African and as a proudly South African citizen. Sport and recreation is a powerful weapon in this aspect. Sport has seen South Africans forgetting their skin colour and identifying themselves as part of a rainbow nation, with talent and tolerance as the key drivers of success. Sport has been powerful in combatting racist sentiments to date. Xasa has become the matriarch of sports and the mother of unity in South Africa. Her beginnings are humble, however, and demonstrate a passion for being a servant from a very early age.

Xasa is the embodiment of struggle and the socio-economic challenges that face the

majority of South Africans and, more importantly, the embodiment of triumph, growth, evolution and revolution.

Orphaned at 10 years old, today, she runs a family and is now the matriarch of every aspiring sports person in South Africa. She leads this family with heart, a sense of cohesion and development in mind, as well as an eye for the future of South African unity and talent. A clear,

unmistakable force, Xasa will chart new paths that will present opportunities for sportspeople in rural areas, and provide clear exposure for lesser-known sports and for women who are, most often, performing just as well as their male counterparts.

Many call for this transformation and sport has seen numerous successes in this area. It has unearthed the talent that was initially covered





by Apartheid and shown South Africa's bright national and international sports future. The rapid pace of sports transformation in South Africa has, amongst one of its many highlights, seen a black female at the helm of the Ministry.

It is the belief that the sports arena, and all aspects of sports development in South Africa, should reflect the demographics of the country. Furthermore, the broadcast and coverage of sports in South Africa should cater to the variety of sports enjoyed by all South Africans.

For many years, sports have tugged at the heartstrings of many South Africans, eliciting feelings of jubilation and frustration due to events such as South Africa seeing its first black Rugby Captain, Siya Kolisi, and the controversy surrounding Caster Semenya. Rugby was seen as the sport of 'the oppressor' but now has South Africans of all colours flocking to stadiums to support the Springboks.

Xasa has been able to use her experience to merge economic growth and sports tourism to benefit South Africans running businesses near sports hubs at key South African sporting events. Important events such as the Comrades Marathon and the Soweto derby bring economic opportunities for the people in the area and ensure a positive experience for many people visiting the area. Excellently coordinated

international sporting events produce positive sentiments about South Africa and debunk many untrue myths about the country, thus driving tourism into South Africa, not only for sporting events but also as a premier holiday destination. Thus, sports become a catalyst for the country's economic growth. Transformation in sport has been a long-standing conversation. The topic has received criticism and naysayers have been saying that meritocracy should be the order of the day. At the dawn of democracy, it was clear that sports such as rugby and cricket did not reflect the demographics of the country. Kagiso Rabada, Hashim Amla, Quinton de Kock, Vernon Philander, Temba Bavuma and Lungi Ngidi, current prominent players in the current South African cricket team, have shown the success of these transformative initiatives.

Xasa points out that the success of all these players is really no surprise. Systems and processes were already in place to ensure their success. Many of the prominent black players we see today were carefully nurtured through development programmes. For instance, Rabada was already participating in the U19 Cricket World Cup and his debut in national cricket dates back to 2014. A mere four years later, Rabada is now regarded as the best young player in the world. A mere two months ago,

Rabada was the youngest ever bowler to take 150 wickets in Test cricket. The successes of these players ensure that young aspiring sport-people can have a can-do attitude due to seeing the successes of these players.

Xasa is a trailblazer and this is not her first time as the first black female in a political portfolio. Xasa was the first female Mayor in the transitional local government for the Kei District Municipality, now called the OR Tambo District Municipality, in the Eastern Cape. Xasa's belief in the ruling party, the ANC, is unquestionable and her participation in the women's league saw her being elected to the ANC Women's League's National Executive Committee, where she once served with Winnie Madikizela-Mandela. Xasa, as a matriarch of sports, is shifting the perceptions of sport and its influence on unity and building a rainbow nation one event at a time.

Her advocacy for women and social development is clearly seen through her work, even prior to leading this portfolio. Prior to her work in any political governance structure, Xasa served as a teacher for nine years and in that time, she actively worked with girls as a Guide Mistress and Librarian. Her fight for women is demonstrated by her plea to the Independent Communications Authority of South Africa (ICASA) to broadcast more women's sport and for them to be more than mere footnotes in sports coverage. Transformation in women's sports coverage is important for the following reason: we have two female teams that are in the World Cup, the Under-17 Female Football team and the Women's Cricket team. Very little is known about this due to the lack of coverage. Xasa has tackled this issue head-on.

Her positions in political roles show a clear passion for the betterment of the lives of the everyday South African walking on the street. These positions have brought about a policy change and have tackled the most pertinent of socio-economic challenges in South Africa. No one can deny the importance of black land ownership as a reform to past oppressive laws. Xasa has been in the eye of the storm with regard to these issues through her role as the MEC for Social Development and Housing. The current technical recession that South Africa faces has resulted in President Cyril Ramaphosa making a bid for investment into South Africa. Xasa understands the economic struggles of this



country and has tackled them in the Premier's Office under the Economic Affairs portfolio.

Xasa understands South Africa's economic drivers very well, as she previously led the Tourism Ministry, and tourism is a clear economic driver. Her office also led the transformation in tourism through the Broad-Based Black Economic Empowerment (B-BBEE) Tourism Sector Charter, which enables many black-owned tourism establishments to greatly benefit from enterprise and supplier development initiatives. Due to her service and passion for economic development, she was bestowed with the honour of delivering the Bishop Thabo Makgoba Inaugural Lecture 2018 on leadership and local economic development.

Xasa is also a learned woman and her intention to be a public servant is reflected

in the various qualifications she sought. She holds a BA degree in Public Administration and Political Studies from what is now the Walter Sisulu University. Additionally, she holds an Honours and Master's degree from the University of Fort Hare.

Xasa now tackles the issue of social cohesion in South Africa and believes that sports development is a key driver. A visit to the SRSA's website shows the multiple sports programmes spearheaded by this audacious department and the multifaceted approach to bringing about transformation. The website shows the reach of the department and the great matriarch of sports addressing social challenges, congratulating many of her children for their successes and wishing them luck on their international missions to ensure South African talent is displayed to the world at large.

South Africans tune into the Olympics in large numbers every four years. The true potential of South African talent is not limited to Caster Semenya or Chad le Clos, it is also displayed in the Youth Olympic Games' victories. The Ministry of Sport has overseen some prominent sporting victories and the number of medals won in the Youth Olympic Games has increased. At the previous Youth Olympic Games, South Africa left with only one medal. At the recent games, South Africa left with seven medals: Luke Davids in athletics, Michael Houlie in swimming, Dane Roets in athletics, Ruan Lange in gymnastics, Amber Schlebusch in triathlon, Dune Coetzee in swimming and Hannah Garton in equestrian.

These successes in the Youth Olympic Games are part of a chain reaction set in motion by the relationships with other portfolios such as the Department of Basic Education. A memorandum was signed with the Department of Basic Education, which will allow the department to have a pipeline of ambitious, young sportspeople, and which will bring about the prominence of physical education in schools.

These chain reactions are evident and have born fruit in sports today. The SRSA has put policies and procedures in place, which have brought about the success of some of the sports icons we see today. For example, Siya Kolisi is from a very poor area in the Eastern Cape but, today, he is leading the South African Rugby team. His talent was nurtured through various development programmes throughout his youth.

With his rise to the top, many youths, who are also from impoverished areas, see themselves in this hero.

Through the department's encouragement and under coach Rassie Erasmus, transformation in rugby has taken place at a dizzying pace. Many black players have reached prominence.

This is the first chain reaction that has shown the power of this change. A closer look at our stadiums now shows rugby and cricket stadiums with more black people attending these events with great excitement and anticipation. Xasa contends that sport is one of the most unifying agents in South Africa.

Xasa believes very strongly in rural development and her many programmes seek to unearth more Siya Kolisis. Transformation in sport is multi-faceted and is so much more than just seeing our favourite players. Transformation in sport refers to leadership, coaching and development in teams.

Part of the transformation agenda is to ensure that all South Africans are exposed to sporting activities. The SRSA has lobbied ICASA to ensure an equal playing field in the broadcasting of sports across variety and gender. The lobby has specifically called for a system promoting more women's sports coverage.

Recreation is also an important aspect of South African life. Leading an active life is an important aspect of the NDP to ensure a healthy workforce and population. On 5 and 7 October, the department hosted a national recreation day and big walk, which attracted over 12 000 and 32 000 South Africans respectively. The aim of these events is to encourage South Africans to choose to become more active citizens. An active society produces a stronger population that is up to the challenges of a modern life. With South Africa's alarming obesity rates, physical activity has become a must.

No one can doubt that South Africa has seen many successes in the years following Apartheid. Few can argue about the role that sport has played in this aspect. Moreover, no one can deny the force that women in office present and how their perseverance and nurturing nature can produce a country worth noticing on the world stage. The matriarch of sports, Mama Tokozile Xasa, is up to this task. Let's all stand and watch her perform her magic in the sporting arena and the country as a whole.



sport & recreation

Department:
Sport and Recreation South Africa
REPUBLIC OF SOUTH AFRICA

SPORT AND RECREATION'S KEY PROGRAMMES

ABOUT US

The Sport and Recreation department's well-articulated vision of "An active and winning nation" is a compelling driver behind the department's commitment to inculcate a societal culture, which participates and is involved in sport as well as in active recreation activities, as referenced in the department's National Sports and Recreation Plan (NSRP) (2015 – 2020) as well as its 2011 White Paper.

The strategic rationale enforcing this visionary drive is, firstly, in accordance with the National Development Plan (NDP), which includes the five long-term nation-building imperatives for the nation i.e. fostering constitutional values; equal opportunities; inclusion and redress; promotion of social cohesion; active citizenry and leadership as well as fostering social compact.

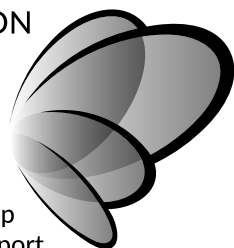
In order to realise the SRSA's vision, the White Paper's 2030 50% participation in sport and active recreation activities as well as the resolutions committed to at the National Sport and Recreation Indaba of 2011, key strategic outcomes from the NSRP have committed the department to delivering on the set policies and frameworks unpacked to date to broaden the base of sport and recreation in South Africa.

The implementation of the aforesaid NSRP has seen the department showcase noteworthy progress in transforming the sporting landscape of the country through some of these key programmes:

TRANSFORMATION
COMMISSION

epg

Eminent Persons Group
on Transformation in Sport



DRIVING THE TRANSFORMATION OF THE SA SPORTING LANDSCAPE

The National Sport and Recreation Indaba in November 2011 resolved that "If the objectives of the Transformation Charter are to be achieved, there will be a need to monitor and evaluate the implementation thereof". This resolution led to the Minister of Sport appointing an independent Transformation Commission, the EPG, with the objective of monitoring and evaluating the implementation of the Transformation Charter.

EPG Goal: to establish a performance management system, which evaluates, advises as well as reports on the sport system's transformation status and the effective implementation of the Transformation Charter.

EPG Purpose: to ensure that the Sport Ministry has adequate information and insight to assess sport's transformation status in SA and to ensure that the Ministry is in a position to formulate and implement interventions that will improve the rate and extent of transformation at all levels and in all areas of SA sport.

EPG Process: to monitor the transformation status and produce a reporting system, which assesses the success or failure of transformation initiatives to date. In addition, the process ensures that the Minister is given strategic advice on punitive measures with respect to sporting bodies, which are not driving transformation to its logical conclusion. This process also offers long-term strategic direction on transformation in sport whilst continuing to advise the Minister on the design of a short-, medium- and long-term transformation strategy (within the context of the SRSA's 2020 vision).

In relation to the legislative documents, EPG Process continues to interrogate the White Paper on sport and pronounce on whether it will address and redress SRSA's strategic objectives in relation to school sport, community sport, facilities, recreation and funding.

EPG Transformation Audit: to date, four audits have been completed and reported on. The first pilot audit was in 2012/13, probing the transformation status in five codes (athletics, cricket, rugby, football, and netball). This was then followed up by four audits in 2013/14, 2014/15, 2015/16 and 2016/17, which included an additional 14 codes (amateur boxing, basketball, baseball, chess, gymnastics, hockey, jukskei, netball, rowing, softball, swimming, table tennis, tennis and volleyball). The 5th EPG report covering the 2017 calendar by federations was released in April 2018.

To read more on the current EPG Transformation Status Report, visit www.srsa.gov.za

DRIVING THE DEVELOPMENT OF ATHLETES THROUGH FEDERATIONS' SUPPORT

The Department of Sport and Recreation South Africa (SRSA) offers federations and sport bodies support with the objective of safeguarding and growing the South African sporting landscape by ensuring that the interests of athletes are at the centre of the development and excellence programmes of the sporting fraternity.

To this end, SRSA continues to fund the qualifying National Federations according to the Recognised Sport Bodies Grant Framework. Funding is provided across two tiers: administration funding, fundamentally for administration, and conditional funding, which constitutes the bulk of the funding that addresses governance, transformation and performance. In this regard, SRSA is able to support 64 sport and recreation bodies against the set target of 60. This is attributed to the improved compliance with the aforesaid framework and, most importantly, with the improved relationship with these bodies.

NURTURING SPORTING TALENT THROUGH A MINISTERIAL SPORT BURSARY

Amongst the varied athlete support programmes provided by SRSA is the Ministerial Sports Bursary, which is traditionally awarded to learners from Grade 8 until they complete their high school education. Bursary recipients are identified through the school sport programme and placed in the sport focus schools in order to give them opportunities to learn and improve sport-specific skills, whilst being supported academically.

New learners are recruited annually through the National School Sport competition and those who are recruited then join those who are already undergoing the programme. A minimum of 60 athletes are recruited and supported annually, pending them achieving the set performance criteria. The Scientific Support sub-programme, together with the relevant province and sport focus school, work collaboratively to develop talented athletes who are placed in the sport focus school. The School Governing Bodies (SGBs) of these schools must also commit to be a designated sport focus school for a term of at least five years, as significant resources are invested in this initiative.

As part of SRSA nurturing talent, scientific support continues to be given to athletes annually, including emerging athletes with potential. The purpose of providing this support is to have a "reservoir and pipeline" for future high-performance sport; it is also used as a bridge to access the Operation Excellence Programme (OPEX). These athletes are identified, in consultation with the National Federation, based on them meeting the performance criteria as outlined in the SRSA Athlete Support Policy and Procedure Manual.

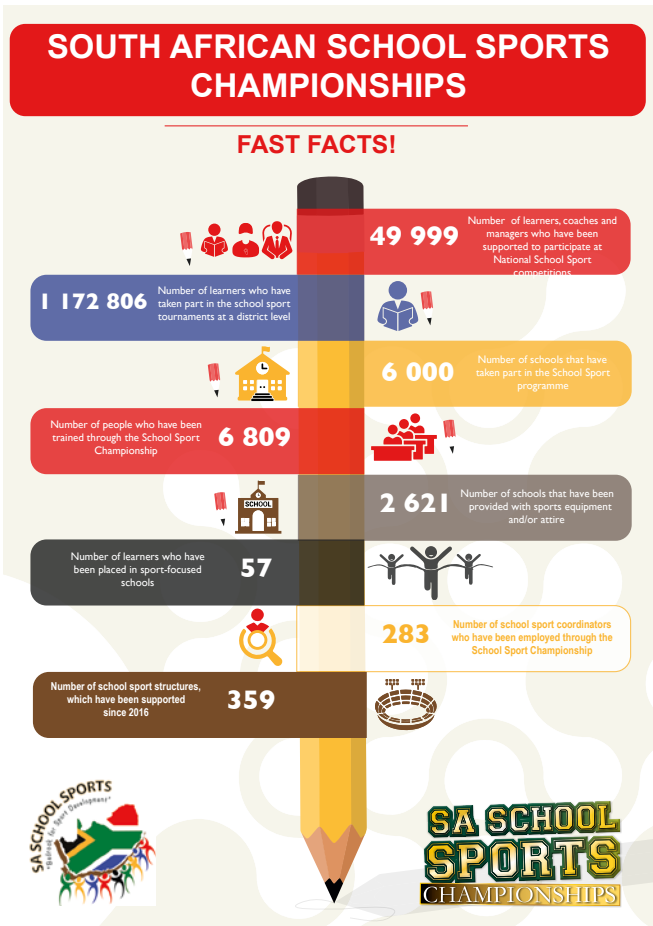
Together with emerging athletes, elite athletes, which include Olympic and Paralympic athletes, are supported by SASCOC through the OPEX programme. In this case, the selection of these elite athletes is coordinated by SASCOC, again, in consultation with the relevant National Federation. The selection criteria applied here is reviewed every four years after an Olympic year. SASCOC evaluates the athletes to be placed on the programme on an annual basis to ensure that the resources are optimally allocated to the most deserving elite athletes.



The delivery methodology of the support to develop and nurture talent is largely informed by the South African Sport Academy Strategic Framework and Policy Guideline. The first layer of SRSA nurturing sport talent, done through sport academies, is the sport focus schools, that are identified in consultation with the National Federations, the provinces and the Department of Basic Education. Sport focus schools serve as a breeding ground for talent identification and development. During 2016/17, 23 sport focus schools were confirmed.



DEVELOPING SPORTING TALENT THROUGH SCHOOL SPORTS



RECOGNISING AND REWARDING SPORTING EXCELLENCE THROUGH SA SPORT AWARDS, ANDREW MLANGENI GREEN JACKETS AND G-SPORT AWARDS

This is SRSA'S recognition systems sub-programme that provides opportunities to acknowledge sporting achievements, both contemporary and past performances, in line with the recognition criteria developed in 2015/16. The South African Sport Awards remain one of the highlights of the athlete's event calendar. During this event, prestigious awards are bestowed upon worthy recipients under the following themes:



Individual Sports Awards, the Steve Tshwete Life Time Achievement Award, the Minister's Excellence Award and Sports Star of the Year Award. Also, as part of SRSA's excellence recognition programme, the Andrew Mlangeni Green Jackets Programme was established in 2011 to recognise men and women who have excelled in sport, either as players or as officials. They are awarded with a sought-after Andrew Mlangeni Green Jacket in recognition of their sporting prowess and achievements in their playing days. In addition to the above mentioned is the Ministerial Outstanding

Sports Performance Accolades Programme where the Minister will use his/her discretion to award performance accolades to deserving teams and individuals who achieve at the highest levels on the international sporting stage.

These awards are bestowed throughout the year when applicable. Also, part of SRSA's excellence recognition programme is the G-Sport Awards, which SRSA hosts in collaboration with G-Sport. Its objective is to honour the role of women in sport and the event is hosted annually during Women's Month.

PRESERVING SA'S CULTURE AND HERITAGE THROUGH THE INDIGENOUS GAMES FESTIVAL

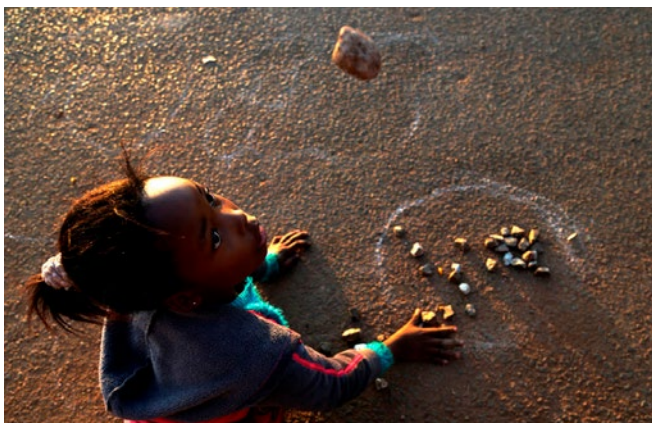
The revitalisation of the Indigenous Games Festival is an initiative by SRSA to build a diverse society with a common national identity, celebrating our shared heritage. The festival and in turn, the championship of the games were developed in response to the government's call for an African Renaissance.



Now in its 12th year, the Indigenous Games Festival (IGF) boasts an attraction of 3-tier activation to patrons, the community, fans and spectators, therefore, granting them an opportunity to be taught, to embrace as well as to appreciate the rich history of our cultural experiences as curated through the games, food and entertainment, which is always on offer.

The event showcases nine indigenous games commonly played in South Africa. All provinces present teams, selected from various communities, at the games, which are held from the community level to the provincial level. The games bring people from culturally diverse backgrounds together as part of South Africa's heritage celebrations in September.

Provincial departments are responsible for the development of indigenous games at the community level, the selection of provincial teams and the preparation and presentation of teams at the festival. The 2018 Indigenous Games was won by KwaZulu-Natal. The IGF has now introduced the School Sport Indigenous Games element, which, for the first time, in 2018, was won by North West with both the Free State and KwaZulu-Natal ending up as runner-ups. Other cultural activities that take place at the Indigenous Games Festival include the Cultural Street Carnival, African Cooking Competition, African Gumboots Dance Competition, African Cultural Village, African Fashion Show, African Beer Garden as well as African Craft Market to name a few.



'I CHOOSE 2B ACTIVE' CAMPAIGN

The statistics on the growing epidemic of non-communicable diseases in SA, brought on by obesity, a decline in physical activity and an increase in sedentary lifestyles by adults and children gave emphatic acknowledgement that encouraging South Africans to be physically active cannot be carried out as an annual reminder only. The SRSA's 'I Choose 2B Active' campaign is a 365-day campaign, which encourages citizens to constantly develop the habit of leading an active recreation lifestyle by being more physically active in order to reverse the effects of obesity or prevent themselves from acquiring non-communicable diseases.



Currently, there are three events, which serve as reminder mobilisation events, intended to drive awareness and be reminders of the benefits of living a healthy and active lifestyle: Move For Health, Big Walk and NRD.

MOVE FOR HEALTH DAY

SRSA's World Move for Health Day remains one of the pillars of 'Active' campaign. The event is celebrated annually on 10 May in



collaboration with the Department of Health. This is an international event created in 2002 by the World Health Organisation (WHO) to promote physical activity. On this day, communities are encouraged to make physical activity a priority by promoting fun and interesting ways to move. The day further provides a focal point to generate public awareness of the benefits of physical activity as a means to prevent non-communicable diseases.

THE BIG WALK EVENT

This SRSA event takes place on the first Sunday of October. The event serves as another pillar of the 'I Choose 2B Active' campaign, which attracts over 34 000 participants. This healthy lifestyle event resonates from The Association For International Sport for All (TAFISA), which has declared October as International Walking Month, of which SRSA is an affiliate.



The Big Walk event has been taking place since 2012 and continues to grow every year, with 2018 attracting over 34 000 participants. This positive lifestyle event has now spilled over to provinces which now host their own Big Walk events. 2018 saw 70 000 people registering and taking part in the Big Walk event.





Event boost 15km, 10km and 5km walks making it accessible to the whole family. Event date: the first Sunday of October
 HOW TO PARTICIPATE: register online at www.srsa.gov.za

NATIONAL RECREATION DAY (NRD)

NRD is another one of the pillars of the 'I Choose 2B Active' campaign. On this day, the country showcases different recreation programmes that can be undertaken by individuals at their own pace. This event sits under the guardianship of SRSA after it was declared by the Cabinet on 10 December 2014. The annual NRD will take place every year on the first Friday of October. On this day, different sectors of society, even corporates, are encouraged to make their workplace a conducive environment to promote and allow their workforce to take part in physical activities.



The event was launched in October 2015 and the first event took place on 2 October 2015 and since then, the event has been observed annually. The latest was hosted at the Union Buildings, amassing over 12 000 people with 70 000 having registered to participate in all provinces.

DATE OF THE NRD: the first Friday of October every year.
 HOW TO PARTICIPATE: register online at www.srsa.gov.za

NATIONAL YOUTH CAMP (NYC)

The NYC is SRSA's social cohesion and nation-building programme. Its intended purpose is to teach young people leadership, life skills and national pride using practical lessons on social cohesion in a rural and outdoor environment. Approximately 2 250 youth (250 per province), representing diverse cultural groupings, attend the NYC every December.



The recruitment strategy for the NYC was launched in 2016/17 and continues annually with improved communication regarding the implementation of an Olympiad from a district to a provincial level. The Olympiad is used as a selection process that is opened to all the youth who intend to take part in the youth camp. By the end of the youth camp, all the youth who successfully attended the camp graduate and belong to the Trailblazer Movement, which is a medium for dealing with youth issues within various communities. Recruitment: only Grade 9 – 11 learners based on the stratification are eligible to attend the NYC.



The NYC is hosted jointly in partnership and collaboration with the provincial Department of Basic Education, the provincial Department of Sport, Arts and Recreation and LoveLife. The event takes place every December at venues identified by all the provinces and approved by SRSA.

For more information about the NYC, visit www.srsa.gov.za





MINISTERIAL OUTREACH

Ministerial Outreach is an SRSA programme. Its objective is to enhance the capacity of sport and recreation clubs through the provision of sports equipment and attire for struggling clubs and schools. The programme also grants an opportunity for the Minister or Deputy Minister to interact with the various communities when formally handing over the multi-sport facilities and equipment.



MINISTERIAL OUTREACH PROGRAMME

SPORT AND RECREATION ENTITIES: South African Institute for Drug-Free Sport (SAIDS) and Boxing South Africa (BSA)
SRSA prides itself on two of its entities, which are South African Institute for Drug-Free Sport (SAIDS) and Boxing South Africa (BSA).

Boxing South Africa (BSA)	South African Institute for Drug-Free Sport (SAIDS)
 <p>A juristic boxing commission established in terms of Section 4 of the South African Boxing Act, 11 of 2001.</p> <p>It began its operations on 25 May 2002—the first BSA board appointed by the Minister in line with the Act. Its core functions include:</p> <ol style="list-style-type: none"> 1. Registration and licensing of all licensees in professional boxing. 2. Sanctioning and staging of professional boxing tournaments. 3. Rating boxers in various weight divisions. 4. The facilitation, coordination, training and development of licensees. 5. The recognising and rewarding of best performance and exceptional achievements by licensees. 6. Bound by rules and regulations of international sanctioning bodies that are recognised by BSA. 7. Funded by SRSA, reports on a quarterly basis on financial and operational performance indicators. 8. BSA funding for 2018/19 financial year = R15.0-million. 	 <p>Established through legislation (Act No14, 1997)</p> <ol style="list-style-type: none"> 1. Promotes the participation in sport free from the use of prohibited substances or methods intended to artificially enhance performance. 2. Vision—to shape and develop an ethical agency that is the beacon of authority on anti-doping matters and develop ethics in sport in South Africa and on the African continent. 3. Values: accountability, independence, transparency, integrity and excellence. 4. Through SAIDS, the SA government is a signatory to the World Anti-Doping Code, which is implemented through the South African Anti-Doping Rules. 5. Monitors all sports entities recognised by SRSA or SASCOC, ensuring that they comply with the national rules and also monitors non-compliance. 6. Ascribes to the guidelines of the World Anti-Doping Code. 7. Funded by SRSA, reports on a quarterly basis on financial and operational performance indicators. 8. SAIDS funding for 2017/18 financial year = R29.4-million 

WE PRIDE OURSELVES ON RECEIVING OUR FIFTH CLEAN AUDIT IN A ROW

SRSA received its 5th clean audit in a row from Auditor-General South Africa. In continuation of SRSA'S quest for excellence, accountability and clean governance, SRSA once more achieved the following:

- Its annual pre-determined objectives and targets.
- Significant implementation of the National Sport and Recreation Plan despite accompanying new programmes.
- 99.9% spent of total departmental allocations.

This award continues to serve as a testament of the Auditor-General South Africa's confidence in SRSA and it is confirmation

that there is NO irregular, unauthorised, fruitless and wasteful expenditure. For more information on SRSA programmes, activities and events, visit: www.srsa.gov.za



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

For The Active You!!

Fibre rollout connects metropolitans

With all the digging of trenches in the locality in the latter part of September and well into the first half of October, visitors to a number of Cape Town's Southern Suburbs might have been forgiven for thinking residents were involved in some sort of large scale re-enactment of the First World War

In fact, the reason for the excavation was to provide a conduit for the laying of fibre optic cable throughout Cape Town and beyond, in further preparation for what is being called the Fourth Industrial Revolution (4IR).

With this rollout, these areas join other parts of Cape Town and the country as a whole, as bona fide members of the fibre revolution.

The development and deployment of fibre-based broadband access networks are meant to enhance the quality of life for citizens in South Africa—and Africa as a whole—providing African countries with an infrastructure, which will increase their effectiveness and competitiveness within the global marketplace. Residents and businesses in the area will be looking forward to hopefully cheaper, faster and more reliable Internet connections.

Vox is one of the leading South African fibre network providers and when asked how much progress had been made in fibre and

cellular coverage rollouts across the country, Vox's CEO, Jacques du Toit, said, "The rollout has mainly been focused in the metropolitan areas but we are starting to see a shift to the secondary towns. We believe that more than 500 000 homes have been passed with approximately 40% of these connected. It is estimated that the fibre-to-the-home (FTTH) market could grow beyond 2 million homes in South Africa over time."

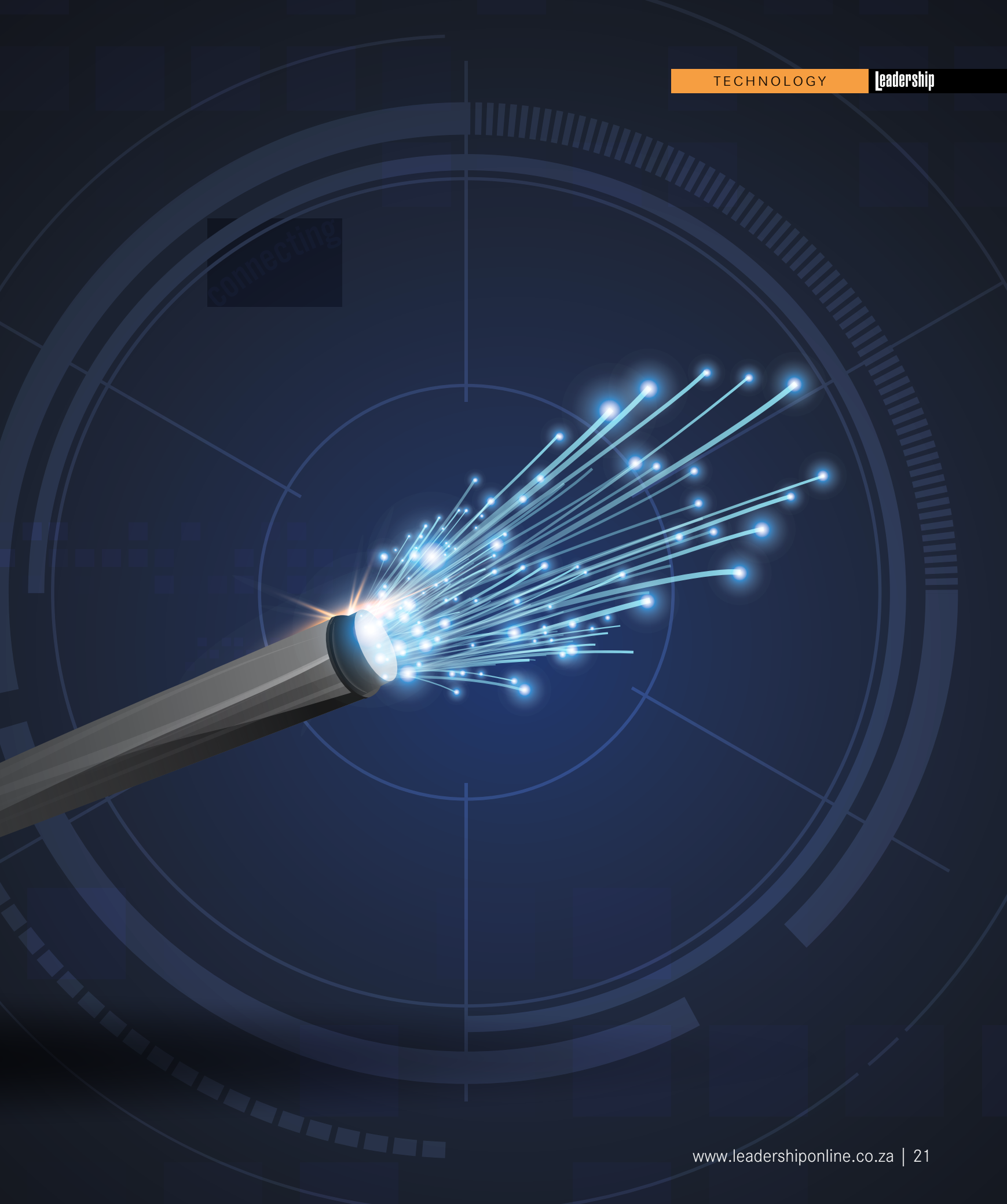
In terms of lower prices and greater availability increasing access to the Internet, Du Toit explained, "Firstly, we need to separate the carrier component from the Internet." He then added, "I do see Internet prices coming down over the foreseeable future but not necessarily the price of connectivity. There is a fine balance between the cost of the build, the density of potential customers, the average revenue per users and the penetration levels achieved."

"To bring the build cost down, we can deploy aerial fibre instead of using traditional trenching methods. There will, however, be a

point where it does not become economically feasible and then operators could decide to stop the rollout. An alternative would then be mobile broadband but the cost of mobile data is 10 times more expensive than that of fibre. Speeds are also limited and contention ratios play a significant role."

This led to a question about broadband in South Africa and the manner in which the country has tackled its capacity challenges. The Du Toit said, "The issue around capacity is related to the wireless spectrum. The Independent Communications Authority of South Africa (ICASA) has been dragging its feet for years now but last week, we saw a massive step forward in terms of the spectrum allocation/auction. With the appointment of the Wholesale Open Access Network (WOAN), spectrum will be made available to the industry to continue rolling out services."

However as far as DuToit is concerned, "The unanswered question remains: who will make up the consortium? Will there be any obligations





Jacques du Toit, Vox



Zoltan Miklos, MTN South Africa

that need to be committed to and will it be auctioned off to the highest bidder, in which case it will just strengthen the hands of the monopolies?”

I mention the recent Department of Telecommunications and Postal Services statistics, which said the national coverage for 3G remained stable at 99% of the population between 2016 and 2017, while coverage for 4G/LTE increased from 75% to 77% of the population for the same period. When asked how Vox is preparing for 5G deployment, Du Toit replied, “We will embrace a dual approach. We believe that we are well-positioned to form part of the WOAN consortium to provide wholesale services to the industry. Through our wholly owned subsidiary, Frogfoot Networks, we will be able to supply the Layer 2 fibre backbone to participating players.”

The fibre rollout has also had an impact on cellular coverage across the country. The General Manager for Network Planning at

MTN South Africa, Zoltan Miklos, estimated that “Approximately 50% of MTN SA sites are connected via fibre nationally.” He added, “MTN has more than 5 000 kilometres of access fibre nationally in key metros, towns and major routes.”

As to whether the South African government is helping or hindering investment in fibre optic infrastructure, Miklos said, “There is currently no national directive, recommendation or guideline from the government and in most cases, municipalities are taking it upon themselves to institute very restrictive regulations, which make implementing fibre infrastructure time-consuming and expensive. An example would be the Tshwane and Rustenburg municipalities that have instituted exorbitant way leave tariffs and highly restrictive regulations.”

Asked about broadband in South Africa and the manner in which the country has tackled its capacity challenges, Miklos responded,

“In South Africa, fixed-line penetration is low and for the majority of people, primary connectivity to the Internet will be via a wireless medium. In the absence of a spectrum, MTN has invested in newer radio technologies and infrastructure in the form of radio base station backhaul capacity, core transport and IP data network capacity expansion.” He said further, “Targeted capital investments in our network infrastructure enabled us to deploy the latest technology at cost-effective rates. At the same time, we continue to lower the means to communicate for many of our subscribers and we will continue to do so.”

With regard to the fibre rollout and lower prices increasing access to the Internet, Miklos was of the opinion that “MTN’s dual data strategy is to provide data access (and, hence, Internet access) to 3G and 4G technologies nationally. Fibre is the preferred medium because it’s bandwidth can scale; however, fibre

deployment is expensive and in some cases, is economically unviable. MTN strives to build and operate the network cost-effectively and efficiently while maintaining a seamless customer experience and expectations.”

In addition, he said, “MTN has made substantial investments, not only in expanding its network, but also in building its own transmission capabilities. To that end, MTN is part of the National Long Distance (NLD) consortium that is rolling out a 5 000-kilometre fibre network grid that will connect major cities across the country.”

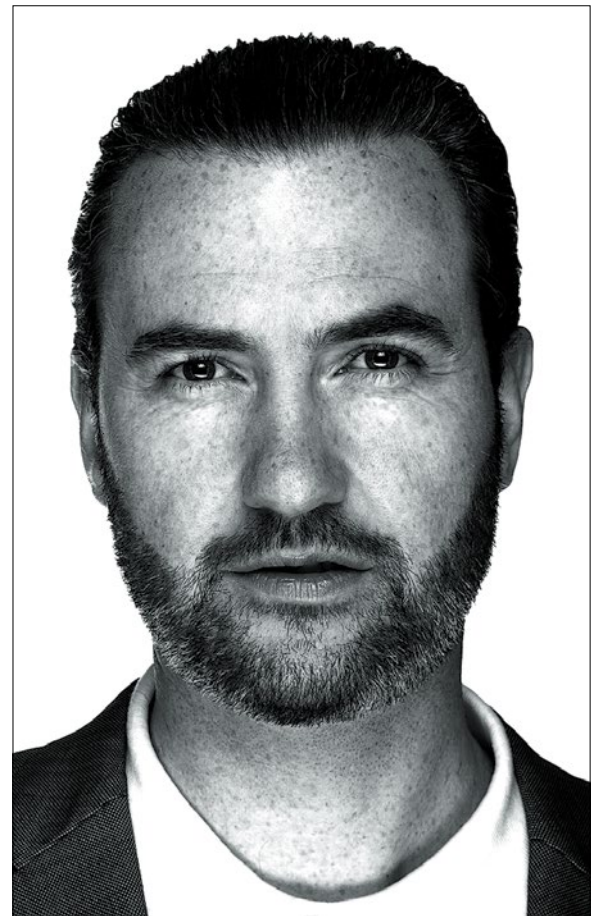
Meanwhile, as far as 5G is concerned, Miklos said, “MTN has already started trials for 5G, cooperating with companies such as Ericsson and Huawei. So far, various use cases have been tested and have shown great promise for 5G as they have demonstrated mobility and fixed wireless applications have managed to clock speeds of 1,6 gigabits per second (Gbps) downstream and 520Mbps downlink respectively.”

Miklos explained that over the past few years, MTN has actively pursued the upgrade of its network. He said in 2017, MTN attained the largest network rollout ever. “Throughout the rollout, our unflinching focus has been on creating the very best network experience for our customers. Our dual data strategy (focusing on 3G and 4G) has driven significant coverage improvements over the past two years, while we also focused on improving our voice quality,” he said, adding, “A challenge was the need to manage legacy technologies, while deploying new technologies, in the spectrum-constrained environment within which we operate.”

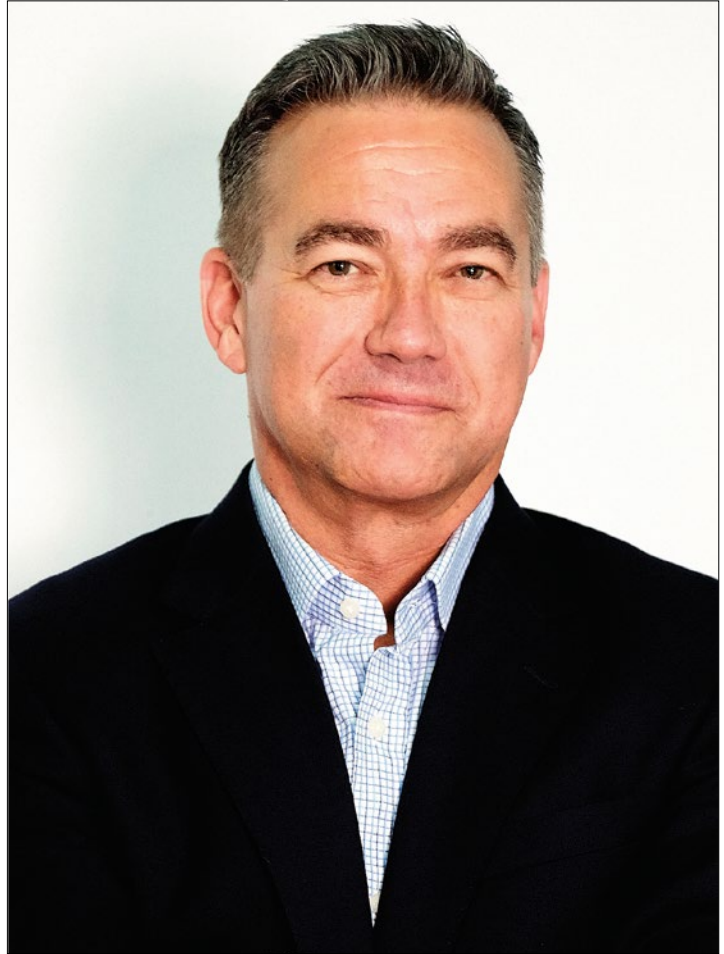
“In order to achieve the throughputs and experience that have been highlighted in the MyBroadband Mobile Network Quality Report, along with other independent benchmarking providers, significant investment and planning had to take place. We worked on (amongst others) our radio design, technology features deployed (4x4 MIMO on LTE, LTE Carrier

Aggregation, LTE 256QAM modulation support), radio base station backhaul capacity, core transport and IP data network capacity expansion. We have rolled out approximately 2 700 new LTE sites over the 900Mhz band over the last few months. This has contributed to an increase in population coverage by between approximately 4% (currently at 87%). The objective is to ensure we roll out new LTE coverage to rural areas as well as improve LTE indoor coverage in metro areas,” said Miklos.

Sean Donovan, the CEO at TBWA/South Africa, spoke about the economic impact of broadband on innovation, job creation and employment. In an interview, he said, “Multiple studies have shown the very clear correlation between broadband penetration and GDP growth, suggesting that a 10% increase in mobile broadband penetration causes a 0.6–2.8% increase in GDP, depending on specific circumstances. This GDP growth is a direct outcome of increased levels of commercial output and innovation



Sean Donovan, BWA/South Africa,



Byron Clatterback, SEACOM

“A challenge was the need to manage legacy technologies, while deploying new technologies, in the spectrum-constrained environment within which we operate”

creating extra jobs and higher employment rates. Added to this is a broader trickle-down effect into society in general with, for example, larger tax intakes for deployment to services, a stronger balance of payments positions, etc. The virtuous circle of increased broadband penetration cannot be overstated.”

In Donovan’s view, the greatest impact of social media on businesses has been that “social media has provided businesses with the ability to create personal relationships with consumers and allows for hyper-targeted communications and advertising”. He said, “In theory, this has provided both a more authentic way of communicating with and a more efficient and cost-effective way of reaching consumers.

But all of this happens in the public domain and within the realm of social media, customers can, of course, talk back.”

Donovan added, “The positive aspect of this is that it holds businesses to account against their values, promises, etc. But in a minority of cases, it also provides a platform for individuals to unfairly or maliciously attack reputations, something that businesses now need to increasingly guard against, monitor and deal with.”

History of Fibre in SA

The story of the fibre revolution in South Africa and Africa as a whole can be said to have properly begun with SEACOM—a submarine cable operator with a network of submarine

and terrestrial high-speed fibre-optic cable that serves the east and west coasts of Africa. SEACOM’s reach extends into Europe and the Asia-Pacific via India.

The funding and development of Africa’s first broadband submarine cable system along Africa’s eastern, southern and western coastlines by SEACOM in 2009, brought with it a vast supply of high-quality and affordable Internet bandwidth. Originally envisioned by a group of African investors in 2007, SEACOM is a privately-owned and operated pan-African ICT enabler.

Since those early days, SEACOM has moved beyond being a cable operator to become a major pan-African service provider, offering a full suite of resilient and scalable data services that allow Africa’s growing ICT community to develop and evolve.

Having gone live in 2009, SEACOM introduced several of Africa's most underserved, otherwise landlocked nations to affordable, world-class bandwidth.

Speaking about the fibre and cellular coverage across the continent and especially South Africa, Byron Clatterbuck, SEACOM's CEO, said, "A huge amount of progress has been made. SEACOM was founded in 2009 and at that stage, capacity was probably around US\$5 000 per meg, and we can't imagine that today, right? Now we're down to sub-US\$5 per meg."

Clatterbuck explained that the challenge for SEACOM has always been getting that capacity to the people who want to use it. He said, "The question then, is what will the capacity be used for? Will we be doing things to improve the economy?"

"We're getting more fibre to home penetration, to commercial parks; the mobile networks are upgrading even though there are complaints out there about speed, but there is no question that it's improved dramatically."

According to Clatterbuck, "South Africa has one of the highest percentages of Internet penetration on the continent, and that's good. There is more and more competition, so you can provide more and more services." Clatterbuck added that, with regards to broadband in SA and the way the country has tackled its capacity challenges, "The government hasn't interfered and it's an open, competitive landscape and if you were to compare South Africa to say, Tanzania or Mozambique or Namibia, it's a totally different world. South Africa and Kenya are competitive, dynamic markets. The government hasn't restricted the competitive ecosystem that's developed."

Clatterbuck has worked throughout Africa and around the world and says he finds it interesting that, "what you don't see [in South Africa] is the adoption of what could be done with [the fibre rollout] like business process outsourcing and services that could be enabled by connectivity."

"I see it in Kenya, but I don't really see it in South Africa. And it's odd, in terms of creating jobs and employment. Think about it, if you can do basic things—that plus good Internet connectivity—what does that mean for the betterment of the world? If Internet penetration grows then it drives an increase in GDP—I think there has been a huge amount of progress and it continues."

"Essentially, the market is becoming more competitive, which means people are receiving better prices and more choice. And this will continue with greater availability. In a big country like South Africa, the challenge is, is it affordable to roll out to rural communities?"

With regards to the economic impact of broadband on innovation, job creation and employment, Clatterbuck said, "We're quite involved in Kenya. Outsourcing companies are employing thousands and thousands of people who are learning how to crunch data, doing work in real time—like automated driving systems in Silicon Valley. They're taking what they have, using it, and creating job opportunities on the back of it. I have no doubt, when I look at this Kenyan office, that we're going to find stars coming out of it."

As to the biggest non-business benefits of the fibre rollout, Clatterbuck was of the opinion that the Internet, like anything else, can be used for good or bad. "In this case, it's the transfer of information, having access to information, experience, etc.," he said.

With regard to SEACOM and 5G development, Clatterbuck said, "Whether it's 3G, 4G, 5G it's

about getting it to the customer. The difference with 5G is, of course, the speed. Or the potential of the speed to be much faster. However, 5G also requires you to have a lot of base stations. What that means is that there's going to have to be a lot more fibre connections to these base stations. The mobile operators in South Africa, like anywhere else in the world, have the evolution they must make, which is to fiberise their backbone network, and they're all doing it now because of that demand for data on the handset. So, I would think that 5G is going to be rolled out where the people will spend money to get those kinds of download speeds."


Clatterbuck concluded, "If you're going to 5G trials, where are you going to put it? Probably New York, Tokyo, Sandton and that's where you can see if you can sell that proposition. But to even do it, you can't just throw the base stations out there, you must make sure you have fibre in those base stations."

"What you're seeing in Africa is the content that people want to see, a lot of it's being stored locally." ▲

Mwangi Githahu



Technology and innovation in education

A young Black girl with her hair pulled back, wearing a maroon school sweater over a white collared shirt, is smiling and writing in a notebook. In the background, another student is visible, also smiling. The setting appears to be a classroom with warm lighting.

Education is one of South Africa's top three national priorities. In fact, the National Development Plan cites education, training and innovation as being central to the country's long-term development as core elements in eliminating poverty, reducing inequality and as the foundations of an equal society.

In a bid to discover some of the innovative education programmes striving to increase not only access, but also the quality of education for children and young people, particularly those in low-income communities, I spoke to Adi Stephan, the Head of Learning and Development at IQbusiness—an independent South African management consulting firm.

Stephan said, “Using innovative new ways in education will ensure equal access for learners across geographies and communities. Bringing technology, like virtual reality, into the classroom will immediately uplift the standard, ensuring the same standard across communities and geographies, as well as create a quality benchmark, that, again, is used across communities and geographies.”

South Africa’s education system has faced its share of challenges, but these are being met head-on by the country’s innovators. For instance, over the past few years, education in South Africa has received something of an “e-learning digital makeover”, in which old-fashioned, dusty textbooks are gradually being replaced by tablets, computers and mobile phones.

This year, IQbusiness launched a virtual reality (VR) school curriculum that is generating a lot of interest among schools and the Department of Education.

Asked what he would say to those who suggest that South Africa is lagging behind in the area of innovation in education, Stephan replied: “Currently, global trending innovations in the education space include the teaching robots for languages (Korea) and 3D glasses for science (Dubai). When it comes to innovation in the education space, South Africa is not lagging behind, but facing different challenges to the rest of the world.”

Stephan said, “Challenges include everything from the number of teachers and levels of education to the availability of facilities and equipment. Global research clearly shows that South Africa ranked in the bottom when it comes to maths and science education. Therefore, innovation in the South African context means finding new and different ways to reach learners;

innovation means thinking outside of the box to bring learning to new communities, including those in the more rural inaccessible areas.”

Stephan said, “Globally, the Fourth Industrial Revolution prepares us for a new and different way of working. The way we work will change. Our values, the way we live and communicate is changing. The pace of things has changed already.”

As far as some of the innovations that are needed to ensure that South Africa’s children receive the education they deserve, Stephan said, “Generally we need to ensure that the full range of available technology is deployed to areas, communities, schools and children across

innovations for SA’s wicked problems. “To tackle this systemic, multi-layered, wicked problem of education in South Africa, we need to generate societal consent around the value of education. If we manage to nurture a culture of learning in South Africa, we might be able to create enough momentum to shift our focus toward a better education system—a revised system supported by teachers, parents and policymakers,” Wolf said.

South Africa is ranked as one of the poorest performing nations in the world when it comes to maths and science. According to a report released by the Institute of Race Relations (IRR) earlier this year, only 33% of matrics

“In order to find a place in society, get a job and respond to social, economic and environmental challenges, traditional literacy and numeracy skills are no longer enough; new skills, including in information and communication technology, are becoming increasingly necessary”

South Africa. In summary, some of the innovations needed include high-speed connectivity, tablet/iPad devices, virtual reality devices and education software.”

According to Michael Wolf, the CEO of Formula D—an interactive experience design firm that seeks to make learning accessible and fun using interactive technologies and game design—the country needs to undergo a learning revolution to keep up with the demands of the Fourth Industrial Revolution and improve the way young South Africans learn.

Wolf was speaking in September at the SA Innovation Summit 2018 where he delivered commentary to a panel that was examining the topic: Ed tech that works, building pragmatic

passed maths with a grade of 40% or higher and only 18.3% of government schools have science laboratories.

Of course, there are still many very real obstacles to technology-enabled education. Wolf said making use of informal learning space outside the school’s framework is essential and will provide a platform that helps to coach kids on how to best understand these complex subjects. Alternative learning spaces include community libraries, science centres and museums, which can easily substitute deficiencies in the formal education sector.

According to a statistic provided by the World Economic Forum, 65% of today’s primary school children will be working in jobs that do not exist



Adi Stephan, Head of Learning and Development at Iqbusiness



Michael Wolf, CEO of Formula D



Patricia Gouws, Senior Lecturer at the College of Science, Engineering and Technology (CSET)

yet. Advanced technology, while presenting the challenge of preparing children for an unknown future, also presents opportunities for their development that have never existed before, such as robotics and virtual reality.

For many, this future will require hard skills like coding and programming. However, with technology developing at its current speed, they will all need to be able to figure out how technology works without a manual, said Patricia Gouws, a Senior Lecturer at the College of Science, Engineering and Technology (CSET) at the University of South Africa (UNISA).

It is for this reason that CSET is teaching children robotics by giving them the opportunity to build and code robots themselves. This not only teaches them about teamwork but it also teaches them engineering and programming principles. More importantly, they are trained to figure things out for themselves—learning through participation.

“We are preparing children to think and learn, and we are teaching them that programming is not difficult or scary,” said Gouws. This technology is not available to the average child yet, especially in previously disadvantaged communities.

“One challenge is accessibility: moving entire computer labs or virtual reality sets from school to school is no small feat. UNISA is solving this challenge by stocking a mobile unit that brings robotics to children who would otherwise not be able to participate. A second challenge is the cost of getting advanced technology into impoverished areas, which is why solutions like

the virtual chemistry lab table are designed to be more affordable.

Meanwhile, in a world that is rapidly evolving and advancing technologically, the nurturing of skills is also paramount. Investing in both is critical to the advancement of individuals, communities and countries.

According to Jackie Carroll, the CEO and co-founder of Media Works, the leading provider of adult education and training (AET) in South Africa for over 22 years, “As the world marked International Literacy Day earlier this month on 8 September, there was reason to pause and reflect on the status of literacy in South Africa.” Carroll said, “If the numbers are anything to go by, (in as far as literacy is concerned) South Africa is in a better position than it has been in for some time. In the 15 years between 2002 and 2017, Stats SA reports that the percentage of people over the age of 20 who were regarded as functionally illiterate dropped from 28.5% to 13.7%.”

However, Carroll cautioned, “But this does not mean that young adults are adequately prepared for further learning or employment, or that they are equipped with the additional skills necessary for them to compete and succeed in the global economy.”

She explained, “The definition of “functional literacy” only indicates an education of Grade 7 or above, and not an individual’s ability to read and write at a level suitable to acquire and maintain a job. In fact, South Africa’s leading adult education and training (AET) institutions continue to supply literacy training at levels that

are below Grade 9, and constantly have to create skills-related programmes.”

And South Africa is not alone, she added, “This tandem issue is a global phenomenon. It’s no mistake that the theme of International Literacy Day 2018 was Literacy and Skills Development. In order to find a place in society, get a job and respond to social, economic and environmental challenges, traditional literacy and numeracy skills are no longer enough; new skills, including in information and communication technology, are becoming increasingly necessary,” said Audrey Azoulay, UNESCO’s Director General.

The skills required to succeed professionally include so-called soft skills, such as the ability to communicate effectively, work in a team and think critically, and the hard skills that require deliberate instruction and training. The latter ranges from basic computer skills, which are essential for most positions (or at least, for acquiring them), to anything from knowing how to weld to knowing how to code. Without these skills, doors remain closed to prospective employees.

Said Carroll, “This places additional pressure on educational institutions (including AET entities), non-governmental organisations and businesses to properly train and skill their learners, students, beneficiaries and employees. In order to be successful, this task has to be undertaken collectively and in as innovative and integrated a way as possible.”

Speaking of the importance of an innovative and integrated approach to learning, Carroll



*Jackie Carroll,
CEO and co-founder of Media Works*



*Carmen Di Rito, co-founder and Chief
Development Officer at LifeCo UnLtd SA*



*Pat Pillai,
co-founder of LifeCo UnLtd SA*

said, “As technology makes demands on literacy and skills development, perhaps the best solution is to use technology to improve the way we learn and teach.

“If used effectively, educational and skills development programmes based on technology have the capacity to access learners across all levels, subjects and geographic locations. They also provide a consistent level in the quality of instruction, and are not dependent on the qualifications and abilities of facilitators, which inevitably vary.”

As this way of thinking gains momentum, programmes are being developed that make learning interesting, engaging and relevant in a technologically driven and demanding world. The most effective literacy and skills development programmes are using a combination of high-quality computer- and paper-based course material, disseminated through a variety of media.

For example, Media Works’ newly launched Accelerate Pro programme uses textbooks, which contain QR codes, to provide learners with access to short multimedia lessons via their mobile phones. A first for South Africa, these ‘bubbles’, as they are called, explain complicated concepts and offer practical examples, thereby facilitating learning and improving understanding.

In order to be meaningful and beneficial, learning programmes need to integrate innovative technological tools. Such approaches have the capacity not only to improve the fundamentals of literacy, but also to teach a wide variety of skills too.

Carroll believes, “Perhaps, the first step to transforming literacy and learning in South Africa is enhancing the collective understanding that learning is a lifelong activity. It is facilitated by a variety of actors and influences, programmes and opportunities, and needs to remain a constant strategic priority for all parties committed to sustained progress.”

“Preparing young people and adults for jobs, the majority of which have not yet been invented, is a challenge,” added Azoulay. “Accessing lifelong learning, taking advantage of pathways between different forms of training, and benefiting from greater opportunities for mobility has thus become indispensable.”

Effective literacy and skills development programmes require perseverance and continuous adaptation. Embracing this concept is the cornerstone of development.

That education and innovation go hand in hand is plain to see, however, there are those who would argue that while much needs to change, a difference is required not only in what is taught, but also in how it is taught.

One such person is Carmen Di Rito, the co-founder and Chief Development Officer at LifeCo UnLtd SA. A Wits graduate with an Honours degree in Adult Education, she established LifeCo UnLtd SA with Pat Pillai 21 years ago in a backyard garage with a handful of students determined to change the mindsets and the narrative of previously disadvantaged black youths.

For the last 20 years LifeCo UnLtd SA, has worked to develop and refine what they call “a humanising conscientising methodology—with

the aim of developing identity and self-reliance in children and young adults”. Di Rito said, “Get that right, and the foundations are set for life. To be fully human, to recognise the humanity in others and to be critically conscious is the framework upon which to develop the academic competencies.”

She explained, “As young teachers, we were inspired by thinkers and practitioners like [Steve] Biko, [Paulo] Freire, [Jean] Lave and [Frantz] Fanon. Our contention, as teachers, has been that education and learning should actively embrace diversity, foster curiosity and unleash creativity. Instead of driving compliance and instilling a culture of standardisation, we should be awakening purpose and passion in our learners.”

Di Rito said, “Twenty years ago, we recognised that South African education should have a critical responsibility in humanising a generation born of the ashes of a tortured past and a deeply wounded, often dehumanised society.”

She concluded, “Sadly, in many ways, our education system has failed to recognise that education is not a mechanical, industrial process.

“Meaningful education is a fundamentally human system. It’s a system that creates an environment where curiosity and creativity can flourish; an environment that recognises the value of passionate, purpose-aligned teaching professionals, who can create a climate of possibility.” ▲

Mwangi Githahu



Tackling youth unemployment head-on

Youth unemployment is arguably the single biggest challenge facing South Africa, with the numbers of school leavers outstripping the availability of jobs, causing frustration and social issues for many youths

It is essential that we promote progressive enterprise development strategies and facilitate the creation of smaller start-ups to take some of the burden off traditional systems of employment and job creation. We can no longer just rely on the state to provide jobs, a collaborative effort is needed. It is also essential that more employment is created in poorer areas so people don't have to spend large amounts of money on transportation.

If you look at the United States, billions of dollars are pumped into new start-ups, while in South Africa, we have a far smaller venture capital market to pool resources from. South Africans are generally risk-averse, with many of the older generation preferring to work for an employer rather than starting their own company or being a consultant.

However, the current crop of 20-somethings entering the job market; the Millennials look at the world differently and want more from their working experience. The time is ripe to

take advantage of this fresh wave of 'out of the box' thinking that tech-savvy Millennials bring to the table.

One such organisation, Youth Employment Service (YES) South Africa is tackling youth unemployment and skills development head-on in less advantaged areas by collectively developing a national plan to build economic pathways for black youth. YES is a collaborative economic enabler led by business, fully supported by the government and labour, with the direct backing of President Cyril Ramaphosa.





Tashmia Ismail-Saville

The dynamic NGO, which is tasked with the job of bridging the gap between business, the government and labour, is led by Tashmia Ismail-Saville.

After her excellent performance as a student on the GIBS Business School MBA, she joined the business school's staff and made a significant contribution before joining YES last year as the CEO.

Youth employment: what are some of the challenges facing young South Africans who are experiencing high unemployment rates?

Many youths are despondent. In their communities, the exception is to be employed and the norm is to be unemployed. The sheer number—six million young people who are jobless—makes the problem feel unscalable, they feel let down and abandoned by the system and many feel trapped and helpless in their economic circumstances. More than 38% of youth (ages 18 to 34) are unemployed in South Africa, according to Stats SA. The current economic climate, automation, the Fourth Industrial Revolution and industrial concentration (more than 90% of our economic activity takes place in Gauteng) mean that the supply of jobs in South Africa far outstrips the demand. They need a new narrative, growth mindset and opportunities closer to where they are in order to catalyse growth and opportunities.

What is your vision for a national plan to build economic pathways for black youth?

Our vision is to reshape the future of South Africa's economy by unlocking new economic pathways for the millions of youth currently stuck, redirecting investment and creating job-rich value chains where few to no jobs currently exist. At the same time, we're aiming to bring jobs closer to home for aspirant workers. We're starting off by creating as many one-year job opportunities for our youth as possible through driving a strong corporate and broad business focus, by getting Business SA to see youth unemployment as a problem we all need to own and fix. Research shows that some experience, evidenced in a CV and a reference letter, will increase female participants' chances for job interviews. Furthermore, their employment rate doubles after three months, thus, fully closing the gender employment gap. Getting business, wherever possible, to offer this life-changing first chance is the YES priority and what we are driving towards.

In order for this movement to work, we need absolutely everybody to catch and own the vision. We need corporates to provide job opportunities and we need SMMEs to do the same. If every corporate, hairdresser, shop owner and entrepreneur undertook to create one real job opportunity for a youth, we could turn our economy around.

Now, with the recent release of the gazette on YES, there's a business imperative to get involved as well. Participating companies can climb up one or even two entire levels on the B-BBEE scorecard if they meet targets and prerequisites.

What are some of the initiatives that the YES4Youth programme has rolled out and what are plans for the future?

One of our focus areas is on building small businesses, creating market access, the adoption of technology and better business practice to increase their output. This is what will allow the two-person stall to grow to eight. The process is: identify value chains and look for market access first. After that's been found, we build training centres and SMMEs to host youth jobs. Our YES hubs have been built for this purpose. They're placed in local communities as a node to expand all sorts of job-facilitating activities. They are multi-functional, from training and small business support to meeting local

infrastructure and tech needs, but most importantly, they are the key to unlocking local jobs in higher value-add economic chains. Small business growth is the link as well as the magic ingredient to drive jobs.

For example, we are running a hydroponics farm from our Tembisa hub to train consumers how to become producers. We've been in discussions with the Swiss to run Swiss hospitality apprenticeship programmes. Together with multinational companies in Mpumalanga, we're unlocking the wildlife economy in a province with an unemployment rate of 32%.

As we build our models, we try to make sure the architectural innovation is right: we rearrange the pieces to fit the context and the way the world has moved, employing leapfrog tech to disrupt the old way. We put a technological spin on old industries to realise the benefits of the sectors in a way that we couldn't before. From open-field farming with gumboots and a rain dance to digitally run hydroponics units, with increased nutritional content, quality and yield.

What are some of the key sectors that YES are looking to for employment opportunities?

At the moment, YES is working in the following spaces, and looking to overlay YES hubs in communities, which drive combinations of these:

- Agri and agri-processing
- Automotive
- Construction
- Healthcare
- Green energy
- Tourism and hospitality
- Digital
- Clothing and textile

What are the keys to successfully achieving your targets of providing one million youth with job opportunities?

I think the first factor is having an internal YES team that understands just how important this job is. We are delivering to a group of people who have been marginalised and neglected. It's important to have a completely dedicated and purpose-driven team with a joint understanding that more disappointment is inconceivable to us.

Keys to securing this are our implementation partners and commitment from business. The economy is driven through business: it creates jobs and pays taxes. We need to get business to see the big picture and realise that anybody

with privilege has the mandate to get involved in job creation.

The third aspect is the need to do things differently. Our stakeholders need to allow us to do things in new ways—more of the same with the same institutions won't cut it. Enable disruption of the current system or we will never get close to that target.

There is always a need for sound leadership role models. How best can the narrative be changed towards positive leadership types?

I think it's about role modelling. Leadership that is committed, puts in the hours—actually walking the talk—is the only way to change the narrative. Not just do as I say, do as I do. Roll up your sleeves and do, stop talking.

For you, what does sound leadership entail and how do you get the best out of those working around you?

It starts with hiring right. Hire people who are self-motivated and self-directed. Recruit people who buy into the vision and mission of the organisation over and above their own agenda. At YES, there are such high stakes involved—it's such an important cause, that hiring people looking for an ordinary job doesn't work, each person needs to exhibit their own leadership capabilities and feed that energy to the team. YES employees must want to get the best out of themselves because 100% dedication to a cause outside yourself is what our youth deserve and need.

As we celebrate Education Month in November, for you, what are some of the areas that could be improved upon in our education system?

We need more entrepreneurship skills and economic literacy to be taught at a school level, so that when teenagers leave the structure of schools, they have better skills to build their own pathways and aren't waiting for the world to bring opportunities to them.

We could learn from the German/Swiss schooling system, which requires students to interview for apprenticeships while still at high school. This exposes kids to market realities and requirements at an early stage, so that when they leave school, they're already sensitised to what the market demands and where opportunity exists. Early childhood development (ECD) training has massive returns as it is such an important age for children to reap lifetime developmental rewards, that we must support programmes to drive this.

How are AI and the Fourth Industrial Revolution changing the way people approach education, skills developments and impacts on labour and re-skilling?

4IR is changing the job market in many interesting ways. The idea of lifetime employment is becoming less common and many jobs at the top end are being disintermediated by technology in various forms. Interestingly, on the community- and consumer-facing front, 4IR is opening many new opportunities for jobs, which didn't exist before.

Today, gig jobs, piece jobs or micro jobs are all ways in which youth break their way into the market via small opportunities on a pay-as-you-go basis. Your first job doesn't have to be your job for life. It's about bite-size opportunities providing a softer entry into the workspace.

The 4IR also allows us virtual highways that allow spatially isolated communities access. For example, we've just opened our YES call centre in Hazyview near Bushbuckridge with Good Work Foundation (GWF). The YES youth working there will answer queries from all over the country, but they will be sitting in all the way in Bushbuckridge, which is known for its extremely high female unemployment rate. There now exists a plethora of jobs that we could not imagine before, and the capex required is the cost of a phone and data, barriers to entry have dropped. Mobile phones and networks have democratised economic opportunity in beautiful ways. ▲

Thalia Holmes and Kevin Khumalo



“Many youths are despondent. In their communities, the exception is to be employed and the norm is to be unemployed”

Cape Town's water crisis stems from its waterways



The 15th of September was World Cleanup Day and it coincided with the 9th Peninsula Paddle event that saw a lively group of citizen activists paddling from the Indian Ocean to the Atlantic shoreline to bring attention to the state of Cape Town's filthy waterways

These waterways are like veins in the human body that carry blood to every part of the system but if damaged, they take a long time to heal and may even perish. Cape Town's rivers, canals and lakes carry surface water through the city, with most flowing out to sea and some flowing underground.

The health of the Mother City's waterways is important for cleaning polluted water, for attracting and connecting people across a divided city and maintaining the city's flora and fauna. Sadly, our waterways are in a state of neglect and are channels for the disposal of solid waste, plastics and liquid contaminants that have caused urban water syndrome.

The annual canoe race is organised by a variety of organisations concerned with the plight of our urban waterways and is unofficially led by the charismatic Dr Kevin Winter, a leading voice at UCT's Future Water Institute. The knowledgeable professor grew up in a yachting family, he sailed a great deal on inland waters and became increasingly aware of the deteriorating water quality.

The veteran professor outlines some of the urgent environmental issues facing Cape Town's waterways. "The real challenge here is that we essentially have grey infrastructure, meaning pipelines and channels that have traditionally shifted stormwater, from roads, from areas of fields and agriculture as well. This water

has been channelled into our waterways and we've assumed that those waterways have the capacity to be refreshed and to be cleaned on an annual basis.

"Clearly that's not happening—because of climate change, different weather patterns, warmer, drier conditions and long periods of what we call dry antecedent days in which an accumulation of material on the surface creates the levels of pollution that we find, ultimately, when the first rains fall. The first half an hour, largely, of that first rainfall, brings about the highest concentration of pollutants that come off these surfaces.

"But, essentially, the biggest problem for us is that we have a very poor understanding of how water is conveyed from our urban areas into our waterways and as a result, we are geared towards getting rid of our water as fast as we can. We've got very little knowledge of the impacts that that has on the urban waterways, and I'm talking more about public participation at this stage, and the capacity from local authorities to try to deal with these. In a sense, we've been leaving the job to cleansing agents, like the local authority, and doing very little from a public perspective," he explains.

Citizen mobilisation

We clearly need active citizens more than ever but we also need herculean political support from the city and involvement from the private sector. Over the last 12 months in Cape Town,

the conversation has been about Day Zero and the supply of water, but we cannot hope to build a resilient, water-sensitive city if our waterways are polluted and pose the risk of damaging underground water resources.

When the Peninsula Paddle idea first began in 2009, the slogan was ‘the health of the city is seen in its waterways’. The waterways have improved since the first paddle, but not enough, according to Dr Winter.

He reflects on the state of the water in 2018: “We were particularly pleased with what we saw from the Peninsula Paddle and that was only because we were very fortunate that it rained the night before, so many of these waterways were quite clean. The results we were getting were surprisingly good, in fact, probably the best in terms of the water quality we’ve seen for a long time. Having said that, there are pockets where a lot of waste material has accumulated. Among others is the Salt River mouth, which is showing high levels of plastics that are going out to sea, all the way from the Black River and

eventually into the Table Bay area. That really is a human failure.

“Certainly, the waterways have improved since our very first paddle. During our very first paddle, in fact, during the first two or three, we spent a lot of the time dragging our boats out of the river because we couldn’t paddle through the water hyacinth. The Black River, in particular, has improved a great deal since then,” Dr Winter says.

Lobbying for change

The Peninsula Paddle raised public awareness on the day as paddlers journeyed from Muizenberg to Milnerton through some of the most unpleasant canals and rivers. The City of Cape Town needs to take a stronger lead to deal with urban drainage and enable new partnerships to address the problem. We should not allow tonnes of plastics and other solid litter to flow out to sea every day. Dr Winter sees a difference in the waste found in richer suburbs compared to poorer communities downstream.

“In Steenberg and other poor areas, we’re finding all kinds of very strange deposits of heavy metals, of furniture, of CDs, of tape recorders, of televisions and of glass, all in the canals in small pockets. Of course, we were lucky not to see as much (compared to earlier years), but there’s a lot of it—the canals are being treated as a convenient conduit for getting rid of the waste. I work in the Liesbeek River quite a bit, which is more closely connected to a wealthier suburb and the streets alongside it. There, it’s straws and cigarette butts which are typically found,” he says.

Levels of awareness

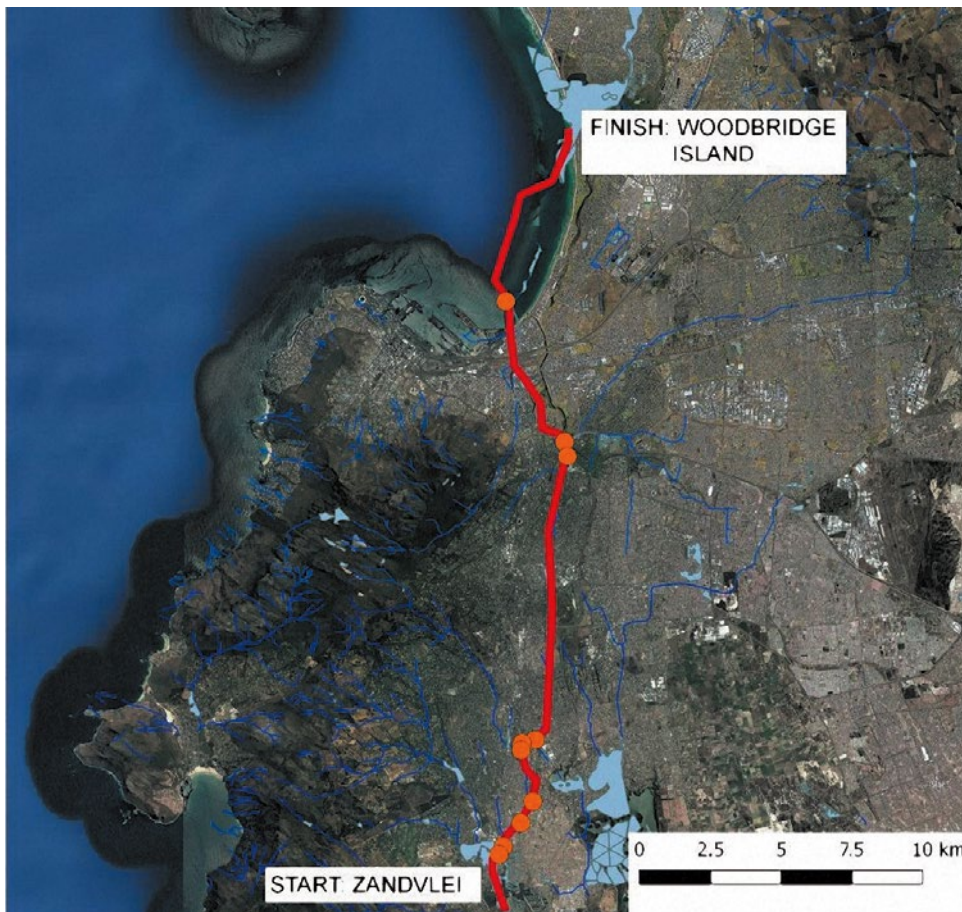
Dr Winter goes on to outline the levels of awareness about the dangers of dumping and how leaders should get the message across to respect Mother Nature and not treat our rivers live a dump site.

“The ability to be able to recycle in this country is hampered by the poor incentives, so one of the things I constantly say about a local authority and other leaders, for instance, is that we are not generating enough plastic to feed our polywood and recycling units. That means we’re generating it but it is not reaching recycling plants. What our leaders have to be doing—and I’ve spoken about this for a long time—is looking for incentives in which plastics, for instance, can be turned into viable products.

“In terms of the City of Cape Town, it needs to start purchasing equipment—park benches, it could be bridges—and it could be all kinds of structures that are made from polywood. Polywood is robust and can withstand some of the climatic conditions like heat and contraction. We should start putting this much closer to the agenda as a vehicle for job creation, as there are many untapped recycling opportunities. We shouldn’t see plastic coming down onto our beaches, that’s crazy. We’ve got a use for them; we’ve got to find better conduits for building these businesses, and do it very, very seriously,” he says.

Dual-use rivers

If you travel to Europe, urban rivers are often the city’s centrepiece, with bars, restaurants and parks lining the waterways, which are teaming with life. In South Africa, we make very little use of our waterways, often cementing over the natural vegetation, taking much of the aesthetic appeal away.





“We need lots of money to develop them but we also need lots of willpower and, really, it’s community willpower that is going to change the way we are managing our waterways. We obviously need support from the city as well, and the city can’t do it all on its own. In addition, the way we promote the city’s waterways now has to be well-positioned within both climate change and the environmental factors that can mitigate against the warming of these blue-green corridors that need to receive greater attention.

“It’s a climate change strategy because it cools down the city, it provides recreational space and for us in the Peninsula Paddle, the hue and cry we’ve used over the years is that the waterways connect us, so it’s also about the social importance of bringing this entertainment and the parks together. It’s about how South Africans socialise along these rivers and we need to really take that seriously. When you bring nature back into the cities, you bring people back into these cities, back to the waterways, and they begin to appreciate it much more. The impact that a

bio-diverse waterway system has on a city is amazing,” Dr Winter explains.

Water security

Cape Town experienced its worst drought in living memory recently and Dr Winter believes we are not out of the woods just yet. However, he is pleased that a more frugal approach to water usage was evident during the worst of the dry spell.

“We’re not out of difficulty yet but we’ve learnt to use water more frugally and we’re managing that better. Thus, in that sense, our water security is on track far better than it’s ever been before. On a week-to-week basis, I now know exactly what the city is using. The recycling of water is going to become much more critical in the future. We also have to see the city as a catchment—two-thirds of the water that we really need is falling on the city and we seem to be unable to really deal with that. Capture it, manage it better. What we’re going to see, on the positive side, is the improved ability to handle surface water and stormwater

in particular—that’s starting to grow a great deal. In the long term, desalination is definitely going to save the city. We’re going to have to invest in a bigger plant as well,” insists Winter.

Technology to the rescue

Scientists working in the mining industry have been pioneers in recycling polluted mine water into potable water. Could our urban waterways be saved by similar technology? Dr Winter is bullish and, in fact, is already working on similar projects at the innovative Water Hub in Franschhoek.

“This is a good question because it’s exactly what we’re doing at the Water Hub in Franschhoek. We are taking water, bringing it up onto the surface, taking it through very large bio-filters and beginning to treat it. We’ve been absolutely surprised at how amazing these passive technologies work; these nature-based solutions are able to deal with the water quality, it’s quite surprising,” he concludes. ▲

Greg Simpson



The changing face of engineering

The face of the mining industry has been shifting over the last five years, with a fresh crop of young black professionals making their mark in the industry. One such shining light is the outstanding Civil Engineer, Lebo Leshabane.

She is currently the Chief Executive Officer of iX engineers and represents the future of this once-white male-dominated profession. She has experience in the design of infrastructure services, project and programme management and business management.

Leshabane is the former Managing Director of Black Jills Engineers and was the Deputy President of the National Society of Black Engineers (NSBE), an organisation that promotes engineering disciplines to high school learners, mentorship to undergraduate tertiary students and new graduates.

iX engineers is a product of a merger between WorleyParsons' infrastructure business and Black Jills Engineers in 2016, and is currently one of the biggest black-owned consulting engineering firms in South Africa. They've got 300 employees and nine offices that operate on the whole continent, and can leverage the vast knowledge and experience from WorleyParsons, a stalwart in the mining industry.

"I've got very good people, I've got a lot of skilled, globally experienced people, so it's really been an amazing journey working with the team that I have. My focus is growing the business on the rest of the continent and getting deeper into the mining sector because,



“There is no willingness to go into it in a strategic manner and make sure desalination becomes a base load for water supply”

currently, we are not doing as much work, but we've got so much expertise that we could offer to the mining companies,” she says.

iX is 36% black women-owned with a Level 1 BEE status, allowing Leshabane to promote more black women to top positions within the organisation.

“I really believe in women's empowerment, thus, we made sure that we as women in the business have a substantial shareholding, also to showcase that those women are capable of doing what men can. Engineering is not about muscle, it's all about the brains, it's all about coming up with solutions that would make the world a better place to be in,” she explains.

A battle of the sexes

Whether women make better engineers is quite a contentious issue. Leshabane has no doubt that women bring more to the table than many macho headstrong male leaders.

“Women have a lot of emotions that they bring into the engineering space. We bring that diversity that makes it a more exciting place to be. We are gentler, we are more social about making decisions and we're not only looking at what is best, but we bring the broader sense of community and socio-economic benefits to our projects.

“We're doing a lot of development in the poorer communities because the infrastructure is normally lacking in these areas. We make sure that when we do our work, we incorporate the communities. We visit schools that are close to our projects and we inform them about engineering—we educate them about what engineering is all about. It's not about being in the sun the entire day, it's about really coming up with cutting-edge solutions for our spaces, our country and our world. We educate them about engineering and inspire them to consider engineering as a career instead of wanting to be

a doctor or lawyer. We're exposing them to the industry and encouraging them to consider engineering as a career. Hopefully, this will produce more engineers—more technology engineers—because technology is the future and that's the direction we're moving in,” Leshabane explains.

The tech boom

The Internet of things (IoT) and artificial intelligence (AI) are taking off, with a variety of sectors waking up to the potential of these new technologies to increase efficiencies and productivity. One of the sectors that have been embracing modern technology for some time already is the engineering space, which requires a lot of 3D mapping, simulation, virtual reality (VR) and autonomous sample drilling, for example.

“Yes, we've already started; we've already included virtual reality as one of our offerings. We have been helping with the construction of

three desalination plants here in Cape Town and created a VR model of the plants. You can actually wear the goggles and walk through the plants without them being there. By the time the plant is completed, the workers already know the plant, they already know what the plant is made out of, so it's a familiar environment for them, they can hit the ground running from day one," she says.

Desalination to the rescue?

Engineering desalination plants are one of iX engineers' focus areas and provide an answer to Cape Town's water shortages, with three plants coming online in 2018 already, providing eight million litres per day according to some reports. Leshabane goes on to outline some plans for desalination in other coastal areas.

"We're looking at growing it into other areas, because water is really a problem on our continent, especially in South Africa right now. If you look at all the coastal towns, water is a big problem in Port Elizabeth and East London, and Durban is also facing its own challenges. Thus, we are really hoping to grow in those areas as well. We considered a barge that could float on the sea to supply Cape Town for a while, but it's very expensive. The problem is desalination has always been a pain point for the South African community, they always consider desalination to be expensive but the technology has really become very cheap and affordable. South Africans don't just rush into something, they want to pilot it to see if it works.

"Sadly, when it rains, many of these water production technologies are shelved. We need to move away from a 'just in time' culture of water supply in order to have greater reserves. The desalination plants should be pumping water year-round, even when it rains. Any excess water can be directed back into the dams so that we never have to face another Day Zero. Not to mention the dire effect the Day Zero campaign had on the tourist industry, with some hotels and guesthouses going out of business as the result of scare tactics employed by the local government.

"Yes, there is no strong decision to say, 'Let's have desalination as a base plant. Whether rain comes or it doesn't come, we know our base load in terms of water supply is covered'. You can still have people coming to Cape Town and taking a shower. If you don't have water, tourists will cancel coming here—who wants to be in a

town where you can't bath? We're saying, 'Have your base load covered and then if it rains, that will be an augmentation of what you have', but they're still thinking about it, they're not sure—that is the problem we're having. There is no willingness to go into it in a strategic manner and make sure that desalination becomes a base load for water supply," she says.

Turning waste into water

There have been some pioneering technologies developed by the mining industry and academics to solve the problem of polluted mine water. Engineers have found a way to clean some of the dirtiest mine water—and it does not get dirtier than that—into water that can be released back into rivers and streams to be passively cleaned.

Leshabane explains some of the developments, "Definitely, that is what we're doing here in Cape Town as well—water reuse. We're taking all the wastewater and treating it into potable water and the same applies to the mining sector as well. Normally, however, the mines prefer to treat the water, not to a potable level, but to an acceptable level to be reintroduced back into the streams, so that it can go through the normal channel of treatment. But in cases where water is scarce, definitely."

A role model to young women

The knowledgeable Leshabane is undoubtedly an inspiration to aspiring women engineers looking to get ahead in business and she takes

and love challenging situations. Don't be fearful of failing because only through failing can you learn. So, get into it, make mistakes, correct your mistakes and move on and do innovative things. I'm all about taking it to the next level and not continuing on with business as usual," she insists.

That is precisely why there are greater numbers of younger Millennial leaders coming into upper management positions because they're able to innovate on the fly, stay up to date and learn about new trends and technologies.

"The young leaders' focus will be more on innovation and technology because they will be more technologically inclined, more so than people ahead of me have been. We're looking forward to them bringing their technological element into the industry and changing the world," she says.

Shaking up the 'old boys club'

We are seeing more and more black-owned companies like iX engineers coming to the fore, slowly breaking up the 'old boys club' that dominated the mining industry for centuries. Leshabane is happy to see more opportunities being afforded to black-owned companies and entrepreneurs.

"Mining companies are slowly allowing the black companies to do the really technical operations, not just supply the toilet paper and menial things. Now, I see more black companies coming in to do really hi-tech services and we need that to grow more and

"Mining companies are slowly allowing the black companies to do the really technical operations, not just supply the toilet paper and menial things"

the role of mentor very seriously in order to help foster a more representative and dynamic industry in the future.

"I really hope I am a role model to them, inspiring them not to be scared of challenges, I love challenging situations. Whatever challenge it is—financial, technical—I know I get into it and I want to solve it. What I would say to the young people is, be ready for a challenge

more because once we can create broader skills locally, it will give us a competitive edge to partner with bigger multi-national companies. We are building our skills, we are creating our own skills, then we can partner on an equal basis because we too have the skills required to perform the work," she concludes. ▲

Greg Simpson

Strength and vulnerability: leadership and the mental health taboo

Being a leader in today's competitive corporate environment can take its toll on one's mental wellbeing, but early identification of risk factors and honest self-reflection can be a literal lifesaver



Carole Spiers, chair of the International Stress Management Association,

There is a silent epidemic spreading through the corporate world. Complex, expensive, often subtle and sometimes deadly, it remains shrouded in stigma and misconception. Costing the local economy approximately R40 billion annually and affecting roughly 16.5% of the adult population in South Africa, those at the top are far from exempt from its pervasive reach.

Mental health is a topic that is frequently avoided in the corporate world. Prejudice, silence and stigma have cast a cloud of shame that often leaves those suffering in a

state of denial and avoidance. According to a 2017 survey conducted by the South African Depression and Anxiety Group (SADAG), only one in six employees with mental illness said that they were comfortable with disclosing their condition to their managers. Those at the top can sometimes, however, feel more isolated than most.

October is Mental Health Awareness Month in South Africa and World Mental Health Day is celebrated on the 10th every year. The World Health Organization defines health as a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity. It further outlines mental health as a state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.

Individuals in positions of leadership can be especially prone to sidestep the topic due to the importance of their role and image. Ever heard of the acronym VUCA? It refers to a global environment that is volatile, uncertain, complex and ambiguous. With job security being under threat in a world that is becoming ever more competitive, appearing weak or mentally unwell is the last thing you'd want to be associated with as a leader. Fortunately, the days of having to live up to strongman ideals in the business world are giving way to an era where we have started talking about things like emotional intelligence, wellness and shared responsibility. There is, however, still a long road ahead.

Mental health problems encompass a wide spectrum of behaviours and disorders. In South Africa, the most prevalent of these include depression, anxiety, substance use and mood disorders. Treating mental health problems can also take time and requires commitment. It is typically said that prevention is better than cure and when it comes to dealing with mental health in the business world, the adage certainly applies. In mental health circles, reference is made to primary, secondary and tertiary prevention.

Primary prevention focusses on policy, immunisation and education that seeks to prevent problems before they start, while secondary prevention is focused on reducing the impact of already existing problems. Finally, tertiary treatment involves long-term treatment, rehabilitation and the management of illness or injury. In the business world, all the above prevention types are necessary to combat mental health problems, but an emphasis on early identification and the handling of risk factors remain vital.

The age-old cliché goes: it's tough at the top. Without a doubt, one of the biggest risk factors associated with mental health problems among corporate leaders is professional stress. Those in leadership positions typically occupy complex roles that, while dependent on the kind of industry they are in, can involve being accountable to, among others, shareholders, clients and sometimes even the public. Add to this the competitiveness of the corporate arena and the performance demands that accompany it and one begins to understand the toll these roles often take.

Carole Spiers, the chair of the International Stress Management Association, says when it comes to top-tier individuals like directors, there is a high expectation on them to manage everything. She has found that very often, these individuals do not want to share their feelings because they have to appear strong. Even in cases where they were clearly feeling under the weather, they felt compelled to live up to the image of having to deliver.

According to Spiers, many chief executives have confided in her that they are experiencing panic attacks and high anxiety levels, but are unsure how to manage it.

“They understand they need to make time for themselves but they don’t allow themselves the opportunity to do it. Some have a need to be needed. They wonder if they can go on holiday. Sometimes I have to ask, ‘If you died tomorrow, would the business continue in your absence?’ for them to realise that they’re not dealing [properly] with the dangers of tiredness and exhaustion.

“One sought help only after his children pointed out that he couldn’t even play a board game without holding his mobile phone in his hand. I can’t tell you how many Type A, hard-driving people ignore the stress responses. They are the people who say, ‘Carole, it’s never going to happen to me.’ You get into this CEO status where you think you are untouchable, but your body is still just a body, whether you are a CEO or a first-jobber,” she says.

The theme of World Mental Health Day 2018 was: Young People and Mental Health



Janine Roos, Director at the Mental Health Information Centre of Southern Africa

in a Changing World. With a large number of university students entering the corporate world every year, addressing and creating awareness around mental health at an early age can have a significant impact on our future leaders’ attitude toward the subject. A recent international study entitled WHO World Mental Health Surveys International College Student Project: Prevalence and Distribution of Mental Disorders, involving both the University of Cape Town and Stellenbosch University, looked at mental illness among university students in eight different countries: Australia, Belgium, Germany, Mexico, Northern Ireland, South Africa, Spain and the United States.

Overall, the results showed that of the 13 984 students who were surveyed, 35% indicated positive to the at least of the mental disorders with a lifetime prevalence. (? Is this correct? Not sure what it means) Major depressive disorder (MDD) was the most common disorder reported (21.2% lifetime prevalence) followed by generalised anxiety disorder (18.6% lifetime prevalence). From the South African sample, 36.1% of surveyed students indicated positive to a lifetime prevalence mental disorder. (?)

Janine Roos, the Director at the Mental Health Information Centre of Southern Africa, told Leadership that, “University students are the professionals of tomorrow and will most likely find themselves in the corporate world after their studies.

These findings present a major challenge to universities’ mental health services that are trying their best to create awareness around mental health/disorders and to improve access to services. Creating awareness of mental health issues should be a combined effort of parents, family and tertiary institutions.”

According to Roos, mental health professionals further agree that the work environment has a significant impact on an individual’s well-being and health. “Every individual should, in the first place, take ownership for his or her own mental and physical wellbeing to be able to work productively and to thrive. Companies should develop appropriate prevention and mental health promotion policies to address mental wellbeing in the workplace such as stress management, time management, personal support, employee assistance, occupational health, burnout prevention, to name a few,” she says.



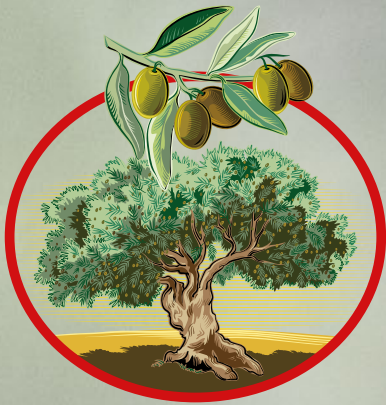
Dr David Cliff, Managing Director of Gedanken

Dr David Cliff, the Managing Director of Gedanken who has extensive experience in coaching leaders in the business world, highlights the domino effect that the neglect of mental wellness of corporate leaders can have on organisations, “Whilst encouraging support, development and mental health care is essential for all staff, it’s particularly important that those at the top do not neglect their own. Failure to do this will result in denial, avoidance, and practices that can be toxic as they filter down through the organisation.”

Understanding mental health as part of a holistic mind-body-spirit construct is also imperative and leaders who prioritise health-promoting activities such as exercise and good sleeping habits report a significant reduction in overall stress and increased wellness and productivity. In a study by the Australian-based ThriveCentral, 480 finance sector leaders and managers were asked to name the biggest causes of their declining mood: 60% cited a lack of quality sleep while 65% named insufficient exercise.

So, what will it take for our business leaders to come out of the closet on this taboo subject? It might sound like a paradox, but one might see the act of opening up and being vulnerable as a sign of courage and intelligence. Taking the first step can be as simple as asking yourself whether you are ready to be honest with the man or woman in the mirror. ▲

Michael Meiring



SA olive oil claims the gold standard

South African extra virgin olive oils (EVOO) grabbed the headlines at the 5th edition of the Sol d'Oro Southern Hemisphere olive oil competition in Cape Town recently, besting the South American competition in nine categories, which further establishes South Africa as a premium producer

Sixty-two Southern Hemisphere EVOOs entered the competition and were blind tasted by an international panel of olive oil experts from Italy, Spain, Chile, Peru, Greece and South Africa. During the first round of tasting, the oils are allocated to the three sub-categories of fruity/delicate, fruity/medium or fruity/intense.

The next tasting rounds go on to select the top 10 in each category and are then whittled down to the top five in each category. In the final round, the top three oils for each category are awarded the Sol d'Oro (gold), the Sol d'Argento (silver) and the Sol di Bronzo (bronze) medals.

The newly-instated prize for the overall top-performing producer, the 'Giulio Bertrand Special Prize', was awarded to De Rustica Olive Estate. A jubilant Nick Wilkinson, the Chairman of SA Olive, was on hand to share some of the secrets of South Africa's success in this flourishing niche sector of agriculture.

Can you tell us about South Africa's fantastic performance at the awards ceremony? This must be fantastic news for an industry that needed a lift?

We've had a fantastic awards ceremony. Out of the nine medals awarded, all went to South Africa and, in addition to that, we had a substantial amount of special mentions. Gold

awards went to Rio Largo and to De Rustica. De Rustica actually received three medals, it was an unbelievable show. And then in the medium category, Serrado got a gold medal, so it couldn't have been better and we are all delighted.

What do you attribute the success of those producers to?

We have a dry climate so it produced exceptional oils with very few pests or disease. Maybe the volumes were down but the oil was certainly of an exciting quality, and the dedication and hard work of our producers were evident.

Have you noticed a growth in the olive industry, with tastes evolving toward healthier eating habits and more salads?

About the awards

The Sol d'Oro competition was initially set up to promote and raise global awareness for extra virgin olive oil. It has since gone on to become a landmark event for producers of high-quality extra virgin olive oil, as well as a selection platform for international buyers. Both the Southern Hemisphere competition and its Northern Hemisphere counterpart are organised by Veronafiore-Sol & Agrifood. A legal representative, who changes the coding of the oils for each tasting, monitors the entire process.

The winners in each category

Delicate Category

- 1) Sol D'oro – Rio Largo Olive Estate – South Africa – Name Of Oil: Rio Largo Gold
- 2) Sol D'argento – Diepsak Farm – South Africa – Name Of Oil: Green & Gold Premium
- 3) Sol Di Bronzo – Tokara – South Africa – Name Of Oil: Tokara Premium

Medium Category

- 1) Sol D'oro – Serrado Olive Estate – South Africa – Name Of Oil: Serrado
- 2) Sol D'argento – De Rustica Olive Estate – South Africa – Name Of Oil: Estate Collection Frantoio
- 3) Sol Di Bronzo – Oakhurst Olives Farming Lmt – South Africa – Name Of Oil: Oakhurst Medium

Intense Category

- 1) Sol D'oro – De Rustica Olive Estate – South Africa – Name Of Oil: Estate Collection Coratina
- 2) Sol D'argento – De Rustica Olive Estate – South Africa – Name Of Oil: Estate Collection Favolosa
- 3) Sol Di Bronzo – Wildekrans Trust – South Africa – Name Of Oil: Keerweer

The industry continues to grow but what you must bear in mind is that what we consume in this country is two-thirds imported oil, so there's plenty of scope for the local producers to up their game and produce more. In addition to that, we like to see the olive industry as part of a solution to South Africa's economic problems and unemployment rate in that there's immediate import substitution, so there are ready markets. As you well know, it is labour-intensive and it's suited to a dry climate, so we as the olive industry would like to be part of the growth.

Presumably, olive oil is being mixed with more dishes now to create a plethora of options, expanding its usage from being just a cooking oil?

As the consumer begins to learn, we're touching the tip of an iceberg. Olive oil has so many uses and so many medical uses too. People are only beginning to understand the taste of olive oil. Fresh, good olive oil actually tastes nice, whether it's dipped in bread, with or without balsamic vinegar, and you use it on food as you serve it—rather than just cooking in it.

Today, we have witnessed a growth in craft oil in the industry, with some of the smaller farms claiming gold medals against household names.

There are many small producers and a lot of small equipment—we have the benefit of new machinery and new counter bases, so the proof is in the pudding. We can compete with the best of the best worldwide.

Do you travel overseas in order to keep up with the international trends?

That's up to individual estates but, yes, we keep up with the international trends. Many of our producers enter international competitions and the recognition received from that helps to penetrate the export market where premium prices can be charged.

In terms of the export market, are the fluctuating exchange rates helping the industry?

I think the declining exchange rate helps in that we are a Rand-based productive unit and if the exchange rate declines, we can compete head-on with the Europeans. However, the real advantage of being in the Southern Hemisphere is that our crop is produced six months before the European crop—or if you like, six months after it—so we can offer fresh



“The real advantage of being in the Southern Hemisphere is that our crop is produced six months before the European crop”



“The sooner there’s certainty; the more people will open their wallets and invest more money in this industry”

olive oil when the European olive oil is already six or seven months old.

How does olive oil differ in taste and texture from region to region?

It continues to change. Historically, we were mostly Italian cultivars but there’s been the introduction of new cultivars from Spain and Greece, and, as the world progresses, so we will take on the international flavours that are made in the rest of the world.

The land issue continues to be a challenge for the industry. How do you navigate those waters at SA Olive?

Naturally, there’s a lot of noise at the moment but as farmers, we have to put our heads down and get on with it. We’re not going to know what the outcome of this will be until the politicians come to some conclusion. However, I would hope that we’re in it for the long term. Once an olive crop is planted, it takes seven years before you begin to make money and I would hate to think it might be taken away

without compensation. Those are the idiosyncrasies we experience in this country and the sooner there’s certainty, the more people will open their wallets and invest more money in this industry.

In terms of technology usage, have you noticed a rise of that on South African farms?

Yes, we can’t afford to be average in agriculture anymore. You need to be in the top 10% and the aids that assist you are important. I follow the ethos that you cannot control something you don’t measure. We have to measure where water is and we had a horrific year last year—most farms are on 50% or less of water irrigation and you’ve got to be very careful—hence, monitoring water usage, monitoring how your crop is growing through satellite technology and then putting up different traps to test the intensity of pests and diseases become extremely important. You have to be at the top of your game if you’re going to make it in this industry.

How much demand is there for organic oil?

There’s certainly a premium for organic olive oil. It is something that is particularly difficult to farm and the bigger you get, the more difficult it becomes. Additionally, the cost of certification for organic producers is particularly high. And because of the big, wide open spaces in this country, we are susceptible to pests.

Where are the prime olive farming areas in South Africa?

Olive farming has its history in the Mediterranean climate thus it is not surprising that over 95% of our production is in the Western Cape.

There are also developments in the Gauteng area, the Northern Cape and the Eastern Cape. Although the farms can produce good olive oil, they’re fighting against the weather patterns, particularly summer rainfall, which, in the Western Cape is more akin to that of a Mediterranean climate. ▲

Ian Goodes

On the cusp of a revolution?

As Professor Klaus Schwab says in his book, *The Fourth Industrial Revolution*, the coming years will be “characterised by a range of new technologies that are fusing the physical, digital and biological worlds, impacting all disciplines, economies and industries, and even challenging ideas about what it means to be human”

This much-anticipated set of events is set to change everything about the way we live, work and communicate with one another over the coming years, due in large part to the widespread adoption of technologies such as artificial intelligence (AI), machine learning and the Internet of things (IoT).

In the business world, the ability to keep pace with these changes and exploit new technologies to drive growth and profit will dictate which organisations thrive and those which fall by the wayside.

It is for this reason that digital transformation finds itself at the top of boardroom agendas in every region and across every industry globally. It has become the holy grail for organisations today—it’s the competitive differentiator, the key to unlocking productivity, the catalyst for innovation and the means to thrive in the future economy.

However, despite stating their desire to transform, very few organisations would claim to have made as much progress as they would have liked. Much of this is down to two things: firstly, they are struggling to access the specialist skills and resources they need to transform, innovate and expand their operations and, secondly, they are restricted by their legacy

DIGITAL

Leadership

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IT systems, which are often slow, cumbersome and unfit for purpose.

As Harvard Business Review states, digital transformation “is an ongoing process of changing the way you do business. It requires foundational investments in skills, projects, infrastructure, and, often, in cleaning up IT systems. It requires mixing people, machines, and business processes”.

Transformation, innovation and expansion—the new drivers for automation

One of the ways in which organisations are increasingly realising the opportunity to overcome the dual challenge of legacy IT systems that don’t talk to one another and the digital skills shortage is through greater levels of intelligent automation.

Much has been written about the impact and potential of robotic process automation (RPA) and AI for organisations and, in particular, their workforces. Too often, the narrative around automation has been characterised by fear and uncertainty, with reports of millions upon millions of jobs disappearing globally, having been replaced by robots.

However, there are signs that the tide is starting to turn and that more and more people are recognising that. Whilst there will be some job displacement in the future, there will also be

focused on cost or resource efficiency. We often talk to clients about how they can redefine work resourcing within their businesses through IA, allowing them to be more agile to respond to disruption, comply with ever-changing regulation and also to innovate and pursue new opportunities that would otherwise be impossible with a traditional approach to resourcing.

Indeed, one of the major benefits of IA is that it means organisations can use their staff in a far more effective way. So rather than having highly-skilled talent tied up on executing repetitive tasks, businesses can automate processes to maximise the time these people dedicate to strategic, high-value work.

One of the challenges that organisations wrestle with when it comes to their IT estate, is that people have all too often ended up acting as the integration layer between disparate systems, taking data from one system, manipulating, interpreting and manually transferring it to another.

What RPA technology allows is the replication of this work using software, without changing those core systems. But RPA is limited to structured, highly repetitive and rules-based processes. Add in the intelligence to cope with ambiguous or unstructured data and a cloud-based delivery model, meaning no requirement to build or deploy any infrastructure or run an IT

up processes within its contact centre. Its legacy mainframe systems were slow—navigating each screen was meaning call agents were taking 20 minutes to process simple customer enquiries, such as changes to account details. A traditional project to replace or upgrade the existing systems would have taken 12 to 18 months but with the virtual workforce, a solution was up and running in less than six weeks, at a fraction of the cost and effort.

So, when it comes to digital transformation, IA really can enable organisations to leapfrog into the Fourth Industrial Revolution, offering a quicker, cheaper and more flexible way to achieve their digitisation goals.

What we’re now seeing is automation being deployed beyond the tactical automation of basic back-office tasks and processes across the organisation, in functions such as the contact centre, HR function or accounts department, to more complex and strategic initiatives.

Business leaders are looking at IA as a way to pursue initiatives that they otherwise wouldn’t have been able to consider using traditional methods.

We’re seeing businesses across a range of sectors developing and launching new products and services, which are built exclusively on the use of digital labour, and examples of companies that are using their virtual workforce as a platform to expand their operations into new territories. By deploying digital labour within these smaller operating units, they can deliver a first-rate service to customers without having to develop a sizeable infrastructure, which can be slow, cumbersome and prohibitively expensive, and they can navigate around skills shortages.

The IA opportunity for Africa

IA offers businesses in Africa a new opportunity to scale their operations in a fast, cost-effective and agile way, meaning a lower cost to serve customers and more efficient outcomes. It enables them to compete effectively with global players who may have been established for many years as global operating centres or lowest-cost resource providers.

As an emerging economy on the world stage, many African businesses simply do not have to deal with these legacy issues and can now put IA at the core of their resourcing models, deploying a hybrid human-virtual workforce as a way to scale quickly whilst keeping costs

For business leaders, there needs to be a strategic approach to IA, starting with smaller, rapid deployments to prove the value to the business, and then scaling up

enormous job creation as a result of automation. Sectors such as financial services, logistics and mining will all experience a whole range of new strategic, high-value jobs being created in place of more tactical, lower-paid back-office roles.

Intelligent automation (IA), which combines RPA with AI functionality, including capabilities such as natural language processing, which allows systems to interpret, translate and even converse using standard natural language, is now enabling businesses to automate a far wider range of workplace processes in a fast, effective and secure way. This is not just about initiatives

programme, and the concept of a virtual workforce of digitally-configured workers becomes a reality.

With IA, organisations can modernise their applications without having to overhaul their entire infrastructure (the traditional ‘rip and replace’ approach) and avoid hugely expensive and lengthy integration projects, which rarely deliver on promises. Digital labour simply acts as this integration layer, which, up until now, has been such a drain on staff resources and morale.

We recently had an example of a financial services organisation, which was looking to speed



One of the major benefits of IA is that it means organisations can use their staff in a far more effective way

down, and to navigate their way around skills shortages in areas such as coding and software. They can steal a march on larger international players and press ahead with greater agility, innovation and speed.

But bigger than this, IA provides Africa as a region with a unique opportunity to establish itself as a global centre of excellence for high-quality service delivery and customer experience, building on its existing and much-deserved reputation in this area. Rather than competing on cost as an offshore destination, embarking on a race to the bottom in terms of cheap labour, Africa can forge a new identity as the region that provides first-rate customer experiences and the leader when it comes to setting up high-quality, customer-centric business processes and functions.

From my experiences in Africa, working with partners and clients across a range of sectors, I have been struck by the way in which African organisations are so receptive to innovation and how they embrace new ways of thinking. This, combined with its fast-paced vibrant cultures and hard-working, dedicated people,

puts Africa in a great position to compete on quality rather than cost.

In order to take advantage of this opportunity, organisations and government bodies need to identify and develop the skills and talent they need to succeed, and then invest in these areas now. This means focusing on creative skills and critical thinking across the workforce in order to exploit new opportunities and react quickly to market disruption. It also means focusing on forging ever closer relationships to deliver service excellence at every stage of the customer lifecycle. And, of course, it means being bold when it comes to embracing new technology.

For business leaders, there needs to be a strategic approach to IA, starting with smaller, rapid deployments to prove the value to the business, and then scaling up to focus on more strategic implementations of digital labour. It's important that these programmes are backed at the most senior levels of the organisation to maximise the benefits and also to ensure that automation aligns with and supports the overall strategic direction of the business.

Clevel leaders also have a vital role to play in ensuring that the virtual workforce is introduced into the workplace in such a way that employees feel comfortable and excited about its use, rather than anxious or fearful. The success of IA depends, in large part, on the willingness of operational staff on the ground to embrace automation and recognise the benefits it can deliver, not just to the organisation, but to them as individuals.

Therefore, it's essential that business leaders positively communicate the full potential of digital labour to enable individuals and the organisation to do more and achieve more.

IA can and will allow African economies to compete on a new level, harnessing leading-edge technology in order to unleash the full value of the skills and strengths of their people. It's an exciting opportunity for Africa to leapfrog into the Fourth Industrial Revolution and one that must be grasped with both hands. ▲

Terry Walby
founder and CEO of Thoughtonomy

The man with the pink tie

Fifteen years ago, the man with the pink tie, brilliantly polished shoes and silver tongue entered my life as my ‘financial advisor’; a term I use very lightly. At the time, I knew very little about retirement annuities, pension funds and life insurances, except that it was rather important to get something in place sooner rather than later.

Year after year, we would meet annually, go through my documents, and he would motivate some changes and new products to avoid certain doom and gloom; ultimately, this meant quite a steep annual increase in my monthly payments. We’d chit and chat for a couple of hours and the ink would barely be dry on all the paperwork when he would be out of there.

During the rest of the year, there was absolutely no sight of or sound from him, there was absolutely no financial advice and any financial questions I needed answered were channelled via the group of ladies in his office who would then ‘deal’ with me. This felt like it defeated the purpose of investing in someone’s services to soundboard financial aspects along my personal and professional journey; something especially crucial when you run your own business.

The impasse came at the end of last year, when, once again, I was contacted by his office for our annual meeting.

A few things dawned on me: why was I only hearing from him once a year? Why was I paying more for admin fees on one of my investments versus the actual interest? Why did he still not have an inkling as to what I actually do for a living?

He had absolutely no respect for the work that we do. I am convinced that if you were to ask him today what it is that I do, he would tell you that it is public relations.

The mission was clear: find a new financial advisor, and fast! Easier said than done.

Finding a new financial advisor is rather daunting. I met with many but just did not feel the ‘fit’. Enter Carla Fiford, Investment and Asset Manager from Adviceworx. Carla and I sat down and went through absolutely everything. One of the things that we picked up was that my will was last updated in 2009. I take responsibility for that one, I should have kept better tabs on it.

I really want to spare other people the pain of having to deal with a ‘Mr Smooth’; I have asked Carla a few questions, in the hope that it will help someone avoid making the mistakes I made.

Why is it important to have a financial advisor and not do your financial management yourself?

There are a few ways to answer this; firstly, a good partnership and financial expertise alleviate anxiety and uncertainty for the client. Managing one’s finances is one of the principle pillars to long-term security, it allows you to feel reassured that your family is prepared and protected for the future. Unless you have a high level of expertise, access to current research and an active ongoing interest regarding investments, it is highly unlikely that an amateur will achieve good long-term returns, especially in the current world economy.

The empirical answer, however, centres on research indicating that there is definite value

in working with financial advisors. For example, according to the Vanguard Group (the largest provider of mutual funds and the second-largest provider of exchange-traded funds in the world), advisors can potentially add approximately 3% in net returns using the Vanguard Advisor’s Alpha framework (this is a model indicating the benefits of relation-orientated service). This 3% is primarily driven by two core factors. The first is developing and helping the client stick to a plan. This entails structuring a holistic plan around the financial goals and the level of risk the client is comfortable with. The second is ensuring the client’s products and fund selections are correct. Most people think the benefit of an advisor lies solely within their investment recommendations, however, investment recommendations on product choice, especially those with tax implications, also have an enormous influence on a client’s final outcome.

What are three things you should expect from your financial advisor?

Relatability, trust and partnership. However, I think before we look at what you should expect from an advisor, let’s look at the non-negotiables, which are twofold. Firstly, can you relate to the person as a human being? If you can’t, how are you going to convey all the emotional concerns that are intimately tied up in long-term financial planning? Secondly, do you trust them implicitly to act in your very best interests?

As for expectations, the list is a long one. The three most important ones are integrity, firstly,

which includes appropriate advice, confidentiality, and respect.

Secondly, professionalism. Is the advisor skilled and knowledgeable? Do they use the latest tools and technology available to give one an outcomes-based solution that meets individual needs?

Thirdly, the concept of team. Is the advisor acting 'alone', providing 'their' solutions (favourite funds) or are they part of a larger team of paraplanners, investment specialists, researchers and portfolio managers who work together to provide a solution?

I must, however, mention a little caveat, which a client should be aware of: does your financial advisor have succession planning? In other words, should an unforeseen event occur and your chosen financial advisor is no longer available, what would happen to the clients' information history?

Before you engage with a new planner, ask the planner, "Do you have a successor? Are all your records protected?" For example, are phone calls, emails, WhatsApps, balance sheets, income statements, life goals, etc., all captured on a central secure data system to ensure that information is not lost and the client won't be left unattended?"

When you are looking for a financial advisor, what should you be looking for and what questions should you ask the person in order to help you make a decision?

On an individual level, find out what the financial advisor's level of training is. What qualifications do they have? Are they certified as a financial planner? Does the advisor communicate well? Do they understand long-term financial needs? What is their financial compensation?

With regard to their financial institution: does the company provide collaboration, partnership and expertise? How has the institution performed over time? Do they provide up-to-date technological support?

What are some of the things you wish your clients knew or did differently?

Clients are susceptible to the volatility and vagaries of the market and tend to want to change their asset allocation when markets take a plunge; research proves that market timing only makes up 2% of a client's return over a

lifetime. However, sticking to your plan works out far better for you in the long run.

How often should you update your will?

Wills should be updated as soon as there is a major event in one's life. For example, the birth of a child, the purchase of a house, getting married or cohabiting, inheriting or the loss of a partner. The Master of the Court prefers individual wills but will accept joint wills, and does not like individuals or family members to be appointed as executors. However, should nothing change, it is a good idea to review your will every two years.



*Carla Fiford, Investment and Asset Manager
from Adviceworx*

How often should you be in contact with each other?

That depends on the client's change of circumstance and the type of investment. I recommend a bi-annual review, where we look at what has changed in the client's life, the state of the economy and the markets, and how their particular integrated lifestyle wealth plan is tracking. Other clients might prefer to meet up quarterly, but it is very much driven by the client.

Are there some non-negotiables/deal breakers to be aware of before you

select a financial planner? What are some of the basics to be aware of?

I think it is imperative that the advisor you choose is totally independent and is able to provide ongoing financial advice and is able to review the entire market as opposed to the 'tied agents' or financial advisors who work for a company. I call it perverse incentive, where advisors are incentivised to sell products based on the commission they receive. This practice reduces any independence and impartiality in addressing the client's needs.

What is the one thing that people get wrong about the work you do?

In some circles, people equate a financial planner with an insurance salesman, the chap who went door to door, selling life insurance for a commission, as opposed to a professional financial planner. Financial planners are qualified trained professionals who continually update their skills and knowledge and who make a positive difference in a client's life.

What do you think is going to be the biggest change over the next five years?

The industry is going to be influenced by two things: the first is the finalisation of the new legislation, the retail distribution review (RDR), where one of the key issues will be the clear distinction between independent and non-independent advisors. There will also be a limitation on charging structures and improved transparency of all costs the client is incurring. There is a strong correlation between RDR and 'Treating Customers Fairly', an initiative, which will be promoted by the new legislation and which will encourage competent advisors who focus on outcomes.

The second big influence in the industry is technology, with the increasing accessibility to information and products online, and the availability of online financial planning tools.

Cutting-edge technology is providing top-end advisors with algorithm-built modelling tools that take into account tax rates, inflation and average expected returns of different asset classes.

These tools are hugely beneficial in building individual specific plans for clients for the long term or, as I like to call it, partnering to build financial security for a lifetime. ▲

Regine le Roux, MD of Reputation Matters

Luxury yachts remain the ultimate status symbol

Derrick Levy is a water sports legend, representing South Africa in three different water sports, before entering the luxury boat market as the founder of the upmarket Boating World in Cape Town

He represented South Africa internationally in ski racing, winning the Italian Grand Prix on Lake Como. The daredevil still holds the world record of 500km non-stop in a jet-powered boat, while representing South Africa in barefoot skiing and boat racing too.

Levy has been awarded the prestigious Lifetime Achievement award by the South Africa boating industry for his contribution both in the water and outside of it as a successful businessman, importer and leader within the industry. He is also a qualified skipper for motor yachts and boats under one hundred tonnes, making him one of the leading minds in the industry, with valuable practical experience out at sea.

Greg Simpson caught up with Levy on the eve of the Cape Town Boat Show, which proved to be another success as the luxury lifestyle that expensive yachts can offer remains in vogue, fueled by celebrities' Instagram posts of stunning destinations in the Mediterranean, sipping chilled French Champagne.

You've been very successful in different pursuits, from water sports to the luxury boating industry. Please could you take us through your journey?

I'm part of three generations. My dad represented South Africa in powerboat racing and then I became involved at a young age. I represented South Africa in barefoot skiing, powerboat hydroplane racing and high-speed ski-racing all over the world since the 1970s. We

still hold a world record of 500 kilometres non-stop. I hold it with a partner, Helmut Winkler—he and I used to ski together all over the world and together, we still hold that world record. My children are also involved in the industry.

Did you have many high-speed accidents?

Plenty—we've flipped boats, we did all sorts of things. I did barefoot ramp jumping, hit my head on the ramp and was unconscious. Many an accident occurred while learning new tricks because they weren't invented in those days. Learning to do backwards barefoot skiing, I broke my nose several times, I had stitches in my head because we didn't know the correct techniques in those days.

If you look at how surfing has evolved, do you think they took some of your tricks and are now using them on surfboards?

In terms of wakeboarding, very much so. In our day, we didn't do that, and we didn't do surfing behind the boats. Those are new and I wish we had done them, I love it. Kitesurfing as well, all those activities happened afterwards. I have been trying to do some surfing behind our luxury motor yachts, which has been a lot of fun.

Transitioning into the luxury boat industry, can you tell us about that and the success of your company?

We always used to be on the smaller boats, we used to import a boat called a Bayliner and we had local boats manufactured. Then, about 15 years ago, we started selling the bigger boats and we sold a few motor yachts in the 40-foot range.



It kept growing and growing, so we decided to no longer sell the smaller units. My son, Dean, works at Boating International in Johannesburg, sells the smaller boats. He imports Malibu, which are top tournament boats.

What's very exciting is that we've just been on a trip and we sold and delivered a 2018 model 80-foot Azimut Luxury Flybridge. We flew to Barazza in Italy where the factory is and did a handover with the new owner. They then asked us to become the distributors for South Africa. We jumped at the opportunity because it's the biggest boating company in the world, which was unbeknown to us at the time. Once we were presented with that opportunity, we jumped at it.

Do you get people coming to you with blank cheques and you fulfil their dreams for them?

Yes, we do because some people have a lot of money and they want a boat—we can offer them a full package, which includes the boat, the captain, the crew and the flagging of the boat. They might not want the boat registered locally; they might want it registered off-shore.

We also offer the opportunity of co-ownership, which means that we manage it.

Toys are an essential part of high-end yachts, is it making boating more accessible and desirable to the adventure-seeking jet set?

One of the toys that we've got is a SEABOB, which is something you hang onto and it drags you through the water, and you can actually go underwater with it. The Williams jet is amazing, it's a jet semi-rigid, and it does over 40 knots. It pulls a water skier, so when you anchor at, say, Clifton, your back platform goes under the water and your guests can sit on their little blow-up chairs sipping their champagne. It's a game changer, it's absolutely an entertainment machine and it's fantastic for taking clients out—you can talk your business, you won't be interrupted—so it's an all-rounder and it's also a luxury apartment on the water. It's got everything that opens and closes.

Has the local manufacturing of mega yachts slowed down at all?

Absolutely not, what's happened is the local industry has been exporting their boats and

they've done very well. The Western Cape has been exporting over R2.5-billion per year in boats, so it's phenomenal. We're a very good industry, people don't realise how much we build, however, we focus on some fantastic international brands because the local manufacturers are exporting all their boats. They don't have dealers here, so we would rather have a distributorship where we look after the boats and we can get a boat directly from the factory and supply the end user.

What are the trends in terms of what people are opting for, between engine-powered and sail-powered boats?

Sailing is used for two reasons. One is to save using your motor and the second is the skill, it's a sport, so people love sailing for the sake of sailing. On the other hand, if you're in the Mediterranean and you're going to go from port to port to port very often, you don't use the sails and you just want to get from A to B. You anchor your boat; you spend a day or two at that particular spot, which has its own little restaurant on the shore. It's just too lovely for words.

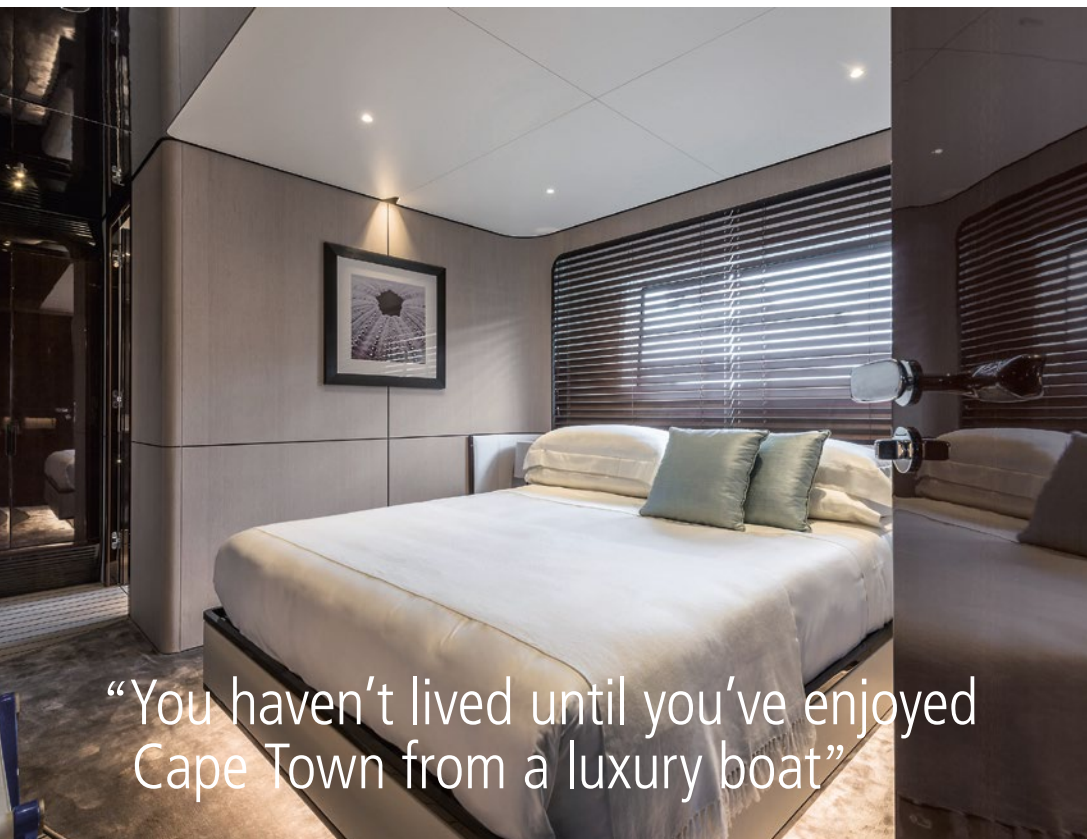
One of our clients has just bought a boat and he is taking his kids out of school—they're about 16—and taking them on the boat for a year. He says that if he doesn't take a sabbatical and do it now, then when? It's going to mature the kids, they are going to love it; they're going to go from place to place and see the Mediterranean and the Caribbean. After a year sabbatical, he's going to decide whether to keep the boat or to sell it, and I'll put my money on him keeping it after that year.

Is that one of the most fulfilling aspects of your life, seeing lifestyle changes in your clients?


The fulfilling part of my life is when we get the owners together every three months or so, have a get-together at our office and say, "Right, how are you enjoying your boat, anything we can do to improve?" They all have a big smile and they simply love it. One is so happy with the boat that we actually sold him an 80-footer as well for Mallorca.

Is there a cross-section of people who buy your boats?

Yes, there is and it is all money related. If you can afford R2 million then we have to give you



“You haven't lived until you've enjoyed Cape Town from a luxury boat”



“People who have money have money and what do you do with it? You can't take it with you when you leave this world”

A and if you can afford R16 million, we can give you an entirely different option. It's very much finance driven and we are getting in clients who have never boated before, from South Africa, but getting on the boat, they absolutely love it. They love that we can build them into this new lifestyle. Right now, South Africa is very far behind. Even countries like Angola have far better marinas than we have. Our marinas can really be upgraded but we need more upmarket middle-class South Africans to get into boating and they are.

Do SA's relatively stagnant economy and political uncertainty play a part in how many boats get sold locally?

Not necessarily, we don't show high volumes in South Africa, it's not a big market, it's a very small market by comparison. But people who have money have money and what do you do with it? You can't take it with you when you leave this world, you might as well enjoy it. That's what people think, you can only drive one

car, but you might have 10 cars and then what? By having a boat, it's an entire entertainment machine—it's somewhere you can take your family, take the kids, let the grandkids come on board, take your high-end clients out on the boat and enjoy it, enjoy the lifestyle of luxury yachting, it is fantastic.

When you're out at sea, what key leadership qualities are essential when you're at the helm?

Leadership qualities are highly essential. Number one is the safety of your passengers, the crew and the vessel. Do not ever think of touching even a drop of alcohol if you're the captain. Then, if you've got your crew on board and passengers, you've got to make sure that they don't overdo it. If people want to swim, the captain is on standby, ready at all times to make sure that they are safe. Everything to do on the boat, the leadership part of it, is to ensure the safety and the comfort of the people on the vessel.

What is your favourite destination locally and abroad?

We've just come back from Catalonia Island in Greece, it was phenomenal. Then, we were boating in Fethiye in Turkey and Sardinia. These places are all mind-boggling, you can't believe how beautiful they are. When I say favourite, anywhere where it's good for boating is my favourite.

And when you're boating, do you see a different side of a city as opposed to when you're staying at a hotel?

Yes, 100%. This beautiful City of Cape Town, if you haven't seen it from the comfort of a boat, you are missing out. If I take you out for a cruise and you see Cape Town from the water side, it gives you a third dimension. Everybody knows the lovely wine farms, going up Table Mountain, seeing the penguins, it's beautiful. But if you're on the boat, it's a whole new dimension, you haven't lived until you've enjoyed Cape Town from a luxury boat. ▲

TON VOSLOO, a renowned former media figure and prominent businessman, believes that the media's independence is of vital importance in the new era of freedom of speech:

“The biggest lesson for journalists today is that you have to be diligent about your independence—also, the media bosses must have the conviction to stand up against injustice.”

THEMBA GODI, the chairperson of the National Assembly's standing committee on public accounts, has expressed shock following the Auditor General's findings of R770 million in irregular spending by the National Treasury:

“It is the first signal that the National Treasury is not the oasis of all the right things that have always been associated with it.”

LINDIWE SISULU, the International Relations and Cooperation Minister, has promised South Africa's complete support to Zimbabwe and says:

“As and when Zimbabwe requests our support in anything, we will be able to provide them with that support, fully. We wish the people of Zimbabwe well.”

CYRIL RAMAPHOSA, the South African President, has announced that the government is commencing a “massive” land redistribution programme, following the handing over of 4 586 hectares of land to the community of KwaMkhwanazi near Empangeni:

“We are making history and celebrating the return of your land today. We are righting the historic injustice and returning the land to its rightful owners.”

“
**You
said
it!**
”

TONI MPHEPHU RAMABULANA, the Venda King, has promised to pay back any money gained through its dealings with VBS Mutual Bank following the controversial corruption saga that has unfolded:

“I irrevocably offer to repay any amount, which will be shown to have been the proceeds of the illegalities in the report as soon as they are computed.”

IAN CAMERON, AfriForum's Head of Community Safety, has been furthering the civil rights group's efforts to raise awareness, recently visiting the Land Down Under and featuring on Sky News Australia:

“There is absolute shock here about the brutality of farm attacks and farm murders in South Africa: Robert Lynn, who was burnt with a blow torch; Nicci Simpson, whose feet were drilled through; and John Eckardt, whose nails left marks on the carpets of his house while he was being tortured.”

PULE MABE, the ANC National Spokesperson, said in commemoration of International Mental Health Day on 10 October that:

“Today, as we confront the growing rates of suicide and occurrences of depression and nervous breakdowns [...] the ANC also calls on communities to express community solidarity with each other. We must activate a community value system that promotes humanity and Ubuntu.”

MMAMOLOKO KUBAYI-NGUBANE, the Minister of Science and Technology, says, following the recent discovery of a new species of ancient dinosaur in the Free State, which holds great evolutionary significance, that:

“This is another example of South Africa taking the high road and making scientific breakthroughs of international significance on the basis of its geographic advantage, as it does in astronomy, marine and polar research, indigenous knowledge and biodiversity.”

BERYL CROSHER-SEGERS, a South African author of colour based in Australia, has expressed her dismay after an international event held in Australia aimed at promoting South Africa through its music abroad, excluded artists of colour performing songs in English and Afrikaans:

“They were completely ignored by the MC, not once were they acknowledged or introduced as musicians from South Africa. The marginalisation of some previously disadvantaged South Africans must stop. We have a history too. Recognise it.”

Leadership

FOCUS



**KwaZulu-Natal's Arts, Culture,
Sport and Recreation MEC,
Bongiwé Sithole-Moloi**

Photo: Terry Haywood Photography

SPECIAL ADVERTISING SECTION

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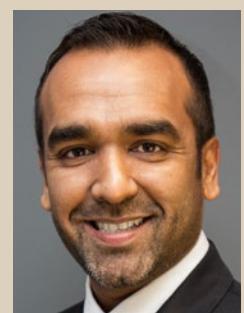
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Unity and transformation through arts, culture and sport

The KwaZulu-Natal Arts, Culture, Sport and Recreation MEC, Bongiwe Sithole-Moloi, embraces her role within the provincial government, which entails promoting economic growth, job creation and poverty alleviation in line with the frameworks formulated by the African National Congress (ANC)-led government

It is to this end she has undertaken to ensure that during her term, she plays an integral part in encouraging entrepreneurship to create a thriving economy.

She wants arts, culture and heritage to bring communities together to enable everyone to understand and appreciate the cultures, heritages and values upheld by their neighbours. This includes learning another language and embracing other norms. Equally, she wants to ensure sport becomes a catalyst for nation-building while providing every child, young adult and senior citizen within society with the opportunity to contribute to creating a winning province.

Sithole-Moloi assumed her position as the MEC in 2016. At the time, the KwaZulu-Natal Premier, Willies Mchunu, remarked: "Unity can be achieved if we celebrate national days together such as Diwali, Rosh Hashanah, Eid, Heritage Day, Shaka Day and many other days of importance in our lives. We must demonstrate we are indeed proud sons and daughters of a united KwaZulu-Natal."

He announced Sithole-Moloi would roll out programmes to enable the province to show the world that its citizens accepted diversity and respected different cultures, religions and faiths, while acknowledging KwaZulu-Natal already has a track record for successfully hosting international sporting events and business conferences.

The province has also given world artists and athletes respect, not because of their skin colour, but because of their outstanding talents.

"The MEC has been deployed to ensure we remain on the national and global map because of our talents. She will unleash new talent, which we must export globally and, in the process, bring in much-needed foreign currency and ensure the integration of KwaZulu-Natal with economies of the world," Mchunu said.

It is into this melee that Sithole-Moloi has launched various initiatives including Culture Thursdays and Active Fridays. The second



Photo: Terry Haywood Photography

KwaZulu-Natal's Arts, Culture, Sport and Recreation MEC, Bongiwe Sithole-Moloi



Official opening of Maphumulo Library.

of seven children, Sithole-Moloi was born in Qhudeni, north of the province, before her family moved to Imbali in Pietermaritzburg when she was two years old. She began her schooling at Mthethomusha Primary School, matriculating at Siphesihle High School in Ntshangwe outside Durban.

Between 1990 and 1992, Sithole-Moloi worked at the ANC's secretariat office dealing with finances and the following year, she embarked on her law studies at the University of Cape Town (UCT), taking modules, which she says "equipped me with the skills to contribute towards building a new and democratic South Africa". These included political and social science, public administration and local government administration studies.

She received a Bachelor of Social Science (BSocSc) in 1996; obtained a municipal management certificate from the then University of Durban-Westville (now the University of KwaZulu-Natal Westville campus) in 2002 and furthered her studies in labour law through the same institution to receive her qualifications in 2004.

Sithole-Moloi is also credited with consolidating the ANC's membership in the once political violence-ravaged Natal Midlands region in the early 1990s and, by working closely with the late Harry Gwala, Mfenendala Xaba, Zweli Mkhize and other senior party leaders, was considered a "trusted organiser and membership coordinator".

In 1996, Sithole-Moloi worked in the ANC Chief Whip's office in Parliament before joining the communications directorate in 1998. Two years later, she was appointed as

the uMgungundlovu District Mayor, receiving unqualified audit reports from the Auditor-General of South Africa for eight years.

Thereafter, she headed a newly-established division dealing with traditional leaders' disputes under the co-operative governance and traditional affairs department before being appointed as the Royal Household Portfolio Committee Chairman. In June 2016, she assumed her current position and she is also a member of the provincial executive committee and Chairman of the social transformation sub-committee.



MEC Sithole-Moloi shows off her netball skills during the KZN Netball Super League tournament, which is one of the sport development programmes she is championing in the Province.

Sithole-Moloi strongly believes in the cohesion of the two departments under her leadership. Specifically, when events celebrate sport and recreation, there have to be opportunities for the local community to showcase its arts and culture (beadwork, dancing and other areas in which members of the community excel) and the same applies to cultural events where many will start with a community walk or fun run.

As the provincial Head of Sport, her vision is to restore KwaZulu-Natal to its former glory as the premier province in sport and recreation and thus creating "an active and winning province". This means she is committed to:

- Accelerating the delivery of sport and recreation through the mass participation of its citizens;
- Taking sport and recreation to previously disadvantaged people, rural communities, the disabled and women;
- Improving the quality of sport and recreation by developing coaches, trainers, volunteers and administrators;
- Achieving excellence in sport and recreation;
- Providing adequate sporting facilities to all communities;
- Hosting and co-hosting major national and international sporting events and
- Promoting the sport and recreation agencies contributing to the department's attainment of its vision.



MEC Sithole-Moloi during the Reed Dance ceremony at King Goodwill Zwelithini's eNyokeni Royal Residence.

In January last year, Sithole-Moloi launched the Active Friday initiative to encourage citizens to “embrace an active lifestyle as part of their daily activities to improve their health and wellness status”. It was one step in her efforts to ensure that the programmes implemented have the desired impact by changing people’s lives with her reflecting on obesity, typically caused by unhealthy diet and poor lifestyle choices, which is a serious challenge facing South Africans today.

Consequently, Active Fridays encourage people to do “some short exercise sessions” or try out new sports, with the department having invested money into building outdoor gyms in public spaces as well as building community sports centres.

One such facility was the multi-million-rand multi-disciplinary sports centre she officially launched in Bergville in mid-October that will cater for rugby, soccer, badminton, tennis, table tennis, netball and athletics among others.

“We should embrace active lifestyles as part of building a healthy society,” she says, indicating she is in discussions with her education department counterpart to ensure sport and exercise becomes an integral part of the school curriculum.

The department also organises monthly activations in different parts of KwaZulu-Natal

to ensure the Active Fridays programme is sustainable and influences people to make positive dietary and lifestyle choices. Among the activities backing up this promise have been the National Recreation Day Big Walk 2018, held at the new Pietermaritzburg-based Msunduzi Athletics Stadium on 7 October, preceded two days’ prior by the commemoration of National Recreation Day (held on the first Friday in October) at a well-attended community event at the Mehlokazulu Secondary School in Imbali. The Sunday event saw more than 3 000 people participating in 5km and 10km fun walks around the central business district as well as fun activities for the youth and senior citizens.

Another is the support offered to the annual National Indigenous Games Festival where KwaZulu-Natal defended its championship title during the week-long event held in Polokwane in September. The provincial team excelled in the majority of games codes including Ncuva, Kho Kho, umlabalaba, amagende, Drie Stokkies and Juskei.

Sithole-Moloi says honouring the sporting greats within the province with the annual KwaZulu-Natal Sport Awards ceremony held in September is equally vital. This year, there were 80 nominees across 24 categories recognising and rewarding exceptional performances and

accomplishments of athletes, administrators, coaches, teams and sports media personnel.

During the ceremony, Mchunu said that, previously, South Africa had used sport as a dividing factor in communities but, today, it is the element that brings people together.

“Transformation based on merit remains fundamental for the progression of sport in South Africa. We want to ensure young people grow up displaying their talent in sport freely,” he said.

Sithole-Moloi adds that sport teaches the youth about discipline, respect and teamwork, and it is these qualities and characteristics that will forge competent and able leaders. It is these attitudes and these beliefs she wants to instil in young South Africans through her focus on developing various sporting codes.

“The popularity of professional and mass sport is growing—increasing numbers of individuals are choosing healthier lifestyles, seeking to regain harmony between body and spirit. Preserving the health of the nation is of paramount importance to the state and our indisputable priority,” she says.

Within the arts and culture department, Sithole-Moloi’s vision embraces prosperity and social cohesion through arts, culture and heritage. Translating that into reality involves providing integrated arts, culture and heritage services to KwaZulu-Natal’s citizens by



Official opening of Mavumengwane Sports Field in Eshowe as part of the programme to build high quality sports facilities in rural areas.

developing and promoting these arenas and mainstreaming their role in socio-economic development. In a nutshell, it means ensuring the skills and expertise acquired in arts, culture and heritage can become a means for job creation and poverty alleviation.

“Arts and culture play a crucial role in nation-building as well as in developing a new national identity, which is reflective of our democracy. Generally, different culture groups think, feel and act differently. There is no scientific standard for considering one group as intrinsically superior or inferior to another, cultural diversity has the potential to unite people in the same manner as it has the potential to divide them,” she says.

In achieving these goals, Sithole-Moloi says the department has set strategic objectives that include:

- Ensuring an effective policy and internal control environment;
- Improving stakeholder engagements and forging partnerships in support of the department’s mandate;
- Implementing interventions that grow the arts, culture and heritage industry in KwaZulu-Natal to contribute towards job creation and poverty alleviation;
- Advancing the African Union (AU) Agenda 2063 to achieve a socially cohesive society;
- Promoting multilingualism and redressing past linguistic imbalances;
- Contributing to the quality of education in arts, culture and heritage and;
- Providing museum services to drive transformation; free, equitable and accessible library and information services and archival and record management services for records of national and provincial significance.

The AU Agenda 2063 is a strategic framework for the socio-economic transformation of Africa and seeks to accelerate implementing past and existing continental initiatives for growth and sustainable development.

These include the Lagos Plan of Action, the Abuja Treaty, the Minimum Integration Programme, the Programme for Infrastructural Development in Africa, the Comprehensive Africa Agricultural Development Programme, the New Partnership for Africa’s Development as well as regional and national plans and programmes.

In May 2017, Sithole-Moloi launched the Culture Thursdays programme to promote social cohesion among the diverse cultures living in the province. She believes the initiative can be a springboard for people to engage with one another and appreciate diverse cultures while preserving their own.

The campaign follows monthly themes to showcase traditional cuisine, attire, exhibitions and sport, while supporting the Zulu King, Goodwill Zwelithini, in his cultural festivities is another key element of the campaign.

These include *Umkhosi Wenkosazane yeZulu* (the prayer ceremony requesting rain, abundant food, fertility and peace for the nation); *Umkhosi Wesivivane* (where Zulu women gather and empower one another on how best to take care of their families; carry out their responsibilities and bring up their children); *Umkhosi Womhlanga* (the annual celebration dedicated to the Zulu maidens held in September at Zwelithini’s Enyokeni Palace); *Umkhosi weLembe* (the ritual performed in honour of King Shaka and his achievements during his 12-year reign) and *Umkhosi woSelwa* (the nation’s prayer to thank God for rain, abundance of food and the good things He

has provided including protecting the intellectuals of the nation as the preservers of the Zulu history and culture).

The department also honours the substantial Indian diversity in the province via the Eastern Rendezvous event focusing on celebrating the various linguistic groups such as Tamil, Hindu, Telugu, Gujarati and Urdu. On other language issues, the department annually celebrates International Mother Tongue Day on 21 February.

Sithole-Moloi says arts and culture have significant potential for job creation including libraries and museums that, while providing essential resources to communities, also require the skills of qualified librarians, curators and management.

There is also extensive work remaining in terms of naming and renaming areas and structures to ensure South Africa’s heritage is fully represented. Within schools, there is the value of teaching children about the meaning and reasoning behind South African symbols—the flag, national flower, the anthem and the coat of arms are all elements that contribute towards nation-building and understanding.

“Equally important is encouraging people to research and complete their family trees—and, firstly, for them to know a family tree is not something growing in their garden. This project will show off their heritage and reflect on their history as vital elements to who they are today as people and families,” she says

Reflecting on her managerial style, Sithole-Moloi says she believes in hands-on management and not being surprised by the unexpected.

Coupled with that is the space she provides to those under her management to be creative and innovative.

She recognises people can abuse freedom when allowed to make their own decisions, but the counter to that is the necessity for people to grow within their respective roles. She wants new ideas to be presented at the table—and that demands innovation and creativity, which can only realistically be achieved when people are allowed to think for themselves.

“I believe in pushing people to their limits because it is then that they achieve their respective heights. I also do not take my work for granted and am prepared to walk-the-talk,” she concludes. ▲

Nicola Jenvey



SOCIAL

YOUTH

WOMEN

SUPPLIERS

Serious about small business

The South African Breweries (SAB) has always championed entrepreneurship.

As a brewing company, we understand the important role entrepreneurs play in our supply chain and in our business sustainability.

From rural entrepreneurs to big business, SAB has laid the foundation to support entrepreneurs and create a total of 10 000 jobs in South Africa by 2021 using its entrepreneurship programmes SAB KickStart, SAB Foundation, SAB Thrive and SAB Accelerator, as well as its agriculture programmes to grow emerging farmers.

In 2017, over 200 entrepreneurs participated in SAB Entrepreneurship Programmes, 1800 jobs were created, coupled with over R208-million investment in the development and growth of their businesses

SAB is committed to improving the lives of more people in more communities, which is demonstrated through these entrepreneurship programmes – creating authentic, real and sustainable jobs that can be measured.

It is through these programmes we aim to develop and fund entrepreneurs, as well as to connect them with relevant industry experts and create market linkages for them. Here's to continuously backing entrepreneurs.

To learn more about the SAB Entrepreneurship Programme go to www.sabentrepreneurship.co.za



Embracing digital transformation

Started by five dynamic women, Omni HR Consulting was founded in 2009 as a private further education and training (FET) college to provide essential business and people development solutions to key areas through various training and consulting services

With a passion for upskilling and innovation, Omni is an accredited training provider and recognition of prior learning (RPL) assessment centre that makes a difference in key sectors from hospitality to food and beverages to investment, while operating within the framework of the Sector Education and Training Authority (SETA) landscape.

One of the faces of the company is the Managing Director, Lize Moldenhauer, who brings a wealth of skills and expertise to the Omni team and who consults to powerhouse companies like Woolworths, Santam and the Radisson Blu to name a few.

She is a regular conference speaker on HR innovation and skills development in the Fourth Industrial Revolution.

Please could you tell us more about Omni HR Consulting and some of the services and solutions you provide to some of the leading names in South African business?

We formed the business in 2009 and were always very particular about quality and making a difference in people's lives. In the beginning, it was really difficult and we knew what we needed to do, we knew the products and the services we wanted to offer. But as any start-up will tell you, cash flow is a basic challenge that all of us faced, but we got through our first thousand days.

Any new organisation, or entrepreneur, will tell you the first thousand days are the worst. Operations have been going from strength to strength since then and next year, we will be 10 years old.



Lize Moldenhauer, Managing Director

Could you pinpoint some of the highlights and proud moments along the way?

Because of the framework of where we play from an education point of view we have to be accredited with the SETAs—we have to live within the policy framework if I can put it that way. One of the key areas for us, when we talk about quality, is to make sure that, from a legislative point of view, those policies, procedures and those frameworks are honoured to the best of our ability and to ensure that continues to our client. Since inception, we've always been very

diligent in terms of this and, together with the Department of Higher Education and Training, we have what is referred to as a Meticulous Review, which means we get a 100% review for all the parameters we are evaluated on. I'm very proud of the fact that, from a quality point of view, we've always held really high standards. Our clients stay with us. Maybe that sounds slightly cliché within the business world but within our space, it is really important because clients' needs evolve constantly, they're never stagnant. We need to be worried if they are

because that means we're not really doing our job—we are supposed to come in to support them to become more effective and that means they evolve to the next level. We stay with those clients and support them to the next level.

In 2009, Omni had five members of staff.

How large is your reach in 2018?

We started with five members, three years ago we were twelve and now we are sitting at just under 200 staff members nationally. For me, from an exponential growth perspective, I am extremely proud of the team and my people for being able to deal with the growth and the acceleration within the business.

If you look at a business, what are the benefits of hiring specialist HR Consultants instead of doing it in-house?

It's a very good question. I come from internal HR as well, so before I moved out, I was in the corporate world and I was doing internal training and development for the financial services sector. As an anecdote from a personal experience, if you were an internal HR employee and told a director something, it was like you were not viewed as an expert. Sometimes, there's a little bit of a challenge between internal versus external support services. For me, internal has a very strong place, meaning that they deal with the core of the organisation and what it's about. They're part and parcel of that company.

External consulting has a broader framework and can deal with very specialist needs that a corporate organisation might not have the capability to employ on a day-to-day basis. It's actually a specialist need that might arise in a moment in time and you can't have somebody like that continuously, it just doesn't make sense. It is about how you collaborate with each other to give the best to the organisation and the people in the organisation. It's not an inclusive or exclusive relationship, we need to learn to work with the internal HR because they come with an understanding and perspective, which is different to ours and we come with an understanding and perspective, which is different to theirs. Thus, if we collaborate, we get the best results.

Effective communication would be essential to get everybody aligned on the same page?

Definitely, when we are contacted, especially when we do consulting services, it's so important to sit face to face around the table with the stakeholders in order to have a clear understanding of the expectations and of who the stakeholders are within the process. In many instances, when decisions are made, you will find that the internal HR department is sometimes left out. Let's say they want change management or strategic consulting, however, all the stakeholders are not always represented. To start at a sitting like that makes it really difficult—there are so many obstacles and there's resistance when you come into the business to work because we're not supposed to work against each other, we're supposed to work towards the common goal.

Are you seeing leadership styles in upper management changing to become more incorporative?

There is a shift in leadership; we require a more ethical type of leader but sometimes it's difficult to define ethics because we first need to agree on what ethical behaviour is. Leaders who are self-driven are going to find it more and more difficult to inspire people and get them to work collaboratively towards the goals of the organisation and the future. We need leaders who understand that various levels within an organisation have skills, insight and understanding—there's a place for everybody.

How might the Fourth Industrial Revolution, AI and automation affect HR and employment in the future?

There's the Fourth Industrial Revolution and there is automation but the main thing we need to ask is, will people lose their jobs? Potentially, but what are we doing about it? Are we skilling people to effectively deal with the future of work? Because it's the repetitive side of work that will potentially be lost—something that is easy to automate in order to create efficiency. So, what are we doing ethically to upskill and give our current workforce the ability to be economically viable and to diversify? We need to make

sure that we are skilling people, not just for the present but also for the future, and that's one of the biggest conundrums we have as leaders.

It might be difficult because you are re-skilling for a technology that might be obsolete in 10 years time?

Exactly, it's not perfect but this is also where we're potentially getting it wrong. We think that the Fourth Industrial Revolution and digital transformation are all based on the word digital, so we all run towards the software and hardware that are going to create efficiency, which may be true. But the constant is the change and the transformation. What are we doing around change and transformation? How do we help the individual? It's not that difficult to learn how to use new software to have data intelligence, you can learn to interpret it and you can work with it. The main factor is how you can create individuals with emotional intelligence and to ensure they can apply innovation and creative thinking, so as not to be resistant to change but, rather, to embrace it.

Finally, in terms of the government, President Ramaphosa has great foresight into the Fourth Industrial Revolution. Are we seeing a bigger appetite for this from the public sector?

I must take my hat off to him, the intent of making sure that our youth is employable is critical. We have—not just in our country—youth who, when leaving a schooling system, if there is no clear path for them, can feel hopeless quite quickly. So, if you don't get employed or if you don't have further studies as an individual, you lose hope. Just think of yourself, you have hopes, dreams and aspirations for the future. If there's no clear path, it becomes very discouraging very quickly. One of the key factors is to collectively work to make sure that our youth has hope for the future and that's got to do with economic growth, stimulating our economy and making sure that we have an increase in jobs so that we can actually employ our people and not have this high unemployment rate. However, I also think we need to ensure that we are actually training and educating our people for the skills that are needed. ▲

A new era for infrastructure development

Gauteng's Department of Infrastructure Development (DID), the governmental sector responsible for building, maintaining and managing public infrastructure within the Gauteng province, is committed to delivering infrastructure projects in the province in a timeous, cost-effective and more efficient manner



Jacob Mamabolo, MEC for Infrastructure Development

The MEC of DID, Jacob Mamabolo, believes that applying the right kind of leadership to his department is the first step to ensuring they achieve their goals.

“The type of leadership required for both the country and this department is an important matter as our country is currently facing a number of challenges. Post-1994, we welcomed in a new constitution, a new framework and a new democracy, and it is one that is celebrated locally and internationally. People from around the world look at us and how we have transitioned, but it is also challenging to understand how such a successful transition has caused such high levels of inequality.

“Our service delivery success rates are simply not meeting the expectations of our people and, instead, what we are dealing with now are massive social problems, and this is the paradox of South Africa. What we should be doing is translating the policies and frameworks already in place to a real improvement in the quality of life for our people,” he says.

DID is a relatively new department, created in 2009 when infrastructure was identified as a critical input needed to turn the economy around.

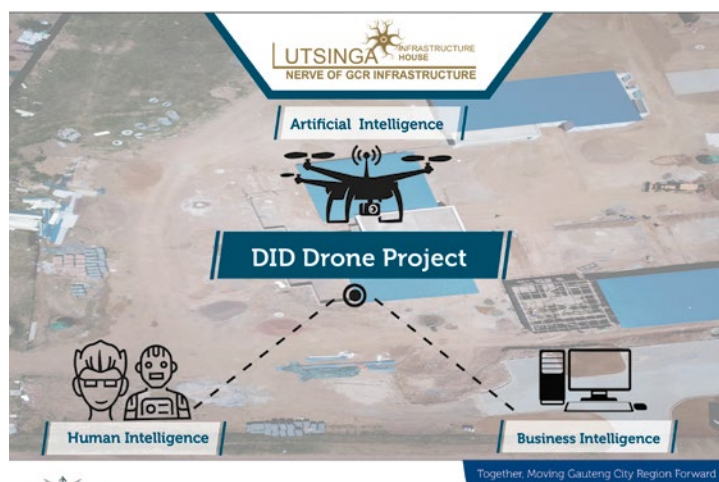
“DID is a highly budgeted department, and we have been driving efficiency by exploring various technologies to assist us in automating infrastructure delivery. Inside our project nerve centre, Lutsinga Infrastructure House, we have introduced Primavera, an Oracle-based solution to automate delivery, while also establishing an immovable asset register for the Gauteng Provincial Government (GPG). Essentially, we are the custodians of these assets and a system has been put together to account for the entire portfolio of GPG immovable assets. We have also introduced automated management systems and e-maintenance interactive technology to enhance service delivery,” he says.

When Mamabolo first joined the department, he immediately set about introducing best practices. He was, however, quick to notice that the operations and technology already put in place were isolated, standalone systems rather than a fully integrated unit.

“Our core business is managing immovable assets, delivering infrastructure through construction, the maintenance of infrastructure and job creation through the Expanded Public Works Programme (EPWP). And yet, we had separate silos of systems, rather than a single view of the department. We need data and information to make decisions, and that is why we launched Lutsinga Infrastructure House in 2016.

“Lutsinga is a central hub where we are able to see all of our processes in one single place. Infrastructure delivery has been acknowledged internationally as one of the most complex but also underperforming sectors. There are construction challenges, including time, cost and quality. Every project is a new project with its own unique challenges, and this is why we require as much credible data as possible,” he explains.

Mamabolo says that an important step is understanding that data gathering has also evolved.



“From relying on human intelligence, we introduced business intelligence to give us all of the data, but even the combination of these two still present a number of limitations and constraints. This system still relies heavily on the human factor, with much of the data based on their reports. This is why we have introduced a third source, and that is AI. Earlier this year, we launched and unveiled our AI-embedded drone technology, which gives us, quite literally, an eye in the sky. And by embracing this technology, we are on the road to becoming the leading global department, driving infrastructure efficiency and setting a new benchmark of using this technology to deliver services effectively,” he says.

DID launched their drone programme earlier this year to more effectively monitor the progress of projects across the province and ensure that projects are delivered on time, within cost and at the right quality.

The drone also helps in the monitoring of safety compliance on construction sites to ensure that all health and safety standards are met while also identifying any blockages in the delivery of construction projects,

making it much simpler to troubleshoot and intervene to improve project management performance and productivity.

In line with their strategic outlook and vision for transformation, modernisation and re-industrialisation, DID has also entered into a partnership with the University of Johannesburg (UJ) to leverage the latest scientific research.

“When we launched the drone programme, we had interacted with drone experts in the US, and we have since learnt that the drone software can still be more advanced to allow us to see things we didn’t think were possible. Through this partnership with UJ, we have already discovered more capabilities to enhance efficiency. The drones can now be linked to the architectural design of a building, making it easy for us to assess progress, check quality and also to monitor material use with 3D modelling. We can compare this data to invoices received as well as milestones versus progress, and it’s important to understand that AI does not put aside managers, it empowers them,” Mamabolo says.

Over the next three years, DID has committed to delivering 340 projects valued at about R4.5-billion on time, within cost and the right quality.

“This is where project pipelining comes in as an important technique to monitor multiple projects at the same time. Our Project Pipeline classifies projects in three categories—platinum for projects to be implemented in the 2018/19 financial year, silver for 2019/20 and coal for projects that will be completed in the 2020/21 financial year. The confidence level in infrastructure is dropping and performance in infrastructure projects is currently very low, but that’s because we don’t manage the pipeline properly. We shouldn’t run the government around ribbon-cutting ceremonies because, in those circumstances, all we want is to cut the ribbon and plan massive events, but when asked about the next project—the MEC doesn’t know the answer,” he says.

Another critical element of his strategy for the department is to embrace green technology, navigating the complexities of climate change and making sure they deliver projects that can perform in different climate conditions while experimenting with alternative sources of clean energy.

“It’s about delivering state-of-the-art, smart facilities in the smartest way possible.” Mamabolo, who has been working in the public sector since 2004, working as a public servant at Home Affairs for 10 years, as the MEC of the Gauteng Department of Housing and Cooperative Governance and Traditional Affairs for two years and is now at DID, he believes he has benefited from serving from both sides of the field. “And in that time, I’ve seen two types of leadership in government. The first is turnaround leadership, which is focused on driving efficiency in state institutes. SARS has inspired me, and to me it is one institution that has been a success, embracing the turnaround type of leadership. DID falls in this category, where it is driven by the principles of democracy, built on the ideals of efficiency, reducing waste and corruption and embracing international best practices while leveraging new technology,” he says.

“The second type is what I call run-around leadership. These leaders spend a lot of time chasing shadows, opting for event-based success. They are not transformative and not committed to building capacity but rather burning energy, running around all over the place. I think that we all have to align ourselves with the values of the constitution, and we need turnaround leadership to ensure that all government departments are efficiency inspired,” Mamabolo concludes. ▲

A winning mindset for a globally-minded company

It has been two years since the global brewers, SABMiller and AB InBev, merged their businesses in October 2016, and it is proving to be a successful endeavour

Doreen Kosi, the Vice President: Legal and Corporate Affairs at SAB and AB InBev Africa, says that, thus far, it has been an “interesting journey full of useful learnings, particularly for the African arm of the business—an important part of the company’s strategy to achieve growth”.

She shares some of the business’ highlights to date and offers insightful anecdotes on building winning teams to support a successful business.

What have been some of the highlights of the business combination?

The business combination brought together two organisations known for extraordinary systems and processes. Over the past two years, there has been much sharing and integration of both companies’ best practices. In addition, we have sought to be relevant and to transform the business in the African market.

What is the key vision for the organisation?

A large focus of the organisation has been to build a company that lasts for the next 100+ years to come. The way in which to do this is to care for the wellbeing of society. Our ability to be sustainable and successful as a business for years to come can only be achieved by taking society along with us on the journey by ensuring that they are well taken care of. Our success and society’s progression are integrally linked.

What are some of the key focus areas for the organisation in achieving a business that lasts and improves lives?

The organisation has developed a robust programme of initiatives to help it achieve its objective of building communities. These initiatives target addressing the challenge of unemployment in South Africa and encourage responsible alcohol consumption to reduce the harm caused by alcohol abuse in communities. In 2017, we launched the SAB Entrepreneurship Programme, an initiative, which offers entrepreneurs at various business lifecycles, the opportunity to grow through various business support mechanisms. Youth entrepreneurship development programmes, SAB KickStart Boost and SAB KickStart Ignite; the SAB Foundation focusing on businesses supporting women, the youth, people with disabilities and people living in rural areas; and supplier development programmes, SAB Thrive and SAB Accelerator; as well as agriculture development



Doreen Kosi, Vice President: Legal and Corporate Affairs at SAB and AB InBev Africa

programmes. All work holistically to offer the necessary support required by SMMEs in South Africa. The programmes help develop their businesses into sustainable entities with the ability to service large corporates, including SAB, and which are able to create jobs within their respective communities. SAB has set a target of creating 10 000 jobs in South Africa over the coming years through the SAB Entrepreneurship Programme and, at the same time, localise its supply chain. Achieving its objectives requires the fostering of the right organisational culture.

How do you encourage yourself and your team?

As a leader, you do not always need to have all of the answers. It is important to build a workforce of strong teams who you are able to draw expertise from and create a collaborative culture of working together. I have found it is important to steer your team but also allow yourself to be led when necessary. With a clear vision, hard work and determination, you can achieve any goal you set for yourself. We all have the potential to learn from one other. It is important to ask for help when something is not necessarily your strength or area of expertise.

How are your teams structured to be solutions-orientated?

In other organisations that I have worked within, I would arrive in my office, close the door and start working. In my current environment at SAB and AB InBev, there is an open-plan office culture practised from the top and across the organisation. This environment allows for collaboration across teams and functions and one can instantly address issues and find solutions to challenges. It encourages team members to reach out, share thoughts and ideas, find solutions, take immediate decisions and move on.

How important is diversity for success?

More minds are better than one because they bring about the diversity of ideas and ways of doing things. Surround yourself with positive-minded people and support them as well in their own dreams. The power of the collective has an amazing ability to bring diverse ideas that have more impact and efficiency. When you build partnerships with others, you increase the chances of leveraging off one another's expertise, learning lessons, sharing risks and sharing the success and growth. When you all grow together, your impact on job creation and improving lives is optimised. This, however, does not eliminate the individual's obligation to take responsibility and be accountable for their own actions and decisions. By doing this, you have a collective commitment to improve the lives of more people in more communities. You also have a better chance to build communities by developing people and creating authentic, real and sustainable jobs.

How do you encourage best-of-breed behaviour?

Surrounding yourself with an office full of top performers means the bar is constantly being raised. You are exposed to best practices and in response, your own behaviour starts being shaped accordingly. Give people exposure, allow them space to be the best they can be and also learn from them. Render support where necessary. Be open to adjusting your leadership style in order to be responsive to circumstances. You cannot continue to do the same thing and expect different results.

How do SAB and AB InBev attract the top talent?

SAB and AB InBev have a winning office dream culture that is centred on five principles—attract, hire, engage, develop and advance. We attract people who are better than we are and promote agility. This is a company of winners and owners. It is a place where results and personal goals are

aligned. There is an overriding culture that, if you are focused on results and have personal accountability, you cannot fail. When you walk through the doors of any SAB or AB InBev office around the world, you will notice a sense of focus and urgency. The result is a team of high performers drawn to one another, all pushing one another to greater heights. If you do not accept mediocrity, if you are driven by excellence and build your teams with people who hold the same values, eventually, you will attract more and more of those same individuals.

How do you recover after a failure?

No matter what happens, as a professional, you need to believe in yourself. It is how those who fail get back up and try again. Recognising your worth is key because you will never sell yourself short. Self-motivation is key. Successful professionals and entrepreneurs are resilient and not shy to get up when they fall. They pull themselves together and start over again, no matter how many times they fail. I have learnt never to give up.

How do you understand what you can offer an organisation?

You need to be confident in your worth and understand what you bring to the table. Be aware that there is a fine line between confidence and arrogance. The one pulls people towards you and the other turns people away. It is important to build and embrace your confidence in the pursuit of success. The possibility of people warming up to you and being open to supporting you are very high. At the same time, it is important to realise that things will not always go your way.

What are your tips for success?

Success is a mindset. I believe that personal growth is key if you want to be successful. Learn something new every day. Concern yourself with what is going on in your surroundings. Constantly look for ways to improve yourself, focus and be competitive. We learn all the time. Knowledge evolves and we must follow that evolution. I also always leverage my experiences and build on them, without changing what works. Networking opens new possibilities, gives you fresh ideas and builds your contacts base. By expanding your network, you have a bigger pool of resources and support.

What is your personal philosophy?

I live by a dual philosophy—make decisions, stick by them and live with their consequences; and lift others as you climb. If you want to build a team of winners or to join one, you need to be disciplined in your goals. You need to strive for self-management in all aspects of your life. Be emotionally intelligent and accept when your journey doesn't follow the exact path you set out on. ▲

Telephone number: (011) 881 8111

Website: www.sab.co.za



Providing quality services to the mining industry

The proudly South African ProVest Group strives to be the service company of choice, which helps its clients, people and communities to grow and prosper

According to Pine Pienaar, the CEO, the name, ProVest, is an abbreviation Professional Investment, referring to their investment in their employees through ongoing training, enabling personal growth, as well as their investment in their clients who benefit from the dedication and goal-orientated approach of their people, thus ensuring their clients attain their goals and objectives.

“These investments are under the mantra of professionalism in our conduct, and in the services and products we deliver. We strive for the name ProVest to be the choice brand recognised for quality,” he says.

In terms of their key mining services, the ProVest Group provides specialised cementitious products, such as shotcrete of different strengths and times to strengthen, to the mining industry.

“We also provide underground secondary support through the application of shotcrete and the drill and installation of anchors. The manufacturing of Thin Spray Liner (TSL) and the application thereof also forms a large part of our business.

“Other products provided are the Blasting Control Device (BCD), which prevents reverse priming and has the added benefit of improving the advance per blast. Our Platchro Mining division does traditional mining contract work such as underground stoping, development, vamping and construction,” explains Tshego Sefolo, the Chairman.

As a ‘one stop shop’, ProVest has become adept at seamlessly getting different functions to work together for maximum productivity.

“Clear goals and objectives determine the workflow of functions and individuals, the who that needs to do what, and the role of each individual. It is no different to that of a successful sports team. Obviously, the incentives for achieving predetermined productivity goals must also support efforts in a manner which does not compromise safe working practices,” Pienaar explains.

With regard to exciting projects ProVest is involved in and their outlook for the rest of the year, Pienaar says, “We are consistently challenged by changes in the external environment pertinent to the mining industry, whether it is Mining Charter changes, declining volumes of work resulting from low commodity prices or community pressures on mines, we have to constantly reposition ourselves as a result. This while we seek external and organic growth opportunities to ensure employment for our employees.”

The Mining Charter III

In terms of his views on the progression of the Mining Charter III and being on track, Sefolo says, “The recently gazetted Mining Charter 3 provides certainty in an industry, which for the longest time, has been asking for it. When you look at some of the provisions in the Charter, particularly around communities and workers, I think these are well-placed, given some of the recent challenges we have seen in the industry.

“I think industry players also need to look at the spirit of the Charter as opposed to the letter of the law. Ultimately, this is trying to create a sustainable environment for investment where all stakeholders, investors, labour and communities can reap the reward.”

The effect of technology

With the advent of the Fourth Industrial Revolution, technological advancements have had an effect on all industries, and the mining industry is no exception.

Sefolo says, “Technological evolution is something one cannot ignore as a business. For example, recently, everyone was talking about developments such as the Internet of things (IoT) and virtual reality (VR). These are trends, which cannot be ignored, as they will change the way in which we do things. Less human involvement in performing analytics and large-scale data manipulation will ultimately change the skillset required in business to compete on a global scale.”

Blue Chip partners

ProVest has been fortunate to render its services and products to most of the Blue Chip South African hard rock underground miners, namely Sibanye-Stillwater, Glencore, Two Rivers, Northam Platinum, Anglo American Platinum, South32, Lonmin and Royal Bafokeng Platinum.

“As with all businesses, the key to remaining in business is to provide value for money, through consistently delivering quality services and products to our clients. The products and services obviously need to be backed by highly-qualified and experienced mining capabilities—our people, good safety systems and records, and an online track record. Our products are backed by the quality assurance accreditation of ISO 9001: 2015.

“In 2014, we made a conscious decision to differentiate ourselves in the industry by introducing our own safety system supported by safety officers, which is in addition to our client’s specific safety systems, standards and procedures,” explains Sefolo.



Tshego Sefolo, Chairman

Access to finance

Sefolo says that, when one has a compelling investment story, access to finance becomes less of an issue.

“Very often, people are preoccupied with raising finance before refining the investment case. If the story is good, the money will follow. I recently saw a Harvard Business School study by Shikhar Ghosh, which says that over a 10-year period, over 70% of start-ups fail. You must ask the question, is it the inability to access finance or a business case, which wasn’t robust enough to withstand market forces? I suspect the answer lies somewhere in between,” he says.

The role of the government and the private sector

Sefolo says this is a very critical topic and one that he is very passionate about.

“I believe in the free market system. I believe that, given any opportunity, human beings will find a solution and cease the opportunity to thrive. That is the nature of the private sector,” he says.

In his view, governments must provide the framework and a legislative environment (not unnecessary red tape) to enable this, effectively creating a fair playing field.

“Of course, left unchecked, capitalists driven by pure profit motive can sometimes act to the detriment of society, for example, Ford and the fuel emission scandals in the automotive industry.

“In a South African context, this also holds true. We face the triple challenges of unemployment, inequality and poverty. Unfortunately, the government alone will not resolve this. We need private sector involvement. We need to encourage entrepreneurs, we need to encourage an environment where capital does not feel threatened. This, unfortunately, we do not always get right. If we are going to thrive as a society and as a nation, a more collaborative relationship has to be fostered,” he cautions.

Tshego Sefolo, the Chairman

Sefolo was born and raised in South Africa. A qualified Chartered Accountant by profession with an MBA from the Wits Business School, he did his articles with Ernst & Young in Johannesburg and, subsequently, at the London office.

“I then joined private equity in the late 90s when I joined Ethos Private Equity. The industry was in its infancy at that time, having been around for about 20 or so years and largely driven by the unbundling of historic South African conglomerates, which were in existence from the Apartheid years.

“It was then that I developed a passion for dealmaking. What I liked even more, was this idea of “cradle to grave” investing. Unlike traditional advisory businesses, we invest in a business and stay with them for the long term. So, you really must have the conviction when you decide to invest in a business.



Pine Pienaar, CEO

“I started the business, Agile Capital, through a management buy-out of a business I ran since 2009, and with the backing of the FirstRand Group and RMB Corvest, I effectively launched a mid-market South African-focused private equity business. We currently have more than R1.2-billion of invested capital, with a further R900 million to invest,” he says.

With regard to mentors, Sefolo says he didn’t really have mentors in the true sense, however, he has some trusted confidants whom he tests ideas with.

“Sometimes, I will talk to two or three people independently to get their views on something. I prefer people who can tell me honestly if I am talking nonsense or missing something. That, to me, is the most valuable form of mentorship. My mother has had the most influence on me. From an early age, she taught me to guard against arrogance and be honest in my dealings,” he says.

As the Chairman, Sefolo explains that the business of ProVest is very dynamic and operates in a very challenging mining environment in this country.

“Challenges in the mining industry cannot be understated—decreasing commodity prices coupled with the ever-increasing cost of mining in a very volatile and sometimes uncertain regulatory environment makes it a very challenging investment case. As ProVest, we have been able to navigate some of these challenges and hopefully create a sustainable environment where employees and our broader stakeholder requirements are met.

“We are also overly cognisant of the challenges facing communities where we operate, and we try to assist where possible. This, together with our management team, is something I am particularly attentive to,” he explains.

Pine Pienaar, the CEO

As the CEO, Pine Pienaar says two of the biggest highlights for him are when set organisational goals are being achieved and seeing an individual’s ability, confidence, competency and knowledge grow as well as seeing an individual grow as a person.

“The other side of the coin are individuals who are stagnating in the work environment and as people—life is a journey of continuous learning and experiencing.

“It is our plan to grow in mining, to get into transport, secure a footprint in the coal industry, and manufacture for mining. Why mining? It remains South Africa’s largest foreign exchange earning industry and although it’s a tough environment, opportunities do exist for those who persevere,” he says.

In terms of what good leadership means to him, Pienaar concludes by saying, “Good leadership entails the crafting of organisational direction and, thus, providing a clear sense of purpose.

“Additionally, it entails surrounding myself with a team consisting of diverse individuals who are better-equipped than me, both in skills and experience, to attain such a purpose. Then, it is a leader’s duty to provide those who are selected with the necessary support and means to execute the plan.

“Getting the best out of staff starts by surrounding yourself with the right people, people who are self-driven and who enjoy taking responsibility and assume accountability. Those who assume such responsibility and accountability are also the ones growing and excelling in their work and as people.” ▲

A bumper programme has been expanded for Africa Oil Week

Africa Oil Week (Africa-OilWeek.com), the leading international oil and gas event, which is set to take place in Cape Town, South Africa on 5 – 9 November 2018, will build on 25 years of success by adding a host of sessions and initiatives to their conference programme that's tailored towards driving transactions, deal-making and new partnerships

Brand new for 2018 is the AOW Prospect Forum, held in partnership with AAPG and open to ICE delegates, where national oil companies, independents and geo-service companies will take to the stage to showcase open acreage, broker farm-out opportunities and present data viewings.

Alongside the Prospect Forum, AOW's Seminar Theatre will also feature varied content across the week. Ministers and CEOs of state-owned enterprises from countries including the Republic of the Congo, Ghana, Madagascar and Uganda will be hosting exclusive roadshows and bidding rounds highlighting licensing and investment opportunities to global operators and investors.

The African Local Content Forum, held in partnership with the Nigerian Content Development and Monitoring Board (NCDMB) and sponsored by Shell, will host case studies and dedicated panel discussions on three key aspects of local content: workforce development, policy and the private sector on Wednesday, 7 November.

This year's event will showcase the AOWomen Initiative, which is designed to mainstream women in energy and develop blueprints

for capacity building and gender equality to ensure women have a presence and a voice in shaping the energy policy across Africa. The AOWomen Initiative will kick off with an exclusive breakfast briefing sponsored by Noble Energy on Thursday, 8 November. Speakers will include Pam Darwin, Vice President – Africa, ExxonMobil and Mahawa Kaba-Wheeler, the Director for Women, Gender & Development at the Africa Union.

AOW will also see the launch of the Student Programme and Future Leaders Initiative. New for 2018, the Future Leaders Initiative offers a half-price ticket to those getting started in the industry, providing a key opportunity for the leaders of tomorrow to network with their peers and keep up to date with the latest industry trends.

The Student Programme will draw over 100 final-year students from leading pan-continental institutions including the University of Cape Town and the University of Namibia, with the aim to inspire a new wave of talent. The programme grants students access to two days of content at AOW, including two dedicated sessions on capacity development led by Lindiwe Mekwe, the CEO of Petroleum Agency South Africa, and heads of talent from leading industry organisations.

As Africa Oil Week shifts its focus towards becoming a deal brokering, finance and FID-centred platform, it becomes a must-attend business development event like no other in the industry.

The summit will also host a live panel broadcast on CNBC Africa on the morning of Thursday, 8 November about future funding models in the African energy sector.

This session will cover topics such as global funding, mergers and acquisitions (M&A) in the African upstream and funding strategies, presented by expert panellists including Solomon Asamoah, the CEO of Ghana Infrastructure Investment Fund, Paul McDade, the CEO of Tullow Oil and Somit Varma, the Managing Director of Warburg Pincus LLC.

Directly following the CNBC panel will be three dedicated breakout sessions focusing on the role of global finance in the African upstream and how to drive transactions. These sessions will be moderated by leading industry figures from Latham & Watkins and Deloitte.

With an expected audience of 1 300 attendees from over 70 countries, the 2018 Africa Oil Week has truly evolved into the only true go-to event for the African hydrocarbon sector, and *Leadership* magazine is proud to be a media partner. ▲

UWC's Science Learning Centre tackles the maths and science crisis

Professor Shaheed Hartley, the Director, started the Science Learning Centre for Africa at the University of the Western Cape (UWC-SLCA) to assist teachers and learners excel in maths and science, an area that has been a problem for less privileged schools, which have a lack of infrastructure and enthusiastic teachers

Hartley completed his Doctorate in Science Education at Curtin University in Perth, Australia, in 2002 under the supervision of Professor David Treagust, an eminent researcher in science education. He taught science and mathematics at a high school for 12 years, giving him a valuable insight into the inner workings of the school system that many pure academics lack.

He then moved to Stellenbosch University where he became involved in research management, and later joined the Cape Peninsula University of Technology (CPUT) where he started out as the Director of Research and later became the Dean of Research.

The highly decorated Professor then went to the University of the Western Cape to establish the UWC-SLCA in order to provide training for Master's and Doctoral students in science education and also to conduct various outreach projects to support teachers and learners in science.

"I've got a PhD in Science Education and wanted to make sure that I contribute to that in South Africa, thus, the Science Learning Centre for Africa was established. The entire idea for the centre was to ensure we provide the support to science teachers and science learners because science education is in crisis in South Africa, there's no other word to use.

We really need to look at how we can get out of this difficult situation that we are in, to say the least," Prof. Hartley says.

He is currently involved in a number of research projects that deal with the improvement of science teaching and learning. Under his leadership, the UWC-SLCA successfully developed and conducted various support and training programmes and projects for practising science educators and their learners.

Helping where it matters

"We worked in rural, peri-urban and disadvantaged schools in the Western Cape where we looked at supporting teachers in developing the content knowledge as well as the teaching knowledge to ensure the subject is taught effectively and efficiently. Our programmes have always been structured in such a way as to ensure we get the best out of teachers, but we also wanted that to have a link to the learners as well.

"We have challenges, firstly in terms of teachers having difficulty in teaching the subject the way it should be taught, because it is a hands-on practical subject and teachers have difficulty teaching it in this way. We also have a challenge with learners not wanting to do science and mathematics because these subjects are perceived as difficult subjects. We've developed programmes, science clubs, science activities, paper jet competitions, robotics and

a whole range of science activities for learners to build their interest in and enthusiasm for science so that they can choose properly and have a love for the subject.

"Science lends itself to being a subject that attracts learner interest if you teach it in the right way—if you teach it practically and hands-on, and allow learners to actually experience science in the classroom and connect the science curriculum to the outside world so that it makes sense to them. Then, while working on a practical basis, they also understand that what you learn about in books actually comes from the practical experience and practical application of scientific principles and science concepts," he explains.

The UWC-SLCA strives to improve the status of science education by creating an environment for science educators to improve the culture of science teaching and, at the same time, support a culture of science learning by providing attractive, interesting and challenging programmes for the learners. To facilitate these two processes, UWC-SLCA's infrastructure programme seeks to provide the space, environment and setting for the incubation of science teaching and learning by constructing science learning centres (laboratories) at participating schools.

The success of the programme saw the Eastern Cape Education Department requesting the programme to include 100 teachers for a basic qualification in Science Education, 30 BED



UNIVERSITY of the
WESTERN CAPE

Hons in Science Education and short courses for science curriculum advisors and teachers. He is currently supervising 26 Master's in Education students and 5 PhD students.

The success of the programme

"The pilot studies that we've done are very promising and that's why we've developed this model. Then, we've added to that an infrastructure programme because you cannot teach science in a normal classroom, you actually

have to have a space in which you can allow learners to experience science in its fullest form.

"We've started a programme to build what we call science learning centres (SLCs) at schools, and within the particular model, the science learning centres provide the space where we can incubate the culture of science teaching and the culture of science learning. The results that have come out are promising at schools and there are quite a number of schools undergoing the programmes, which have yielded 100% pass

rates. We are looking at improving the quality of the passes as well, so it is not a quick-fix, it's an ongoing programme. But the idea is that you work with the teachers because that's where your sustainability lies," Prof. Hartley says.

A total of 71 SLCs have been constructed at schools since 2011–66 in the Western Cape and five in the Eastern Cape—at a cost of approximately R1 million per SLC. This project is a partnership programme between UWC (represented by Prof. Hartley), the Garden Cities Archway Foundation (a corporate organisation), the Western Cape Education Department and a number of corporates that have contributed towards the construction of the SLCs, including Transnet, Chevron, Wartsila, Investec and the Australian embassy (AusAid).

Prof. Hartley continues, "We have a number of success stories, we work in three provinces—the Western Cape, Eastern Cape and the Northern Cape. In the Western Cape, there was a group of about nine learners who won our first science competition, way back in 2004. Of this original group, three of them are entrepreneurs, they created their own spaces, one owns a painting company for example.

Four of them have now just finished engineering at CPUT, one studied medicine and one studied for a BSc at Stellenbosch University. We interviewed them all later on and asked about their stories: they come from rural areas and attended a school in the Langeberg, Robertson.

When they started working in the science clubs, got involved in the science activities and started working hard to try to win a science competition, their interest was piqued and they began reading more. They then wanted to explore more things and, hence, the four decided to study engineering at CPUT and the others went in different directions."

Awards open doors

In 2009, Prof. Hartley won the prestigious National Science Technology Forum (NSTF) award as the South African Science Communicator for Public Awareness for his contribution to science, mathematics and



Professor Shaheed Hartley, Director

technology education, evaluated over a five-year period. This award helped to get funding and support for more science and maths programmes.

He is currently working on a longitudinal study of the professional development of science educators in the Eastern Cape province of South Africa. He goes on to explain the developments in the Eastern Cape, which is in dire need of maths and science assistance.

“Back in 2010, the Eastern Cape Education Department asked us to support their teachers because, in 2009, I won the National Science Technology Forum award for my work in science, maths and technology in rural schools, which is quite an accolade. Thus, they approached me to help with their rural schools as well.

“In 2010, we started with 50 science teachers, they wanted to give me 300 and I said no, that’s crowd control, I can’t deal with 300 teachers, just give me 50 teachers and I can manage a quality programme.

“We actually took them by the hand and showed them how to teach the subject, each and every part of the subject and it was a two-year programme. Every school holiday, these teachers came and attended the course. We travelled to Umtata up there and we presented the Ace Course. Of the 50, 41 successfully completed the course in 2011.

“All 41 then attended university and graduated in 2012. Thirty-one then decided to do BEd Honours in Science Education with me. Of the 31, 28 of them successfully completed their Honours in Science Education and graduated in 2015. Of the 28, 27 then decided to do their Master’s in Science Education in 2015. In March this year, of the 27 that started Master’s in Science Education, 17 graduated in March this year.

The remaining ones are at various stages of completion. So, next year, we will do a PhD in Science Education with them,” he says with pride.

Prof. Hartley publishes in the area of science education and won numerous national and international awards for his work in science education. In 2017 he was awarded the UWC Chancellor’s award. This award, the highest awarded by the university, was given to Prof. Hartley on 28 November 2017 by the UWC Chancellor, Archbishop Dr Thabo Makgoba. The award is given in recognition of exemplary service and to a person who has made a significant contribution to higher education in



our communities and towards nation-building in general.

Prof. Hartley presented his research on innovation in science education at a number of international conferences and his research papers were voted as the best of the International Conferences on Educational Research and Innovation in Bangkok, Thailand in 2014, and again in 2016 and 2017 in Kuala Lumpur, Malaysia.

UWC-SLCA clearly prides itself on the delivery of award-winning projects, programmes and courses in science and mathematics education based on current, relevant, real-life and priority challenges in primary and secondary schools.

A hands-on approach

Prof. Hartley has always had a hands-on approach to teaching and community development, which is inspiring to see.

“We are experiencing a crisis in science education and one has to respond, actually make a difference and go to schools and find out what’s going on.

“Long gone are the days where you could sit at the university and teach teachers to go teach in classrooms that you have no knowledge of. You have to have an understanding of the context in which teachers are teaching in order to prepare them to be effective in the education system.

“There are too many challenges out there, thus, you can’t just teach physics, you have to teach the teachers how to teach physics in an environment in which they’re actually going into,” he explains.

National Science Week

The centre also plays a major role in promoting National Science Week, which is a vital tool for getting the message about the importance of maths and science to learners in the four corners of South Africa.

“National Science Week is an important indicator across the country, which showcases how science has grown in the various provinces. Every year, we take a roadshow and we take science activities to various parts of the country where people never venture to. We’ve been to Upington, the Southern Cape and this year, we went along the West Coast and visited schools in Vredendal, Clanwilliam and surrounding areas. I’ve actually built science learning centres on the West Coast in rural areas and people are so appreciative of the contribution that we’re making,” Prof. Hartley enthuses.

Artificial intelligence (AI) and the Internet of things (IoT) are at the forefront of many learners’ minds. What is the centre doing to stay up to date with the latest technological developments?

“The centre is definitely working in the three areas of maths, science and technology. We have a range of programme offerings in these three areas and one of the first things that we do is we teach participants about computers and how you involve the various software available as tools to complement teaching.

“There’s a research area that’s quite popular in science education now called multiple representations. We show teachers how to use different technologies as teaching aids, incorporating YouTube and different apps in their teaching,” he concludes. ▲



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Developing and promoting tourism

Ugu South Coast Tourism's (UGUSCT) newly-appointed CEO, Phelisa Mangcu, is gearing the company for a new strategic direction, which will serve to boost tourism and enhance transformation in the area



What are the aims and objectives of UGUSCT and why are these so crucial?

As the destination management organisation and implementing agency of Ugu District Municipality, Ugu South Coast Tourism is responsible for the development and promotion of tourism in the district. Global destination management organisations (DMO) are the central force in cities' and towns' power and influence to attract tourists. They play an integral role in growing the economy of the destinations.

What does the region have to offer and what are you doing to market it as a premier tourist destination?

I am putting a strategic direction in place, which is intended to:

- Increase the destination's number of foreign and regional tourists, focusing on priority markets,
- Increase the destination's number of domestic tourists,
- Support the development of innovative, unique and authentic tourism products, which meet market needs and promote the involvement of local communities,
- Improve service levels and quality assurance,
- Address people development and enhance transformation,
- Attract investment in the tourism sector in the area,
- Foster effective cooperative partnerships with stakeholders.

You were very recently appointed as the first female CEO of UGUSCT. What did this achievement mean to you in both a personal and professional capacity?

The staff complement at Ugu South Coast Tourism is fairly young and is female-dominated. This means a lot to me because I don't have people who are just looking at me as a CEO or leader of the organisation; instead, I am sure somewhere in the back of their minds, they are looking at a female leader against the history of male leadership.

On a personal note, I am a mother of four girls and I am a single parent. It's always my prayer as a single parent that I don't drop the ball, because my children look up to me; I am their role model.

So, for my children who, by the way, have strong feminist beliefs, it is not only exciting that their mother is the first female CEO of Ugu South Coast Tourism, it's also a confirmation that, as women, nothing should stop them.

Please tell us more about your educational and career history. What set you on your career path and what prepared you for your current role?

Immediately after graduating from the University of Fort Hare, I relocated to the United States with my then partner.

At the time of graduating, I completely did not know what I wanted as a career. Living in the United States exposed me to the industry. I got to understand that a tour of the White House meant income for the people selling maps and souvenirs on the road.

At the time in the United States, for one to be accepted to study for a postgraduate degree, you would have to have some work experience. Unfortunately, I did not have that. One day, I decided to go through the telephone directory and I came across the Washington DC Office of Tourism and Promotions and I phoned them to ask for a job.

I was very open with them; I told them I needed to be exposed to the operations of a tourism office. I was fortunate that, after about a month, they phoned offering me a Project Assistant position for very minimal pay.

During the time that I was working for the tourism office, I enrolled for a Master's Certificate in Tourism Destination Management; a professional programme at George Washington University.

The experience in Washington DC essentially helped me to get my foot in the door because

when we moved to New York, I was certain that this was the career I wanted to develop. I was fortunate that we moved to New York just when Donald Trump was finalising the construction of his Trump International Hotel & Tower along Central Park.

I was part of the team that opened the hotel, at a junior management level. Upon relocating to South Africa, I worked for the All-Africa Games on a short-term contract. After that, I was employed by the Industrial Development Corporation as a Business Analyst in the tourism business unit.

I completed my Master's Degree (tourism studies) at Wits. I later joined the Johannesburg Tourism Company, an entity of the City of Johannesburg tasked with the responsibility of growing tourism in the city, as a General Manager: Tourism Development.



Scottburgh Beach aerial photo, courtesy World of Wings Flight School

As the new CEO, what are your priorities and what changes do you hope to effect at the agency? What are your goals as the new leader at the helm? Please elaborate.

It is my priority to put the KwaZulu-Natal South Coast on the global map, as well as:

Build a destination brand that represents the different experiences that are found along the KZN South Coast. For example, in addition to

being a coastal attraction, we have adventure and cultural experiences. For this to happen, we have to develop routes that will take tourists to the hinterland so that they can experience something different. This means we have to diversify the KZN South Coast product and ensure that people in the hinterland get to benefit from tourism as well. Change the belief about the KZN South Coast being a leisure/

holiday time destination only. Meetings, conferences and events contribute significantly towards increasing tourist traffic and driving economic development in a region. We will, therefore, put effort into bringing conferences and events to the area—once again, diversifying our product offering and attracting tourism investments where possible.

What advice would you give to young girls who aspire to positions of leadership?

Be confident of who you are and be strong. You work for what you want and you have to be focused and determined. As a person, you have to start somewhere and nothing is a waste of time. You learn from all your experiences, no matter how small they may seem.

What does good, effective leadership mean to you and what is your personal brand of leadership?

For me, leadership is the ability to work with others and get input from other people; the ability to listen to what other people say, absorb and make decisions. Those decisions may not be popular with everyone but as a leader, you have to be able to stand by your decisions. As a leader, you also have to be able to acknowledge when you have made a mistake; there's nothing wrong with that. ▲



Nyandezulu Great Drives Out

Celebrating a proud 100-year history

AVBOB, Africa's largest Mutual Assurance Society, which provides a one-stop funeral insurance and burial service solution, celebrated its 100-year anniversary in August this year

“We celebrated a historical milestone on 15 August 2018, which was one of the highlights of my career with the Group. It showed that with tenacity and passion for success, we can achieve anything.”

“My purpose in the Group is to ensure financial success and stability and to stay true to the philosophy of AVBOB from 1918: Everyone is entitled to a dignified funeral”. One hundred years later, that foundational principle still holds true for AVBOB, “put people first and the money shall follow,” says Frik Rademan, the CEO.

As a Group, AVBOB decided they wanted to celebrate their 100th anniversary with all their stakeholders and make a significant impact in people's lives.

“On 15 August 2018, the Group announced a special Centenary Bonus of R3.5-billion to be allocated to our members by means of a unique facility known as the AVBOB Reward Account (ARA). AVBOB members will be able to claim the funds allocated to their ARA in cash after the main insured person reaches the age of 65, subject to the policy having been in force for at least 10 years*,” he says proudly.

Rademan has been with AVBOB for over 36 years and has watched the organisation grow from strength to strength into the formidable brand it is today.

“Some of my proudest moments in 2018 are being certified as a Top Employer from the Top Employers Institute for two consecutive years and the AVBOB Poetry Project winning the M&M Global Awards in the Financial and Utility category. The Group always strives to ensure that policyholders and

non-policyholders are taken care of and they receive the best service at all times.

“For the third year running, AVBOB was voted the winner of the Financial: Funeral Cover Category award in the 2018/2019 Icon Brands Survey. AVBOB was also the winner in the Long-Term Insurance Industry and Funeral/Burial Service categories in the 2018/2019 Ask Afrika Orange Index Service Excellence Awards for the fourth and third consecutive years respectively, and is, therefore, recognised as a super winner. AVBOB was voted the top funeral insurance brand in the Ask Afrika KASI Township Awards in June 2018. We have set the benchmark for service excellence and we are recognised by South Africans as being the leading funeral cover provider. These are amazing achievements and truly reflect what is possible when we work together as ‘One AVBOB’,” he exclaims.

To celebrate their 100th anniversary and in order to do something meaningful and long-lasting in the communities throughout South Africa, AVBOB entered into a strategic partnership with the Department of Basic Education.

Rademan explains that AVBOB believes that education is a societal issue, which requires long-term commitment and dedication.

“Since 2013, we have invested in the future of young South Africans through our partnership with the Department of Basic Education (DBE). To make a significant impact on the lives of learners for our centenary year, we have invested R150 million to renovate, refurbish and upgrade schools across South Africa. On 13 August 2018, AVBOB heeded the call from President Ramaphosa for public enterprises to contribute to the urgent eradication of pit



toilets at schools all over South Africa. AVBOB has allocated a portion of the aforementioned investment to provide safe and sanitary ablution facilities to six schools in Mpumalanga, as identified by the DBE,” he says.

Upon reflection of AVBOB's long, proud history and what has set their company apart as such a trusted and leading establishment, particularly in light of our challenging economic environment over the past few years,



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Rademan says their success can be attributed to their employees.

“Our employees are our greatest asset; they are the ambassadors and the personification of the brand. Our staff members give life to the values, standards, products and services and that is why we do whatever we can to make sure they are happy members of the family.

“This is entrenched in our deep commitment to providing the best possible service and products to our customers. We believe that a customer, in his/her time of need when they have lost a loved one, wants to know that they will be treated fairly and professionally. As a service provider, we are empathetic and understanding but at the same time, you have to be professional and render the best possible service,” he says.

The Annual General Meeting (AGM)

AVBOB’s AGM will take place in November and the purpose of the meeting is to share the company’s financial results, the overall performance and highlights during the course of the previous financial year with their policyholders and other stakeholders.

“This year’s AGM will also focus on the society’s centenary celebrations and the projects which were undertaken to coincide with the centenary. One of the highlights, of course, was the announcement of the R 3.5-billion centenary bonus, which was allocated to members’ AVBOB Reward Accounts.

“There are, however, many other achievements, which we will share with our members. The Annual Report will be published on the AVBOB website immediately after the AGM,” Rademan says.

Corporate Social Investment (CSI)

CSI plays a substantial role at AVBOB and is very important to the company.

“I believe that it takes great courage to step into the world and make it a better place for all. It requires determination, passion and dedicated people to turn dreams—or a vision—into a reality. AVBOB is dedicated to the vision of a great South Africa and it is our intention to invest in the youth of this country, who have the potential

to create a brighter future for themselves and their communities,” he says.

In terms of key CSI initiatives they’re currently involved in, Rademan explains that there are two projects, which they are very excited about. These are the Container Library and AVBOB Poetry Projects.

“The AVBOB Library Container project has been a runaway success for the past five years. Our initial contribution to the education sector was 10 container libraries but we subsequently increased the number to 60 libraries to be delivered over a seven-year period. To date, 50 of those libraries have been handed over to schools across South Africa,” he says.

The libraries—worth approximately R500 000 each—are constructed from refurbished shipping containers and are equipped with solar panels (capable of powering computers and lights), wooden laminated floors, bookshelves, a blackboard, tables and chairs and approximately 3 000 brand new books.

“Further extending AVBOB’s dual quest for improved literacy and compassionate care is the Poetry Project. The AVBOB Poetry Project is a nationwide online poetry competition in all 11 official languages, open to all South Africans. Aspiring and established poets now have a platform to express themselves,” Rademan says.

The leader at AVBOB’s helm

Frik Rademan graduated with a BCompt degree from the University of South Africa whilst working at an audit firm. He subsequently accepted a job with Anglo American Corporation (Gold & Uranium Division) as a Senior Profit Analyst before joining the AVBOB Group in 1982 as a Financial Manager.

He was promoted to AVBOB’s head office in Pretoria as the General Manager of Finance in 1989 and was appointed as the Group Financial Director in the late 1990s before becoming the Managing Director of the insurance division and the CEO in 2011.

“I have been fortunate to enjoy a career spanning 36 years with AVBOB,” he says with pride.

In terms of how he maintains his passion and drive on a daily passion, Rademan says, “AVBOB is my life and, therefore, my passion. It is the

organisation, the people and everything that goes with it that gives me the drive to go forward and to make a positive difference in people’s lives and to contribute to the organisation’s future successes. I love setting targets and to see how everybody works together to achieve those goals. That gives me the energy to carry on,” he explains.

When it comes to leadership, Rademan firmly believes in a hands-on approach to everything he does.

“I also believe in promoting a role culture as opposed to a task culture. That is the basis of our “One AVBOB” approach, which requires every person in the organisation to roll up his or her sleeves and do whatever is necessary to get things done. Whether that was part of your original job description or not. To achieve our vision and mission, we need to ensure that our customers are given the service they require and deserve. Furthermore, we make every effort to ensure that every encounter with every stakeholder becomes a positive and memorable occasion, as we want all our stakeholders to benefit from their association with AVBOB,” he says.

Rademan cites his parents as some of the role models who have inspired him over the years.

“My parents taught me some valuable life lessons and values like discipline and to be hard-working, which I have applied throughout my career.

Additionally, he says, “I was also fortunate enough to have been on the AVBOB Board early on in my career at the age of 33 and by being exposed to some of the great visionary leaders at the helm of the organisation at the time, it enhanced my own management and leadership skills.”

“I also regard the late Mr Anton Rupert as a role model because he also came from a humble background but he managed to rise to the highest levels by applying his personal values and he achieved great successes.

“Then, of course, like most other South Africans, the former State President, Nelson Mandela, is a role model and, in particular, I value his demonstration of selfless leadership and his dedication to the education of the youth,” Rademan concludes. ▲

**Terms and conditions apply.*

The gem of the West Coast

Langebaan Country Estate, only a stone's throw from Cape Town, is a conference and golf oasis

Research shows that out-of-office meetings, off-site conferences and training retreats are more effective than in-house alternatives. Ben Dattner, writing for the Harvard Business Review, explains, "A successful teambuilding off-site can provide an opportunity for the team to change old patterns and create and sustain new ways of communicating and collaborating."

Being in a new setting can invigorate the mind, instigate creative thinking and encourage an openness to new ideas. Removing delegates from their daily work distractions can increase their focus on the necessary tasks. A well-planned off-site location with teambuilding and leisure time factored in invigorates attendees, improves their input and re-fires their passion for what they do.

The estate boasts modern, well-equipped, air-conditioned conference facilities in two executive boardrooms. The first venue accommodates up to 100 people while the second seats a more intimate 18-30 people. Various seating configurations are possible, from U-shape to classroom, cinema or banquet. Audio-visual equipment is supplied, including video projectors, pull-down screens and free Wi-Fi, and all the usual ancillary equipment such as whiteboards, flipcharts and pens.

Conference delegates can intensely immerse themselves in the imparted information and can then venture to the golf course, where they can learn more about each other, strengthen ties, discuss the material covered and, very importantly, have fun.

The Functions and Events team works with top teambuilding companies to offer additional activities to facilitate an exciting programme for making each conference a success.

Apart from the golf course, the estate boasts a Mashie course, a driving range with a brand new

clubhouse, a Pro Putt and Foot Golf as well. For those delegates not intending to play golf, there is also a spa, a swimming pool, bowls club, tennis and netball courts, mountain biking, cycling and running routes (with small-game viewing opportunities), a gym and a games centre.

Horizon Restaurant and Blaze Bar offer impeccable cuisine, a welcoming atmosphere and wonderful views spanning the golf course to the nearby Langebaan Lagoon. While delegates are not required to leave the estate, they can opt to mosey around to enjoy cruises on the lagoon and the plethora of activities the Langebaan area has to offer.

The well-appointed accommodation options at Langebaan Country Estate, all highly rated on platforms such as TripAdvisor, range from 1- and 4-bedroom lodges to 2-bedroom suites and apartments. In fact, the accommodation team recently won the Lilizela Award in the self-catering category in the Western Cape.

Standard conference packages range from R350 per person for a half-day package to R385 per person for a full day, including venue, furniture, equipment, table refreshments, notepads and pens, welcome and mid-session tea/coffee and snacks, and lunch with juice.

For those seeking a pleasant golf experience, the estate offers unbeatable Play and Stay options from R475 per golfer for accommodation and a round of golf on the West Coast's only 18-hole Black Knight Design golf course. This

beautifully maintained course bears testament to the legendary designs of the South African golf legend, Gary Player, with its well-positioned bunkers and his typical routing for golfers of varying skill levels. Add amazing natural rock formations, a large water feature to divide the fairways, a colourful carpet of natural wildflowers, abundant bird life and a variety of buck species, and golfers are guaranteed a scenic round of golf, regardless of the score.

The Langebaan Country Estate's greatest asset is its professional, friendly and experienced team. Give them a ring to discuss your needs. They offer excellent advice, tailoring a conference, catering, accommodation and teambuilding package to suit your vision, size and budget.

For more information about the Langebaan Country Estate, visit www.LCE.co.za or call 022 772 2112. Alternatively, feel free to email chantel@LCE.co.za.

About the Langebaan Country Estate: The estate, located in the heart of the West Coast, is a 450-hectare eco-estate that offers an exceptional living experience at all levels. The estate offers a harmonious balance of sport, leisure and conference facilities, set against the spectacular scenery of the West Coast. Whether you are planning to play a round of golf, toast a celebration, or just aching for some rest and relaxation, you will find it all within the Langebaan Country Estate.▲



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A leading ICT security services and solutions provider

Dynamic Recovery Services (DRS) is a Level 2 B-BBEE contributor offering a variety of security services to protect your business's digital assets

DRS was formed in 1997 and was initially a reseller of Dr Solomon's software—hence the name DRS. “Like most businesses, we started with a very small staff compliment and as of today, we have 85 employees. 70% of our workforce is from our technical team and are the team that delivers the security services and expertise that differentiates us from competitors. DRS was acquired in 2015 by Cyber1 (www.cyber1.com) and is now part of an internationally listed organisation with footprints in Kenya, the UAE, London, Austria, Turkey and Italy. The acquisition moved DRS and its staff to a bigger, better level,” explains Edwin Moremi, the Chief Operating Officer (COO)

The company's mission is “Enabling Cyber Resilience into the Future” and Moremi says he loves the simplicity of this statement, but that the key word, resilience, anchors the entire statement.

“Cyber threats will always be there, no matter what product or security services are put in place. Cybersecurity will always be playing catch up to cyber threats. Resilience is such a beautiful word in this context in that it means we will provide a customer with everything we believe is needed to protect their environment, whatever that encompasses.

“We cannot say we will protect you 100% but we can provide you with the resilience to combat advancing threats and offer the comfort that should a threat take place, remediation is immediately available.



Edwin Moremi, COO

“And we will always be looking forward, into the future, to ensure our resilient offering is at the bleeding edge of what is available,” he says.

Core service offerings

Moremi explains that DRS was built on providing good old endpoint security. With the evolving nature of the threat landscape and the increasing sophistication of threats, the company has naturally evolved its offering.

“Today, DRS has 5 Core GTM pillars—cybersecurity, forensics, fraud, GRC and consulting

services (underpinning all of these are our managed and support services). With everything moving to the cloud and the inherent risk associated with this, we are able to assist in selecting the right tools for the job. Another exciting space we are involved in is user awareness and education, and we are finding that through educating our clients, they are benefiting enormously from more informed employees. We very much believe in a holistic, structured approach and not in the game of dropping a product and running,” he says.

In the advent of the Fourth Industrial Revolution, where cybercrime and fraud are becoming increasingly problematic, enabling cyber resilience into the future and keeping their clients safe are paramount.

“We believe that our security services are built to address the majority of the spectrums across the security landscape, and most individuals today don't understand how their current digital footprint impacts any organisation.

There are very few individuals today who do not use social media (such as Facebook/Instagram) and cloud applications (such as online banking) to communicate and run their lives.

All of these create a digital footprint and identity of an individual. Due to all companies' strategies being to enable digital engagements for their clients, it becomes critical to ensure security is considered across that journey—securing the user, securing the application, securing the platform, and securing the data.

“The security services we've built and the vendors we have chosen to partner with allow us to work with companies to enable their

digital strategies whilst doing so in a secure manner—a security enabling business if you will—all to ensure that a digital world created is a secure world,” Moremi explains.

The importance of partnerships

DRS has partnered with a number of market-leading technology providers. These partnerships create immense value and work towards ensuring the best supply of infrastructure as well as the execution of professional security services.

“We pride ourselves on partnering with not only some of Gartner’s top right network and endpoint security vendors, but we also spend a lot of time researching new up-and-coming entries into the industry who have a new way of approaching the threat landscape, which can solve the evolving challenges we face today.

“For us, some of the key focuses in FY18 were partners in the early detection and response (EDR) space, DevSecOps (allowing for agile security in application development), threat management vendors, deceptive vendors and AI and behavioural analytics vendors, to name a few.

“We would like to be our customers’ cybersecurity advisors and that means providing a solution that suits their needs and not forcing a square peg into a round hole.

“By partnering with our various vendors, they are able to see the value and investment we are putting into their product offering and, in turn, we receive the commitment and backing back from them. Any business is about relationships, and building and growing deep relationships with our vendors are fundamental to how we operate.

“Our significant investment in skills development inside our organisation allows us an opportunity to remain agile and innovative in order to remain relevant to our clients and, in turn, we showcase to our partners that we believe in their products and what their offerings are to enable a cyber-resilient future,” Moremi explains.

A proud Level 2 B-BBEE contributor

DRS was proud to announce its attainment of Level 2 B-BBEE Contributor Status. Moremi says the company was a very early adopter of BEE and is acutely aware of the history of

South Africa and how the economic and social landscape for many South Africans were very bleak for many many years.

“We have consistently maintained a good level through the years and with the introduction of the new codes a few years ago, we saw this as an opportunity to change course slightly and actually work to improve our rating.

“It took a serious amount of time and investment to achieve the Level 2. This was investment directly into the various initiatives and programmes we identified and is something we are very proud of,” he says.

In terms of how this rating will assist to drive transformation and assist customers with their B-BBEE scorecard, Moremi says the benefit of being a Level 2 is that customers may recognise 125% of their spend with DRS on their B-BBEE scorecard.

In addition, DRS assists entities to score points for spend with 51% black-owned entities.

“Spend with 51% black-owned entities makes up nine points out of the 25 points available for procurement,” he says.

DRS appointed Thrive Corporate Advisors as its B-BBEE consultant and, together, they’ve developed a transformation roadmap.

Moremi explains: “The BEE landscape is extremely complex and we, as DRS, were very cognisant of the fact that we wanted to do things properly.

“Much like people engage with DRS for our expertise, we engaged with Thrive Corporate Advisors to help us navigate the BEE landscape in the best manner possible. Through the engagement, we have identified numerous learners, suppliers and enterprises, who will benefit from our initiatives for years to come.”

With regard to some of the BEE clients they’ve worked with, Moremi says they are particularly proud of their learnership programme, which is in its 10th year and continues to go from strength to strength.

“We have also partnered with Forever Heroes to assist up-and-coming athletes to gain ICT training at the University of Pretoria. Many of the current crop of young SA athletic stars on the world circuit had their studies funded by Forever Heroes.

“We also work with the team at Unlocked to assist them with training young disabled

learners as they move up the various NQF levels,” he says.

An impressive career in cybersecurity

Edwin Moremi has excelled in the cybersecurity industry for over 20 years, and he says it has been an amazing 20 years.

He began as a driver at DRS at their office on 4th Street in Wynberg. DRS then moved to Houghton and he lived at the premises as a Security Guard, but still worked as a driver.

“Houghton is where things changed because I started spending time with the sales and the technical team.

“That compelled me to study A+ at Allenby Campus in Wynberg. After successfully completing my A+, I approached Rob Brown and asked to be promoted to IT or sales. While approaching him, I had my certificate with me to back my request. I can still remember those moments as he called on other directors to share the news with them and everyone was so delighted.

“Then I was called into the office with Rob Brown to talk about the future. In that meeting, that’s when my life changed completely. They told me that they needed a business partner and that business partner is me. We then sat and celebrated my appointment as a Director at DRS.

“My studies didn’t stop there. I then enrolled at Damelin to study sales and marketing courses after work, which I completed successfully. From Damelin, I then went to study for a Higher Diploma in Advanced Marketing and Sales Management (ADM) at Milpark Business School and successfully completed the course with distinctions.

“In between these studies, I had been meeting clients, introducing myself and marketing our offering to them. I started working as a driver and, today, I am the COO with a 30% shareholding in the business,” he says proudly.

In terms of leadership, Moremi concludes: “For me, a good effective leader is someone with dreams and a vision that will better society or a portion of society.

“Also, being on the ground with staff members is important. Trusting, respecting and helping each other to create opportunities, closing them and still ensuring the company operates smoothly is crucial.” ▲

Mental health awareness and education

Mental disorders strike indiscriminately, regardless of status, race or gender. Pharma Dynamics' Mental Health Portfolio Manager, Shouqat Mugjenker, addresses the stigmas associated with mental illness, he discusses how sufferers are affected and what the warning symptoms are.

Pharma Dynamics is a name healthcare professionals and patients trust and your purpose is to improve the quality of life for all South Africans. Please take us through your company's journey by telling us about its history and formation and how, over the years, you've 'gone beyond the pill' in everything you do? What does this concept mean?

Pharma Dynamics is currently the country's 10th largest pharmaceutical firm in terms of rand sales value and is the 4th largest supplier of generic medicines (IQVIA 2018). The organisation was established in 2001 by two local pharmacists and quickly gained traction in the cardiovascular therapeutic area with the launch of Amloc (amlodipine) and Bilocor (bisoprolol)—South Africa's two top-selling anti-hypertensives.

In 2011, the company established itself as South Africa's top supplier of cardiovascular medicines, both in terms of value and volume, and it maintains this position to date. Today, Pharma Dynamics is active in more than 27 therapeutic areas, which include the central nervous system (CNS), female healthcare, antimicrobial, pain and gastrointestinal (GIT) categories, and it also supplies a range of over-the-counter (OTC) products.

Pharma Dynamics believes in going beyond the pill when it comes to educating the public on mental illness and to assist in breaking the stigma that still exists in South Africa. That's why we launched www.letstalkmh.co.za. The Let's Talk platform hosts videos by psychiatrists and other mental health experts providing advice and insights into the most common mental illnesses in South Africa. This bridges the major treatment gap due to lack of mental health experts and due to the reluctance from patients to seek help for these stigmatised conditions.

Stigmas surrounding mental health have always existed. What are some of the most common stigmas and what are the reasons for them? Why, up until recent years, was mental health such a difficult subject to broach?

There are two types of stigmas associated with mental illness: social stigma, which involves the prejudiced attitudes that others have around



Shouqat Mugjenker, Mental Health Portfolio Manager

mental illness; and self-perceived stigma, which involves the internalised stigma that the individual with the mental illness suffers from. Both are very real and both arise out of fear and a lack of understanding. Even as the public becomes more aware of the different mental illnesses and more accepting of the medical or genetic nature of a condition, many people still have a negative perception of those with mental health conditions.

How do these stigmas affect sufferers, both in terms of their role in society and their route to recovery?

Social stigmas have an adverse effect on people with mental illness, as it can lead to isolation, shame, bullying, harassment and even violence. People with mental illnesses often face discrimination from the public. Self-perceived stigma leads to an internalised shame and could cause the individual to blame him or herself for the mental illness. Both stigmas prevent people from seeking help or getting treatment, causing their symptoms to worsen and become difficult to treat.

How have people’s perceptions about mental health changed over the years and how can we successfully work towards eliminating stigmas? What is the importance of creating a dialogue about mental health and having initiatives such as Mental Health Awareness Month (October)/days such as World Mental Health Day (10 October)?

Stigmas have persisted, even with a greater knowledge about the biochemical and genetic nature of different conditions. However, with many mental health awareness campaigns and scientists continuing to develop effective treatments, we hope that the stigma will decline. We can only eliminate stigmas if we stop fearing mental illness and start talking about it.

Mental health often begins in childhood. What are the signs parents can look out for and what steps should be taken if they discover their child has a mental disorder or is likely to develop one?

It is advised that parents contact a counsellor or any other mental health professional for a diagnosis if their adolescent child displays the tell-tale signs of a mental disorder. There are many different symptoms that could be indicative of a disorder, but some of the tell-tale signs include:

- Excessive stress and worrying that affects their ability to function normally.
- Extreme hyperactivity, more so than other children their age.
- Extreme aggression and/or disobedience.
- Separation anxiety that continues for prolonged periods.
- Prolonged periods of sadness.
- A notable decrease in academic performance.
- A sudden change in weight.
- Destructive behaviour like setting fires and damaging property.
- Withdrawal from the people who are closest to them, such as friends and family.
- Self-harm such as cutting.
- Substance abuse.

- Talking or writing about harming themselves or others.
- Hallucinating.

How does one classify a mental illness? What are the key differences between normal stress, anxiety and depression versus “the danger zone”? When should someone seek help?

A mental illness can be classified through a diagnosis from a mental health professional who gathers all the relevant information from a patient, makes a diagnosis and prescribes the most effective treatment methods.

Everyone experiences normal stress, anxiety or depression at some point in their lives, but these feelings are usually triggered. When the stress, anxiety or depression arises out of the blue and continues for prolonged periods, it is advised that you seek professional help by calling 0800 12 13 14 and speaking to a counsellor on the 24-hour SADAG helpline.

While talking about mental illness is becoming more commonplace, sufferers often have difficulty seeking help, men in particular. Why is it even more difficult for men to come forward? Is this something that is slowly improving?

Males are often stereotyped as the stronger gender and, as such, might find it more difficult to seek help and get effective treatment. The reality is that 18 South African men commit suicide every day, which means that we lose more than 500 men every month, and these numbers won’t decrease until we eliminate the stigma and create a country in which men can seek help with their mental disorders without fear of being criticised.

Please tell us about your personal education and career journey. What set you on your current path and prepared you for your role as Mental Health Portfolio Manager? Why is the subject of mental health so important to you?

I have an undergraduate degree in Human Movement Sciences with a Psychology major and have recently obtained my Master’s degree in Business Administration. I started promoting mental health drugs 10 years ago and realised that we need to start talking about mental health and stop hiding from it.

I grew up in a community where talking about mental illness was a taboo subject from both a cultural and religious point of view. The experience I have gained during the 10 years of promoting mental health, as well as my educational background, has placed me in a position where I enable discussions to destigmatise mental illness.

What do you consider good effective leadership to be and how do you demonstrate those traits daily?

Good, effective leadership must encompass collaboration, holistic thinking, a convergent and divergent view of strategies, and it must empower all those around them. Most importantly, a leader should be transparent and trustworthy.

I’m fortunate to be in a position to influence and empower those around me in a collaborative environment. ▲



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Advancing agribusiness through changing times

Agbiz has its roots in the Co-operative Council that was established in 1946 to represent the interests of agricultural co-operatives. In 1995, following the deregulation of agriculture in South Africa, the organisation adopted the name Agricultural Co-operative Business (ACB) to address the changing needs of agribusinesses.

In 2003, it evolved into the Agricultural Business Chamber (ABC), moving to a fully autonomous and independent association in 2010, and later became known as Agbiz.

Agbiz is a voluntary, dynamic and influential association of agribusinesses operating in South and Southern Africa, ensuring that agribusiness plays a constructive role in the country's economic growth, development and transformation, and creating an environment in which agribusinesses of all sizes and in all sectors can thrive, expand and be competitive.

The members of Agbiz are the core reason for the existence of this association. As such, the activities of Agbiz are directed at addressing the collective interests of its members and adding value to their businesses.

Agbiz has been led by dynamic Chief Executive Officer, Dr John Purchase, since 2007. Previously, he was the CEO of Grain South Africa. Dr Purchase started his professional career as a scientist in South Africa's Agricultural Research Council (ARC), serving in various research and senior managerial positions for 22 years. He is a well-known figure in the agricultural and organised business sphere, having served on various boards, and is regarded as one of the thought leaders playing a crucial role in informing and influencing the government and policymakers on agriculture and agribusiness-related issues.

What are the main functions of Agbiz?

Essentially, Agbiz advocates for and facilitates a favourable agribusiness environment in order for its members to perform competitively and sustainably. To achieve such an optimal business environment, it strives to:

- Promote agribusinesses and Agbiz as key stakeholders in the South African economy;
- Influence the policy and legislative environment insofar as it affects agribusiness activities, by the way of on-going, evidence-based, transparent and professional interaction with all relevant government institutions;
- Improve the commercial and developing agribusiness environment through liaison and co-operation with like-minded influential groups within the business environment, both locally and globally;



Dr John Purchase, Chief Executive Officer

- Support B-BBEE, transformation and the development of emerging agribusiness and other role players in the agro-food value chain; and
- Create unique, relevant and accessible agribusiness intelligence to support Agbiz programmes.

How do your members benefit from their association with Agbiz?

Through their voluntary association with Agbiz, members benefit primarily by impacting on policy and legislation through structured and

professional interaction with the government and Parliament, either through bilateral engagement directly with the government or through multilateral engagement through business (Business Unity SA) with the National Economic and Labour Council (NEDLAC) of South Africa. Such policy and legislation could entail overarching and strategic matters such as the land question, water, financial and tax regulation, labour matters, trade agreements, environmental legislation (carbon tax and climate change), and others, but also industry or sector-specific legislation that impacts directly on the viability and sustainability of a member or subsector. New policies and legislation often harbour critical risks to industry that the legislative drafters are often not aware of, and it is incumbent on Agbiz to indicate such risks and propose viable amendments. Therefore, there is a strong risk-mitigating benefit for members as well, while a strong networking approach enhances investment in and growth of the sector, and is an additional benefit. Strong linkages to and relationships with the government are essential to ensure significant and inclusive economic growth.

Land reform features in many headlines at the moment. How do we navigate the process to ensure the sustainability of the agricultural sector?

Right from the onset of the land reform debate, Agbiz has been involved, originally with post-settlement support initiatives but later, also through the National Reference Group (NAREG) following the release of the Green Paper in 2011. Fourteen policies and various pieces of legislation emanated from this process and interaction but it was the subsequent proposed policy of “expropriation without compensation” that brought a new, highly risky and potentially disastrous dimension to the land reform debate.

As in the past, Agbiz has been at the forefront of engagements, both with the public and with the government, including the Constitutional Review Committee of Parliament on more than one occasion. President Ramaphosa has also appointed the highly respected Agbiz Agricultural Economist, Wandile Sihlobo, to the Land Reform Advisory Panel that will interact with the Inter-Ministerial Committee (IMC) on a new land reform legislation framework. I remain confident that through evidence-based debate and engagement, a new land reform process will evolve that will also ensure economic, environmental and social sustainability. Our globally competitive agro-food system is a major asset to our country and should be nurtured and cherished, and not be put at risk.

One of Agbiz’s key objectives is supporting transformation and developing emerging role players in the agro-food value chain. How can transformation in the agricultural sector be improved?

The transformation of the sector remains an imperative and specifically to ensure the inclusive and broad-based growth of the sector. While the targets are onerous and the scorecard imperfect, the AgriBEE Sector Code does provide a framework for inclusive growth and development,

and compliance is strongly supported by Agbiz. This past year, Agbiz held two very successful AgriBEE Sector Code workshops, one in the Western Cape and one in Gauteng, to promote implementation through training and leadership. But inclusive growth, or transformation, is not just about Broad-Based Black Economic Empowerment (B-BBEE Act), it entails many other facets, such as land and water reform, employment equity, skills development, etc. Of critical importance is to develop the right attitude to development and to embrace it as a growth imperative.

A lot has been said about agriculture’s contribution to growth and development in the country, especially in terms of job creation. Can the agricultural industry live up to this expectation?

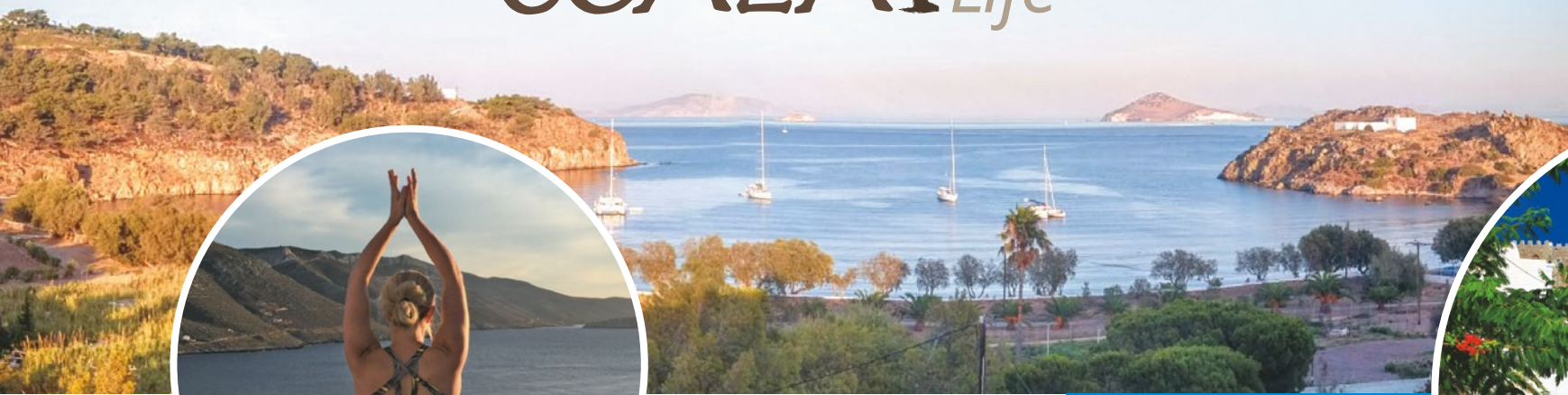
The National Development Plan (NDP), released in 2012, indicated that the sector has the potential to create an additional 1 million jobs. While there has been a marginal uptick in employment, the sector is currently not on track to create the additional jobs due to a mixture of policy uncertainty, droughts and ineffective service delivery from the government. However, the industry does have the potential to create the jobs if the government and private sector can develop a partnership approach to the implementation of the NDP framework, which should include a public-private partnership (PPP) monitoring and evaluation capacity. Since the majority of our value chains are globally competitive, this creates considerable opportunity for either new or expanded ventures. We just need to create the right developmental and support structures, access to development finance, and aggregated marketing models at scale, and then our potential can be realised.

The traditional agricultural business model is changing. What is your advice to leaders in agribusiness to meet the challenge of a growing demand for food, fibre and beverages?

Greater interconnectivity and globalisation, together with the Fourth Industrial Revolution technologies, will continue to drive efficiencies and competition, necessitating adaptations to business models. The only certainty today is change and agribusinesses need to continuously assess the changing environment, including the growing consumer demand for food, fibre and beverages, and adapt to the diverse markets and consumer demands, which are emerging.

In terms of leadership, what is your key philosophy and how do you get the best out of your staff?

The complex and challenging environment in which Agbiz operates demands top-class and top-performing team members to ensure efficiency and impact. Thus, appointing the right people to do the job is critical. My job is firstly to ensure that they are clear on what Agbiz demands from them, and then to empower them to do their job. I do not micromanage, but place my full confidence in their ability to perform and deliver. The debates we have in determining a house position are always interesting and stimulating. ▲



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Feel free to contact me with any questions:

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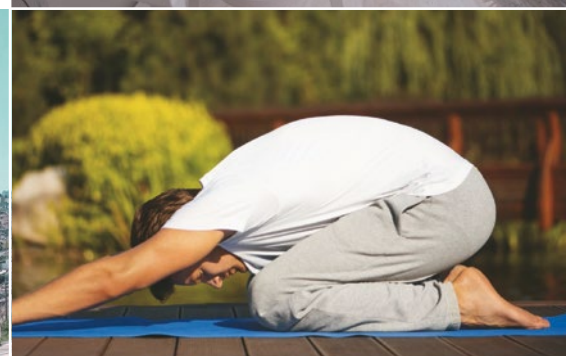
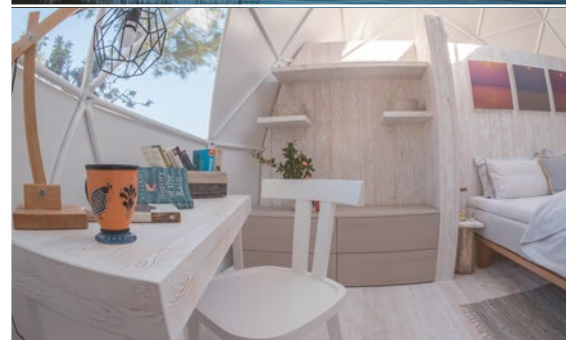


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- 200 hours of teacher training
- Morning physical practice
- All lectures and training manuals
- Breakfast at the eCALA taverna

Excludes:

- Visas and transport to the island
- Lunch and dinner, which you can enjoy at the eCALA taverna, or anywhere on Patmos
- Reading list and textbooks
- Yoga mat, two yoga blocks & yoga strap

eCALA Life Village:

- 24 beautiful domes for double occupancy
- Single occupancy, if available, is at an additional €75 per person per night
- Learning domes and many outdoor spaces, allowing us to run several subjects simultaneously
- Our own Greek taverna
- A massive amphitheatre for fun and events

Two opportunities for assistants:

Theresa is looking for two assistant yoga teachers. Assisting in exchange for all fees.

Getting to eCALA:

We are truly blessed in not having an airport, we chose Patmos because we are not flooded with tourists. Getting here is easier than you think - via ferry from Piraeus, Kos, Rhodes, Leros or Samos - all of which you can fly to.

Each programme offers only 24 places available on a first paid basis only

eCALA Life, Meloi, Pátmos 85500, Greece

UK +44 7435 393514 GR +30 2247 031851 E: ask@ecalalife.com

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The indelible image

Langjokull Glacier, Iceland. Caves are formed from either hot springs underneath glacier or meltwater from surface. Climber is 80 feet below surface of glacier.

Photo: Getty Images



This growing segment is consuming upwardly mobile former SUV and sedan owners who have grown tired of frumpy styling and escalating prices. They want something with more presence, reliability and adventure readiness. And presence is something that the Dakar has in bucketloads, from the eye-catching paint job, trendy alloy rims, through to the black leather seats and modern infotainment system; it will also appeal to a younger set of well-heeled buyers.

If blindfolded, you could easily be fooled into thinking you're travelling in a luxury million-rand Mercedes S-Class sedan. Sometimes, it is difficult to believe exactly how far bakkies have come in the last five to 10 years. They've developed from rudimentary trucks that drove and felt like tractors to luxury stallions that still perform with aplomb in a variety of conditions.

The handling on-road was a touch like a boat at first, but once you get used to the body roll, it's a treat to drive on the highway. With a whopping 286mm of ground clearance, you'd expect a bit of excitement when going around corners. That ground clearance comes in handy on serious off-road trails.

This being the first time I was behind the wheel of the new Hilux, a proper road trip was needed to test both its on- and off-road ability. We set off for Ruitersbos, through an indigenous valley above Mossel Bay, to reach a secluded

getaway call the Little Stone Cottage, which is set on the banks of the tranquil Moordkuil River. It forms part of vets, Marius and Joeline Louw's farm. They took a chance 24 years ago and left the bright lights of Cape Town for a slower pace of life.

On the highway through to the Garden Route, the Hilux was a pleasure to drive and was frugal on fuel consumption at 10l/100km. Considering it was fully loaded, I was impressed by the overtaking ability and grunt, whilst still maintaining reasonable efficiency from the new 2.8 turbo diesel.

We arrived at the Little Stone Cottage in the dark and woke up to the majestic cries of a plethora of different varieties of birds. The Cape Vervet Monkeys even took a turn to lead the forest chorus. It was amazing to find such tranquillity just 30km from the bustling tourist hub of Mossel Bay, the gateway to the Garden Route.

After three days of exploring the rivers and restaurants of the area, we were eager to get back onto the highway to get closer to one of South Africa's best 4x4 destinations to test the vehicle's off-road ability. We headed south along Route 62 to the southern tip of the world-famous Baviaanskloof, to our destination of the rugged Kouga Wilderness.

You really are in the wilderness after a 40-minute drive on bumpy gravel through majestic mountain passes until you reach the retreat of Kouga Wilderness. The rustic getaway

has no cell reception and is run by the charming Nico and Melodie Ferreira. Nico's family is of Portuguese descent and has farmed in the area since the early 1800s. He is happy to tell guests about the rich and sometimes unforgiving history and culture of the area, which includes Khoisan paintings and encounters with leopards.

The retreat had three 4x4 tracks to test the Hilux out on, and it did not disappoint. With the low-range gearbox engaged, it was unstoppable and tackled every obstacle with aplomb, including soft sand on the banks of the Kouga River. The low-range and torque of the engine really take the pressure off the breaks and clutch.

The vehicle is fitted with Dunlop All-terrain Grandtrek tyres, which are not the best in class, but did the job well enough on this trip, without any punctures while being extremely quiet at highway speeds. The ease of use of the navigation system is not the best point of the vehicle and is an area that could be improved.

At a touch over R600 000, the new Dakar is well-priced, given the amount of kit that is thrown in as standard and, together with Toyota's bulletproof reliability, build quality and after-sales service, you really can't wrong with this vehicle. Given the smooth touches, large storage capacity and luxurious finish, you might be fighting your partner for the keys.

Leadership car guide rating 9.5/10 ▲

Greg Simpson

The Toyota Hilux Dakar: luxury meets toughness

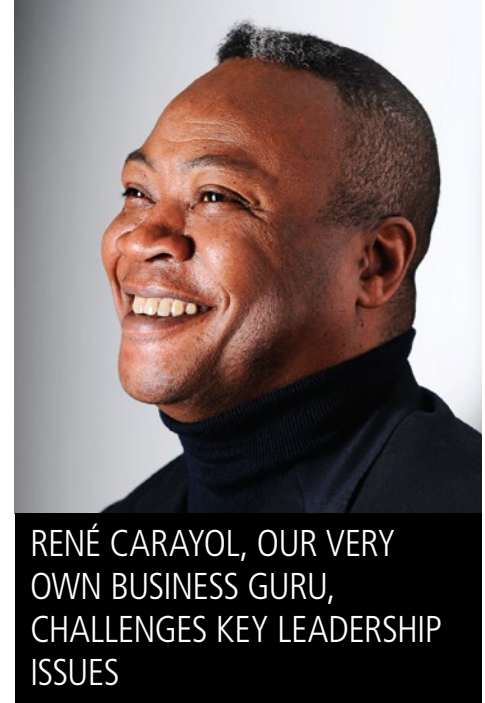
The ever-popular Toyota Hilux double cab has been South Africa's best-selling bakkie for good reason, and the top-of-the-range Dakar Limited Edition is the cherry on top of the cake this year, aimed squarely at the flourishing 'Suits in Utes' market





Managers talk strategy—leaders tell stories

Do some of your employees feel invisible?



Diversity and inclusion appear to be back in fashion again and it is probably linked to what is going on globally, with the rise of anti-immigration sentiments driving xenophobic behaviour from Myanmar to Austria, from the USA to the UK and in far too many places across Africa

Every single one of us has a part to play in helping to make strangers feel welcome. And to make those who have been with us for some time already feel as though they 'belong' in their countries of choice and where they live and work.

As the old saying goes, diversity is being invited to the dance—inclusion is being asked to dance.

In my day-to-day working life, I have experienced some recent first-class examples of just what can and should be done.

No entry

In my chosen profession, it is very rare to be called when things are going swimmingly well, I tend to get the call just before the leadership bomb goes off. It was late on a Monday evening when I received the call from the Group HR Director of Sainsbury's (the second largest supermarket in the UK). She sounded frustrated and was very clear about the challenge she needed assistance with: "Our Group Chief Executive, Mike Coupe, has called a full-day meeting of the Operating Board (the top 40 leaders in Sainsbury's) for tomorrow. He is

going to deliver quite a bombshell, everyone in the room will have 'inclusion' as 20% of their annual bonus."

This will come as a great surprise to many, and I believe there might be some resistance. We have not had the opportunity to discuss inclusion and its implications to any level of detail with them. It might be wise for him to postpone the inclusion directive until we have had the opportunity to align everyone with the message.

Could I please see him for breakfast the following day at 7am?

I met Mike early the next morning and he was friendly, professional and fully focussed on getting his message through to his team. He had reams of relevant data, he had really good feedback from previous engagement surveys and some first-class analysis drawn from 360-degree feedback data. His case was faultless and very difficult to argue with.

But, there was little emotional engagement, despite the flawless logic. I didn't feel this was what was needed to win the hearts and minds of his people. In order to align them around such an important issue, it would require collective ownership and the desire to make a tangible

difference, it would take something other than cold logic.

Numbers and data rarely create excitement.

Having had a chat around this, I suggested that he might want to share a very personal story on why inclusion had become so high on his agenda. He instantly got it and hurried off to think about it.

Managers talk strategy—leaders tell stories.

Mike kicked off the day at 9am with the following personal story. Mike was born in a small village near Solihull in the Midlands, UK. He was the very first member of his extended family to go to university. It was not just any university in the UK, he went to Balliol College, part of Oxford University—one of the leading universities in the world.

On arrival, he was instantly made to feel that he had the wrong accent. At breakfast, lunch and dinner, he struggled to work out what to do with the vast array of cutlery and crockery laid out in front of him. For the big weekend events, he had no idea what a 'white tie' suit was.

Overall, he felt excluded. His first two years at university were to become two of the worst years of his life. At the end of the second year, two fellow students befriended him and started



to show him the ropes. This enabled him to better navigate the institution and he quickly learnt the informal rules of engagement.

His third year was one of the best years of his life.

Mike had the complete and undivided attention of everyone in the room.

He went on, “When I walk around our warehouses, depots and stores, far too many of our 180 000 people feel invisible. It might be for a variety of reasons; their ethnicity, gender or faith, they feel excluded—until now. I need you all to join me in trying to ensure that no one who works for Sainsbury’s ever feels excluded again. We need to give them a feeling of belonging and leaders they can believe in.”

By now, everyone in the room was fully engaged and up for this particular important journey.

There was an amazing buzz in the room and the energy was palpable.

Mike’s very personal story, which shared his own vulnerability, had served to bring everyone

in the room to the same understanding and the similar desire to put inclusion at the heart of what Sainsbury’s stands for.

Not everyone will remember exactly what you said, but everyone will remember how you make them feel.

Higher and higher

The technology division of Vodafone, like far too many businesses, has openly been struggling to attract and retain talented women. The received wisdom was that this was down to recruitment. Consequently, it was perceived that as long as they could get more women into their recruitment pipeline, the problem would be resolved.

They soon realised that this wisdom had come from senior management, who were mainly men. The groundbreaking moment was when they decided to ask Vodafone technology’s women what they felt the real issue was. The feedback completely changed everything. The women felt it was far more about the lack of career advancement than just the recruitment pipeline. In other words, why would you join a business that gave you very little opportunity to be promoted?

This clear guidance from the people who are actually affected is always far more useful than generic or universal potential solutions.

This change in approach and culture would require senior executive sponsorship.

Johan Wibergh, the Group Technology Officer and CIO of Vodafone decided to lead an initiative to change this. They developed a clear focus on preparing and developing their talented women for senior positions. Alongside this was an exciting approach of ‘engaging’ with a large

group of external talented women who work in a multitude of technology roles in different companies.

Part of this engagement takes the form of a series of events hosted at Vodafone, that enable the targeted women to come inside Vodafone and get a real flavour and a taste of what it might be like to work there. This involves meeting and spending time with female and male senior managers who will share what their working environment is really like, and how women are supported and developed by the business.

This approach is working and paying dividends. I had the opportunity to host and facilitate one of these sessions. It was held at a female-friendly 5pm and finished at 8pm. This timing has proven popular with the targeted women.

About 80 women turned up, three of them with babies, and the event was extremely well-received by all attendees. What appeared to be most popular was access to both senior and junior women who were prepared to share precisely what it was like to work at Vodafone, warts and all.

They received some great feedback, and here are a few examples:

“It was a really impressive event tonight—great thoughts, a strong panel and very interesting conversation! Definitely, think Vodafone should continue running these events and congrats on its inauguration—I hope it will continue for many years.”

“Wanted to drop you a note to say congratulations on a great event last night... I was really impressed by the authenticity of the discussions and came away with a great impression of the culture at Vodafone.”

It pays off to listen to those actually affected.

“We don’t see things the same way”

I was meeting Priyanka’s mother for the first time, I wasn’t sure what to expect but I was really excited to meet her. She had come to London with Priyanka from Mumbai, India, for a short trip, and we both ensured that we had the opportunity to meet up.

Priyanka had spent two weeks on work experience with me and my team in Marylebone in central London a couple of months ago. The whole team had enjoyed having her with us. She was bright, hardworking and fitted in superbly, especially with our three young interns.

Bhavna, Priyanka's mother was in a rush to both share her story and thank the team. She could not contain her excitement and gratitude. She said that Priyanka had returned to Mumbai a completely different person. She had always been slightly introverted, very clever but perhaps not prepared to share her views and opinions or to be at the forefront of any crowd or group of friends.

This had all changed upon her return to Mumbai. She was louder, had more opinions and was prepared to share them with everyone. Her confidence had grown beyond belief and there was a fun side to her that perhaps had been a little suppressed before.

Before Bhavna could finish speaking, an animated Priyanka came bounding in. It was great to see her, and she was full of beans. She was bubbling with enthusiasm and gave me a huge hug and a smile that lit up the room. I could instantly see that she had been transformed.

Priyanka shared with all of us in the room what she thought had happened and how it had had such a profound and transforming effect on her.

She shared passionately a story about her first day in the office with the team. She now spoke so much more quickly, with so much more energy and enthusiasm than I remember. She had met Marcel, Adam and Sheikh and together, they were the four youngest members of the team and they decided that they would all go to lunch together.

The guys headed off towards one of the local burger joints and on arrival, Priyanka shared that she was vegetarian. They started ribbing her a bit and showed her where there was a vegetarian eatery that she could find something to her taste. Off she went alone to the vegetarian café but as she entered, she soon realised that the boys were joking and were right behind her to also have a vegetarian meal. Having a meal together was an unpressurised way to ease her into the team.

She instantly felt that she belonged and was made to feel not only that she was part of the team, but that she also brought something very special to the mix.

This was a very different world to what she was used to back home. Priyanka's parents had worked very hard and had become a successful middle-class family. They ensured that their only child would be given every opportunity to succeed.

She went to one of the best local schools and had all she needed to enable her to focus on her studies and her exams. Her parents were very proud of her, as she paid full attention to her schooling and was doing very well indeed.

She never had to get up until 8am, as everything was prepared for her; breakfast, her clothes, and a car waiting outside to take her to school. She would leave by 8.30am and be at school well before 9am, ready to focus on the academic day ahead.

London could not have been more different. Priyanka had to get up so much earlier, prepare her own breakfast and sort her own clothes out—she loved this feeling of independence. This was usually followed by a troublesome journey on the packed London Underground with a couple of changes of station and then a bit of a walk to the office.

Again, she loved the hustle and bustle of cosmopolitan London. It appeared to her that just about everybody was different. There were different languages, different races and just about every sort of style of dress you could ever imagine. Everyone was crammed closely together in the packed carriage on the tube.

As soon as she had arrived at the office, another completely different day would unfold in front of her. Sheikh was of Bengali descent, Muslim and born in London, Marcel was of Jamaican descent and a Methodist, also born in London, and Adam was British, Protestant and born in Nottingham in the middle of England, and Priyanka is Punjabi and Hindu from Mumbai, India.

This was a heady mix and the differences made for more wide-ranging discussions laced with a variety of views that lent itself to more innovative approaches. It meant they all looked at the same problem or opportunity through very different eyes. These diverse opinions proved to be of great value to how the team tackled issues and opportunities. They were all very different but all were strong team players.

It was an experience that she would never forget. They all wanted to hear and understand her point of view because it was vital to the solutions that they were proposing to the rest of the team.

She soon found her voice, as she had to learn very quickly to deliver her views and reflections with confidence. She had never done this before, but the guys so wanted to hear what she had to say, that it felt so natural because it was so

welcomed and valued. It took some time but she was enjoying their support and never felt any pressure whatsoever.

She was speaking fast and breathlessly, she had captured everyone's attention. The beauty of it all was that she was so enjoying this newfound confidence and how it made her feel. The change was so striking, and it actually appeared so authentic and sincere—probably because that's exactly what it was.

I am not sure she fully noticed just how much she had changed. Her mother, Bhavna and I certainly had.

The introverted genie had come dashing out of the bottle and now could never go back in.

Yes, we can

The big corporate diversity and inclusion programmes may not be perfect and may not always deliver the planned objectives and goals, but they all can get better over time. They are not enough on their own, we all have a part to play in building the societies and communities that we are proud to be part of.

We must all try to create an environment where difference is both respected and valued, and encourage different approaches, that when all added together, can create vibrant and innovative teams that can achieve so much more.

From best practice to next practice

- Establish a sense of belonging for everyone
- Empathetic leadership is key
- Inclusion must be ongoing—not one-off training courses
- Forget 'fit' and focus on helping individuals thrive
- Quotas don't automatically deliver inclusion
- A top-down approach is not anywhere near enough
- Maximise joy and connection whilst minimising fear
- Get buy-in and commitment from the entire organisation
- Put measurements and metrics in place to track success

It's no longer appropriate to obsess about finding the best person for the job, smart organisations have moved to looking for the best person for the team. ▲

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Let's talk about the rich getting richer

“Economic pressures for large corporates and small businesses alike are increasing each year. Companies are forced to place more time and focus on cost-cutting measures and to ensure that every business partner provides real value to their business.”

These are the words of Cell C's CEO, Jose Dos Santos, on Cell C's web page. He is one of the three Cell C Executive Directors who was collectively paid R219 million in the 2017 financial year. This, at a time when the 3 000 Cell C employees were informed that they were not going to be receiving bonuses because the company had not met its EBITDA 2017 targets.

Adding salt to the situation, on 28 September, TechFinancials' Gugu Lourie reported that Hilton Coverly, Cell C's Executive of Informal Channel, had allegedly stated: “I do not understand why there is such an expletive noise regarding the monies that have been paid out, both internally and in the media. As far as I am concerned, it is like belonging to a club, such as a golf club, and when the club faces relegation, a team is selected to go out and get money to save the club from relegation. If that team has performed in securing money then those individuals must be paid ... If the team is saved from relegation, then those people must [expletive] get paid. We saved 3 000 jobs.”

If this statement is to be believed, it smacks of arrogance and being out of touch with what makes the actions of boards legitimate. Even using a golf club analogy can be construed as being in very bad taste.

In effect, the executives paid themselves a large amount for saving a company that they had gotten into difficulty. No wonder the employees who are supposed to be part of the Cell C culture of achieving together, were outraged by the amount of no less than R73 072.33 per person

being placed on their heads for each of the 3 000 jobs “saved”, as were several other stakeholders, all of whom are asking for answers.

At the heart of this are the issues of perceived greed and behaviour that are not in the company's best interests, but in the interests of a few. In an unequal society, these amounts of money are indefensible, irrespective of the executive spin, and it once again raises the issue of rich executives getting richer in a highly unequal society.

Yes, the King Code is clear that senior executives need to be fairly remunerated for a number of reasons, including the responsibility and stress they carry, and they can be hired and fired in a short space of time. But how much is fair remuneration and how much value can justifiably be placed on the work of senior executives who aren't entrepreneurs or haven't put their own security on the line for collateral? It's a complex issue, and most reasonable people would consider fair remuneration to be well deserved.

In PwC's 10th edition, 2018 Executive directors: Practices and remuneration trends report, it points out that there is a common misconception that shareholders can overrule what the board recommends when it comes to directors' remuneration. This is not the case, as there is something called a non-binding advisory vote by the shareholders. There are critics of this who believe this to be ineffective, but the King Committee felt that shareholders cannot do the work of the remuneration committees, which are entrusted to do the homework on what is fair remuneration.

King does, however, advise boards to engage with shareholders who have objected to remuneration proposals, to find out what the objections are about, as railroading of shareholders will have undesirable and unintended consequences down the line. Tables published in the PwC report show that large institutional investors, including Old Mutual South Africa (37% against) and the Public Investment Corporation (44.9% against) are increasingly voicing dissatisfaction with the levels of remuneration.

If the non-binding advisory vote of shareholders is not taken seriously, they are going to demand more, notably to move from an advisory non-binding vote to a binding vote situation, which I believe we should try to avoid so that the work of remuneration committees is trusted.

The report goes on to say: “Remuneration paid to executive directors must be justifiable to all stakeholders, not just the shareholders, and recent corporate failures have called into question, inter alia, whether companies have adequate risk adjustment mechanisms in place for executive remuneration. Benchmarking methodologies need to be developed further, and companies need to take gender equality more seriously in all areas, including in eliminating unjustified pay differentials. Fair and responsible remuneration is a concept that must be implemented in relation to employees across an organisation, and pay conditions for junior employees must be given special focus.”

At a recent talk I attended, given by Wits University's Vice-Chancellor, Adam Habib, he emphasised the importance of inclusive

behaviour, in contrast to islands of extreme prosperity that are disengaged from society. To perpetuate this island myopia means that too many senior executives are insensitive to, or are out of touch with their employees, they are out of touch with how the majority of people live or with the state of our public schools and public hospitals.

To address this, perhaps CEOs and senior executives who earn stratospheric salaries need to come face to face with the majority of their employees on a regular basis. As it stands, many have separate offices, separate entrances and separate executive boardrooms. It's the corporate version of the security estate but it's not sustainable and it certainly doesn't build a strong sense of camaraderie and loyalty in the company. And it's a global phenomenon.

Money magazine reports that American CEOs are paid 271 times more than the average worker's pay and that Jeff Bezos of Amazon earns in nine seconds what the median employees earn in a year. He's a fantastic entrepreneur who has built a remarkable company, and while he has said he'll be giving billions away for philanthropy, as others have, the call has been made that perhaps he should start by paying Amazon staff more. Which is precisely what he did on 20 October when he announced that the minimum wage would be raised to US\$15 from 1 November (regarded as a living wage) for all US Amazon employees, some 250 000 of them, and a further 100 000 seasonal employees.

In a CNBC online article, it said: "Amazon's starting pay varies by location—US\$10 an hour at a warehouse in Austin, Texas, for example, and US\$13.50 an hour in Robbinsville, New Jersey. For 2017, the median Amazon employee earned just under US\$28 500, according to company filings.

"We listened to our critics, thought hard about what we wanted to do, and decided we want to lead," Bezos said in a statement. "We're excited about this change and encourage our competitors and other large employers to join us."

Some people argue that it will lead to job losses, others argue that it will boost the economy. At the end of the day, it can be argued one way or the other without ever coming to a resolution, but the message is that if inequality

increases and senior executives are awarding themselves ever larger earnings, then organisations will have to deal with employees who have no commitment or belief in the organisation.

There is no point in talking about inclusive, caring corporate cultures and expecting total commitment from employees when they are made to feel grateful they have a job instead of feeling valued, motivated and rewarded.

It is time to get real.

Four years ago, the American billionaire, Nick Hanauer, articulately summed up the situation in the following article in Politico magazine (<https://www.politico.com/magazine/story/2014/06/the-pitchforks-are-coming-for-us-plutocrats-108014>), and I'm quoting excerpts from it here: "I am one of those .01%ers [of the global super-rich], a proud and unapologetic capitalist. I have founded, co-founded and funded more than 30 companies across a range of industries—from itsy-bitsy ones like the night club I started in my 20s to giant ones like Amazon.com, for which I was the first nonfamily investor. Then I founded aQuantive, an Internet advertising company that was sold to Microsoft in 2007 for US\$6.4-billion. In cash. My friends and I own a bank... I'm not the smartest guy you've ever met, or the hardest-working. I was a mediocre student. I'm not technical at all—I can't write a word of code. What sets me apart, I think, is a tolerance for risk and an intuition about what will happen in the future. Seeing where things are headed is the essence of entrepreneurship. And what do I see in our future now? I see pitchforks... The divide between the haves and have-nots is getting worse really, really fast... And so I have a message for my fellow filthy rich, for all of us who live in our gated bubble worlds: wake up, people. It won't last. If we don't do something to fix the glaring inequities in this economy, the pitchforks are going to come for us. No society can sustain this kind of rising inequality. In fact, there is no example in human history where wealth accumulated like this and the pitchforks didn't eventually come out. You show me a highly unequal society, and I will show you a police state. Or an uprising. There are no counterexamples. None. It's not if, it's when." ▲

PROFESSOR OWEN SKAE



Professor Owen Skae,
Director of Rhodes Business School
Twitter: @owenskae

Entrepreneurship in the Fourth Industrial Revolution

The Fourth Industrial Revolution (Industry 4.0) is bringing profound change to the concomitant organisational ecosystem

No longer are organisations dependent solely on optimisation and automation, but also on internal value chain innovativeness, complementary partner technologies, innovative products, complex digitalisation and support systems. Industry 4.0 is characterised particularly by the increasing interconnection of products, value chains and business models.

In addition to the optimisation of the organisation's own resources, total organisational value chain innovativeness and supportive partner technologies, products, services and systems also play a major role in being competitive. Virtual networks of partners are becoming commonplace where organisations co-create innovative inter-organisational value and supply chains operating in a local, regional and international collaborative business ecosystem. In this context, entrepreneurship has a pivotal role to play in ensuring success.

A major advantage of the abovementioned phenomenon is the potential that it holds for the creation of small, medium-sized and large organisations. This is the very aspect required for job creation that is so dearly needed in the South African economy, which is plagued by low growth and rising unemployment. The complexity of today's technologies imperatively calls for specialisation and sustainable collaboration among entrepreneurial partners. In a recent article, Technology Innovation Agency's (TIA) CEO and Cranefield College PhD candidate, Barlow Manilal, stresses the importance of driving economic development by supporting entrepreneurship. In his words:



“[T]here is literally no end to the number of good ideas, creative thinking and innovations in South Africa's science and technology environments. Overall, we focus on how innovation can improve society, stimulate the economy and improve the quality of life.”

The above are profoundly positive developments for entrepreneurial initiatives. Technological development is at the heart of the Industry 4.0 revolution and is a prime

stimulant in creating small- and medium-sized enterprises. Contrary to beliefs that technology kills jobs, the World Economic Forum's Klaus Schwab that technology is not an exogenous force over which people have no control. He asserts that people are not constrained by a binary choice between 'accept and live with it' and 'reject and live without it'. He advises that dramatic technological change should be seen as an invitation to reflect on who we are and

how we see the world. “After all,” says Professor Brane Semolic of Cranefield College and Lens Living Lab, “if technology destroyed jobs, they should never have invented the steam engine, which was responsible for massive job creation in the First Industrial Revolution”.

The vital role of entrepreneurship and its value in the Industry 4.0 economy must be clearly understood. The success that organisations enjoy partly resides in their ability to make innovative decisions, since there has been a fundamental shift towards innovation and efficiency as key drivers of growth. In this kind of economic dispensation, an entrepreneur is, in essence, a creative and innovative person aiming to develop new technologies, products and services.

Creative faculties are mobilised in the endeavour of generating new products or services and exploiting opportunities in the emerging collaborative markets. They tend to think ‘out of the box’ and are consistently in search of change towards improved organisational performance. Industry 4.0 affects four main organisational elements: customer expectations; product enhancement; collaborative innovation; and organisational forms. Organisations are evolving into virtual partner networks that significantly boost the creation of small- and medium-sized businesses and, hence, entrepreneurial activity.

Effective entrepreneurship results in the creation of profitable enterprises. It leads to assembling and coordinating physical, human and financial resources, and applying managerial skills to make a success of a venture. The goals are to transform creative thinking into providing customers with products and services that they truly want and to maintain customer service excellence and customer satisfaction. Industry 4.0 demands advanced knowledge and skills related to exploring and developing business opportunities, devising a business plan and testing the business’ viability before launching the new venture.

For an existing large organisation, the controlling word in the phrase ‘entrepreneurial management’ is ‘entrepreneurial’, according to Peter Drucker. In new business ventures, the controlling word is ‘management’. One can refer to entrepreneurship as a process of variable activities that need to be executed in an organised manner. For this reason, the interrelated application of entrepreneurial skills, general

management skills, and project and programme management skills is vital for product or service delivery in the new dispensation.

Entrepreneurs, business owners and managers can identify business requirements and make better-informed decisions to implement business objectives by fully understanding the entrepreneurial lifecycle. It is a prerequisite to have an entrepreneurial strategy reflecting the direction and intention of the entrepreneur to initiate a new venture. This can then be implemented by employing collaborative innovation and product development or enhancements. Local, regional and international collaborative business ecosystem strategies in Industry 4.0 must be highly customer-driven and culminate in partner-based, inter-organisational value chain performance optimisation and market acceptance.

Ideas should be screened and tested against internal and external business criteria through comprehensive feasibility studies before being implemented. This will then serve as a roadmap to design a business case and business plan suited to the Industry 4.0 economy in which it functions. The business plan is a core instrument for implementing an entrepreneurial strategy. All business functions must be implemented in terms of the original business purpose and performance must be measured against the desired strategy. Advanced knowledge about entrepreneurship will equip business owners, managers, and entrepreneurs to develop the appropriate competencies and strategies with the purpose of meeting society’s needs and satisfying business objectives in Industry 4.0.

A suitable business model must be identified that best aligns with the business plan, reflecting the value creation for customers and the efficiency of the business venture in creating value for all stakeholders. Moreover, the legal requirements necessary to establish a business in relation to the factors to be considered when choosing an appropriate business format, must be evaluated. The location of the business is profoundly important. Industry 4.0 factors that play a role in choosing a business location with the aim of optimising business process efficiency must be carefully assessed accordingly. To be successful, the essential operating elements of the business functions and the scope of the operational start-up process before the business is launched into the operating environment, must be clearly defined. ▲

PROF PIETER STEYN



Prof Pieter Steyn, Cranefield College

It's all about agility

Are you Agile with an A or agile with an a? It turns out that a seemingly small matter of semantics has big business implications.

Here, the difference between the two is explained, along with advice on how to build both kinds of agility into an organisation.

Agile versus agile

Agile: First seen in software development teams, an Agile approach involves small, self-governing teams breaking big problems down into modules and using customer collaboration, experimentation and iteration to find solutions fast. Harvard Business Review's Agile at Scale article is a good point of departure for more on this.

agile: Agile teams require an agile organisation. An agile organisation removes bureaucratic barriers, advocates nimbleness and overcomes risk aversion. It develops other areas of an organisation to "keep delivering to the core business whilst also honing the flexibility necessary to respond to Agile teams", according to the article. Remember Agility and agility require stability.

Building A/agility into an organisation: what agile businesses have in common

Antoni Gaudi is one of the most revered Architects of all time. He founded the Catalan Modernism movement, developing an utterly unique style inspired by natural forms. He recognised a need for new architecture and broke conventional rules to create it. But, in order to 'curve the lines', he needed to ensure there was sufficient structural stability.

To become more agile, an organisation first needs to be structurally sound. It needs

stability before it can implement dynamism. In McKinsey's 2018 report, the group outlined what agile units have in common. Collaboration, dynamic responsiveness and efficient turn-around capacities emerged as critical. As did

To become more agile, an organisation first needs to be structurally sound

exemplary leadership. Leaders need to not only display servant leadership but they must also build new capacities into organisations to usher in a culture of agility.

Additionally, they need to be decisive and strong about the direction they set. A paradox-savvy leader is one who can balance paradoxes in a way that optimises efficiencies. Every business has opposites: radical change or incremental change, for example. The question is how a leader marries these to meet demands? Agility requires less ambiguity and uncertainty.

Here are some of the other common traits agile organisations share, according to the same



Sarah Babb, Leadership Development Specialist and USB-ED Faculty Member

McKinsey report and the 2017 McKinsey article on agility.

- Shared purpose: by crystallising a compelling shared purpose, agile organisations rethink how to create value for all stakeholders, commonly positioning customer-centricity at the company's core.
- Small teams: agile organisations tend to comprise scalable networks of 'small, empowered teams' while maintaining their 'stable backbone structures'. This stability is critical.
- It's all about iteration. Teams work in cycles: breaking problems down into smaller modules, executing in rapid bursts and then adjusting according to how performance tracks against goals.
- Dynamic people model: agile teams comprise individuals with a strong entrepreneurial drive, meaning they proactively pursue—and create—opportunities in their everyday work. At the heart of every agile organisation, there's a 'dynamic people model'.
- New tech: agile teams quickly adopt new tech to allow for their iterative approach and to streamline collaboration.
- Cohesion: teams don't operate in silos but, rather, collaboratively, with each other and the customers.
- Continuous learning plays a big part in bridging capability gaps and fuelling ingenuity. In a recent MasterStart survey, just under half of +1 000 South African respondents felt they'd been held back by a lack of skills. It's critical that companies address this. ▲



No quick fix for South African soccer

Seasoned South African Soccer Journalist and youth-level Coach, Anthony McLennan, provides some insight as to why the national team continues to underachieve



South African football enjoyed a golden period after re-admittance to the international arena in the mid-1990s but since qualifying for the 2002 World Cup, it's been experiencing quite a downward spiral.

Most recently, Bafana Bafana's 0-0 draw in an Africa Cup of Nations qualifier against a Seychelles team ranked 189th has once more seen fans and members of the media calling for the Head Coach, Stuart Baxter, to be axed.

Such a reaction seems to be standard when the national team underperforms, with public opinion often seemingly contributing to the dismissal of a coach. Since the year 2000, there have been 18 different head coaches, including the five men who had more than one spell at the helm.

Clearly, the constant chopping and changing is not getting to the root of the problem, yet we continue to hope it miraculously will. What is not being taken into account is that the national team coach occupies the position at the very top of the South African football pyramid, a pyramid which is lacking a solid foundation.

The problem

It's apparent where we're really letting ourselves down. The 5-0 loss against Brazil in

2014 aside, Bafana Bafana have never embarrassed themselves against the top-tier nations. Individually, our players have shown that they possess the skill and ability to match the world's best on their day. On numerous occasions, the team has received praise from big-name international coaches, usually regarding the speed and skill with which South African players operate. Something, though, still seems to be amiss, that final piece of the puzzle, which all too often is demonstrated by the inability of the players to take their chances and score the goals to win matches, which their play often merits.

It's that final element—taking care of business when it counts, keeping a cool head under pressure and converting superiority into goals and victories—which appears to be the missing link. After Mamelodi Sundowns lost 3-1 to Barcelona in a friendly last year, Coach Ernesto Valverde was impressed: "It surprised us a little bit because Sundowns were really

fast. The speed of the team was very high, and they were very enthusiastic."

Even in that heavy defeat four years ago, Brazilian Football Manager, Luiz Felipe Scolari, summed where the issue lies for our national team quite well. "South Africa played very well; they moved the ball well and played very well. It's a surprise they are not at the World Cup, looking at the way they played. The difference between the two teams is that we have some very special players who can win games," he said.

A look at the top PSL scorers list for past two decades paints a sorry picture as far as South African strikers are concerned; of the last 19 Golden Boot winners, eight have been foreign-born. And of the last five Golden Boot awards won by South Africans, the highest tally was 14 goals (Moeketsi Sekola of Free State Stars). Apart from 2011, when Katlego Mphela scored an impressive 17 goals, the top goal-scorer award (in the PSL era, which began in 1996)

has never been won by a regular Bafana Bafana international. Surely this is where the crux of the problem lies?

The challenges

So why are South African players lacking that killer instinct, ruthlessness and mental fortitude? It's likely a combination of factors and a holistic approach is the only solution, there will surely be no quick fix. Despite this, the South African Football Association (SAFA) is fond of proclamations such as, "Our blueprint is to make sure that all our national teams are constantly among the top three in Africa and top 20 in the world; that is what we aim to achieve, come 2022." Perhaps they should be looking longer term, with a more tangible plan in place.

Social issues—poverty, dysfunctional families, rampant gangsterism and crime and poor or no sporting facilities in many communities—play a major role in holding our football back.



What SAFA should be looking at are centres of excellence across the nine provinces, where elite youngsters receive as much individual attention as possible

Inadequate and often dangerous public transport is another reason many players don't get the chances they deserve and fall by the wayside. With a few exceptions, most of the top clubs, academies and facilities are not based within the townships. Travelling to the suburbs is pricey. For example, a round-trip from Khayelitsha to an academy 25 kilometres away in central Cape Town costs around R60; nearly R800 per month just for two weekly training sessions and a match—this is simply unaffordable for many families living on the breadline.

Meanwhile, substandard school education stunts the mental and emotional growth of young players, increasing the likelihood of bad life decisions and decreasing the chances of making the grade or of them being able to handle the pressures that come with being a professional footballer. Coaches from similar backgrounds may be well-intentioned but they tend to lack the skills and organisational capacity to nurture young talent effectively, and many clubs lack the resources for the very basics.

Another contributing factor has to be the culture of football in this country. For the millions who grow up playing 'diski' in the streets, the aim is not to score goals but to outwit and out-dribble one's opponent with the most audacious skill possible. That's what gets the spectators cheering. Putting the ball through two closely-placed bricks tends to be an afterthought and requires no shooting.

Some may rightly argue that the Premier Soccer League (PSL) is a well-run and well-resourced institution and possibly Africa's best and richest league. There's certainly decent money in the Premiership, with salaries for senior players starting at around R30 000-R50 000 per month and rising up to R200 000, and even more at some of the bigger clubs.

There are two issues here. One is that most of the money is concentrated at the very top. The other is that a comfort zone is created—unlike most other African countries, South African footballers do not necessarily need to take their game to the next level abroad in order to secure their financial future. Look no further than the Kaizer Chiefs Midfielder, Siphwe Tshabalala's belated move to Turkey—at the age of 33, as an example.

As a result, we have a solid local league with a lot of good players—thanks to the natural talent South Africans possess—but these are players who seldom, if ever, push to become

world-class stars. Unlike the class of 1996, who won the Africa Cup of Nations, today's crop have things much easier, they get paid far more and, therefore, appear to lack the old-fashioned work ethic, character and determination required to maximise their talents to the fullest.

Looking at the current group of Bafana Bafana players, it's only really the 24-year-old Percy Tau (who signed for Brighton in the English Premiership this season before being loaned

Only this year, Orlando Pirates became the first PSL team to hire a dedicated striking coach

out to a Belgian second-tier club) and perhaps Lebo Mothiba, who could make it into that very top bracket of elite footballers. Injuries have stopped Mamelodi Sundowns' Defender, Rivaldo Coetzee, from being added to that list, which should be much longer.

Solutions

While it would be accurate to say sponsorships and funds for junior football development are inadequate, it would be unfair to state that there are not some outstanding football academies within our borders. The likes of Ajax Cape Town, Bidvest Wits, AmaTuks and SuperSport United have led the way while others such as Golden Arrows, Free State Stars and Maritzburg United have also leant heavily on locally-developed players. As a side effect, they have become virtual feeder teams to the big guns: Kaizer Chiefs, Mamelodi Sundowns and Orlando Pirates.

There are also some excellent academies that are independent of PSL clubs. But while the number of options available to a talented youngster is far greater than 20 years ago, quantity does not automatically equate to quality. There are too many fly-by-night academies and random footballing programmes that

suck funds yet lack in sustainability, and still not enough holistically-focussed institutions in junior football.

More of the top clubs could take a leaf out of the books of Ajax, or Ubuntu FC, the American-funded academy based in Fish Hoek who are tapping into the youth in close-by townships such as Ocean View and Masiphumelele. These two clubs also house, feed, educate and provide life skills for their players. This all-round approach can make all the difference.

The old Transnet Football School of Excellence was a very big success in the early 2000s, yet this model was never rolled out on a larger scale. To take things to the next level, to truly reach international standards, a specialised, streamlined national programme and vision are required, catering roughly for the 12- to 16-year-old age group, where the major development of a player takes place. SAFA's next 'blueprint' should be about ensuring that the 14-year-olds of today can help Bafana Bafana qualify for the 2030 World Cup rather than pie-in-the-sky talk of 2022.

Only this year, Orlando Pirates became the first PSL team to hire a dedicated striking coach—a positive move and the kind of innovation that should be welcomed. But would such coaches not be able to make a more significant impact by moulding a 15-year-old to become the next Benni McCarthy, as opposed to trying to rewire the 31-year-old Thamsanqa Gabuza's capacity to keep calm in front of goal?

What SAFA should be looking at are centres of excellence across the nine provinces, where elite youngsters receive as much individual attention as possible, where there will be specialised coaches not only for goalkeepers but also for attacking players, and where goal scoring and all the dynamics, not least of which is mentality, which forms part of the crucial and difficult element of football, are engrained into the consciousness early on.

If there is no out-of-the-box thinking and more funding is not made available at a development level, then getting players to Europe as early as possible—there has been a growing trend recently of players bypassing the PSL and going directly overseas in their formative years—may continue to be the best bet for producing the kind of world-class footballers South African is capable of. ▲

Anthony Mclennan



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