EDITION 408 OCTOBER 2019

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RSA R29.95

Leadership

SA'S #1 AWARD WINNING BUSINESS MAGAZINE

INTERVIEWS • INSIGHTS • INTELLIGENCE

Larry Page & Sergey Brin

The Google revolution has changed the world and its future

ISBN 0251-9988
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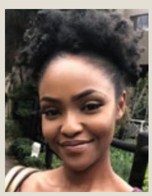

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FA PRINT
PUBLISHERS
NEW AFRICA PUBLICATIONS MAGAZINES LTD
SUBSCRIPTIONS
LEE-ANNE LAWRENCE
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RSA: R343 (per annum)

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Leadership

The strength of disruptive tech

Publisher's Note

One sunny Saturday afternoon I was hanging around in one of the finest restaurants in Melrose arch, Johannesburg, indulging in my Caribbean Cigars. I was huffing and puffing my lungs out and enjoying the aroma of the thick smoke blowing out of my mouth. Realising the smoke from the cigars would interfere with the people around me, the guilt drove me to apologise to two ladies who were sitting close to my table enjoying a bottle of wine.

They pleasantly assured me they were fine and didn't mind the aroma. Given their encouraging reaction, I tried my luck and extended pleasantries, introducing myself.. The one lady introduced herself as a British national who was working for an international company supporting private education across the globe. The other lady was a self-made connoisseur who had previously established and ran a successful FinTech enterprise in New York and then sold it for a fortune.

I was more interested in engaging further with the FinTech guru. My aim was to gain a better understanding of her organisations disruptive tech proposition. Indeed, further down the line I was granted the opportunity to meet and discuss more. The conversation centered on the power of disruptive technologies to create measurable positive social impact and the bankable evidence. I learned much and a year later today, the advice I got is still enriching me.

The power of disruptive technologies has shown its might in how its transforming China and lifting that Nation out of poverty. As the world's largest developing country, China has always attached great importance to poverty alleviation and development.

The one interesting element on the trajectory of China's economic growth fused with emerging disruptive technology is the leading role of TenCent which is significantly owned by a South African company, Naspers. Tencent has been as the forefront of the economic growth in China and contributed significantly towards advancement of Internet-related services, artificial intelligence and other technologies. Again at the helm of technology advancement in USA is the role of Tesla, a company led by South African, Elon Musk.

What boggles my mind is our inability to leverage this unique opportunity of both Elon Musk's expertise and our investment in Tencent to propel our economy and unleash the power of disruptive technologies.

Not only do we have the leverage on Tencent and Elon Musk, the likes of my newly found friend, the FinTech guru, are here and hungry for creating opportunities that will lead to a breakthrough in social impact. This will also lead to extraordinary reduction of poverty as it was done in China.

THABO OWEN MOKWENA
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Leadership

The dream that should be

Africa had a dream. Her dream was freedom, equality for all despite gender-race-age, free movement and trade, accessible healthcare, education for all and above all, togetherness, strength in numbers and free movement. Today, the dream is unfortunately still that, a dream.

The past weeks have exposed a major weakness in the psyche of Africans. A glaring lack of unity, an inherent dislike for one another based on nationality and even worse off a gross lack of respect for our mothers, daughters and sisters. Africa is in trouble, the South African constitution is being violated and the basic human rights have been shredded.

Our brothers and sisters have taken it upon themselves to brutalise one another, all in the name of survival and competing for scarce resources. The world has watched as certain parts of SA have been up in flames. The rest of the continent has reacted with anger, sadness and condemnation. It has been a typical example of the lack of unity on our continent.

These actions have been largely dismissed in some speres as simply as the work of criminal elements. Reckless and irresponsible statements have been issued by some leaders, half baked apologies have been issued by some, and a whole country has been painted with the same brush based on the actions of a few. Those cruel few who have no doubt been encouraged by the lack of swift action from those who receive our hard earned tax money, whichever way we look at it and whatever lens we use this has been shameful. A shame displayed for the world to see.

In this century there should be no room for Xenophobia, there should be no room for gender related abuse, above all there is absolutely no reason or excuse for taking another human beings life. We as Africans are in a moment of shame. Its time a brother spoke to another brother and emphatically explains that there is no room for this in Africa. We simply cannot be silent.

The 17th of October is recognised as international day for the eradication of poverty. The first official commemoration took place in Paris, France in 1987 when 100 000 people gathered on the Human Rights and Liberties Plaza at the Trocadero to honour victims of poverty, hunger, violence and fear. The premise of the day is that wherever men and women are condemned to live in extreme poverty, human rights are violated. It is our duty to ensure we uplift those less fortunate. Look around you and assist where you can. The actions of a few can change our world.

As you enjoy the latest instalment of Leadership remember that we are one. And remind those who have forgotten that Africa has a dream. The dream starts with you. Let no one tell you otherwise. Together, we can.

Editor's Note

EVANS MANYONGA
Editor

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Two decades ago, two Stanford drop-outs revolutionised the way people navigate the entirety of human knowledge. What does this revolution mean for our world's future?


East Rive
Bridge

Larry Page and Sergey Brin had a heated argument with one another in 1995. It turned out, however, that arguing with people over ideas was what made both of them tick. The end result? A revolutionary piece of technology with revenues well over the $100 billion mark.

Page and Brin both came from families of scientists—mathematicians and computer scientists. Fate brought them together at Stanford University in California, in the computer science doctoral programme.

Looking for a dissertation topic, Page had stumbled upon a grand connector idea: what if the best way to locate information on the World Wide Web was not simply to track websites with the most mentioned number of the search phrase? Instead, could you search the internet by tracking its own metaphorical web of referencing?

In other words, instead of "phrase hits", the most relevant online pages for any internet search would be the object of the most links regarding the topic explicit within the search phrase.

Backlinks would define relevance—as citations do in academic journals. An algorithm more closely integrated with the web-like pattern of the internet could thus best navigate its ongoing explosion of information.

Brin, fascinated by Page and the initial idea, joined the subsequent research project, and together the pair wrote a research paper entitled *The Anatomy of a Large-Scale Hypertextual Web Search Engine*.

This would become the founding text of their initial venture, entitled BackRub, which was the tongue-in-cheek descriptor for their algorithm based on backlinks on the internet, known as PageRank.

And so a single idea, married with elegant mathematics, and perfect timing, would define a new age in global history.

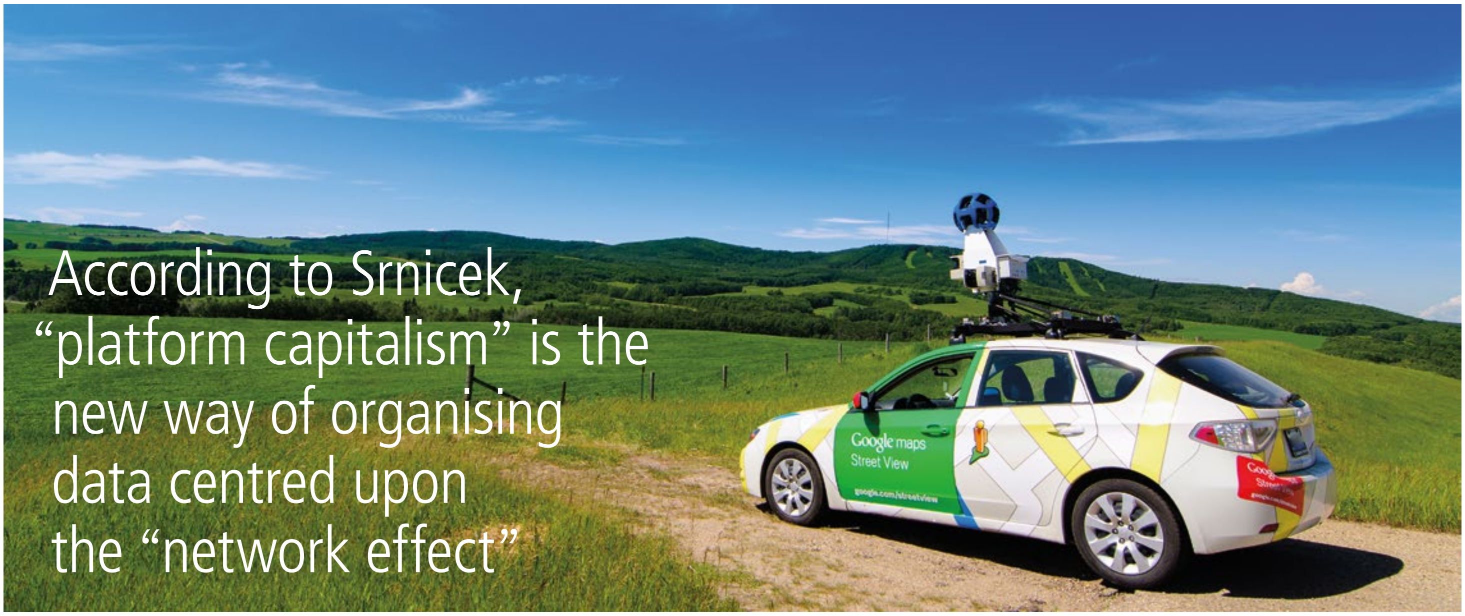
They quickly realised the search engine potential of the algorithm, launched the tool on a Stanford page, and renamed BackRub to Google (a misspelling of "googol" – the name for the number in which a 1 is followed by a 100 zeros).

A domain was registered in 1997, the partners dropped out of Stanford, and launched a new business in a friend's garage in California by 1998, after scrambling together a $1 million initial investment (including money from Amazon's Jeff Bezos).

Eventually Page and Brin would provide the world with a navigational tool which would lead to what is now known as the Knowledge Economy or the Fourth Industrial Revolution—markets based on data rather than production based on raw material.

The company would go public in 2004, and move into the famous Googleplex in Mountain View, California.

By 2015, Google would become a subsidiary of Alphabet Inc., with Sundar Pichai as the search engine's CEO, allowing for Page and



According to Srnicek, "platform capitalism" is the new way of organising data centred upon the "network effect"

The company would go public in 2004, and move into the famous Googleplex in Mountain View, California

Brin (as CEO and President of Alphabet Inc. respectively) to focus on various "moon-shot" ventures, such as driverless cars, artificial intelligence (AI), solar wi-fi drones, and giant leaps in extending human lifespans via nano-bots.

This is not to mention other holdings including YouTube, Android, and Chrome.

What just happened?

In short, the power of the seed idea of Google created an unstoppable network effect. The effectiveness of the search engine meant that eventually no company with an online presence could avoid adapting their network possibilities to fit the Google algorithm.

Therefore, nobody can really compete with what Google does, on any meaningful scale, because Page and Brin were able to leverage their grand idea into a non-competitive market stake in our new so-called 'Platform Economy'.

American writer and academic, Nick Srnicek, has literally written the book (Platform Capitalism) on this new type of economic activity.

According to Srnicek, "platform capitalism" is the new way of organising data centred upon the "network effect", whereby the more users any platform gains, the more data they have to fine-tune their algorithms, the better the algorithms and data quantity, the better the final data delivery in the form of a service offered to the user.

This cascading effect means one platform will become in essence "the commons" for an activity. You "google" things. You do not "search the internet". In the words of University of Southern California Innovation Lab director, Jonathan Taplin, writing for the New York Times:

"Google has an 88 percent market share in search advertising, Facebook (and its subsidiaries Instagram, WhatsApp and Messenger) owns 77 percent of mobile social traffic and Amazon has a 74 percent share in the e-book market. In classic economic terms, all three are monopolies."

Google is thus the essence of what PayPal's Peter Thiel describes as non-competitive capitalism; organisations which do not need to compete in a market because of their unique thesis statement, which has taken them from "zero to one".

Google does not need to race to the bottom of cost-cutting and lowering of profits to maintain a market share.

They are instead a platform for ongoing revolution, for vanguard capitalism (if one may adopt a Leninist term for a profit-seeking private entity).

Page and Brin are therefore participants in global, technological history-making, re-writing

Planning a route using a Google Maps application on Apple iPhone

the perennial relationship between humanity, its knowledge, communication, and lore.

Page and Brin.

Page and Brin are not really celebrities.

Their names echo around the world, obviously, and they are both worth tens of billions of dollars, but they could probably walk into your local supermarket with nobody noticing. (Page even suffers from an autoimmune disease which makes it difficult for him to speak.)

Both were born in 1973, which primed them, as young scientists interested in computers, to contribute a big idea to the tech explosion of the 1990s in their mid-twenties – the age perhaps of the perfect intersection between brashness and skill.

Page grew up in Michigan, the Nikolai Tesla-inspired son of computer scientist parents. Gadgets and ideas were strewn across his childhood. But Page learnt from Tesla's story that ideas and technology are not enough. Without commercial viability, invention can be exploited.

Brin, meanwhile, was born in Moscow, in the old Soviet Union. His parents emigrated when he was six, largely to escape apparent Russian anti-Semitism. His father and grandfather were both mathematicians, and he followed in their footsteps, studying at the University of Maryland before relocating to Stanford, joining Page in the computer science doctorate programme.

Intriguingly, both attended Montessori schools in their youth, and both attribute an intellectual curiosity and self-motivation to the Montessori educational philosophy.

Whereas Page's mental drive lies at the heart of the Google story, it seems as though his more extroverted foil, Brin, brought a mind for strategy and marketing to the mix.

When a 28-year-old Page fired all project managers, and allowed tech engineers more freedom, investors forced him out of the chief executive role, bringing in "a babysitter", Larry Schmidt, from Novell.

This arrangement lasted for ten years. (In the midst of this era, Page took a day and drove around Palo Alto filming the streets from his car – the result was Google's current representation of the majority of the physical world on Google Maps.)

Eventually, an older Page would re-assert his role as visionary of Google, and return as CEO, with Schmidt tweeting that day, "Adult-supervision no longer needed."

A few years later, the pair moved to the holding company. The advertising revenue brought in billions. Page wanted to use that to focus on the moon-shots.

"Anything you can imagine probably is doable," Page told Google investors in 2012. "You just have to imagine it and work on it."

The sentiment is reflected in the company's reputation for its up-ending of corporate culture. One of Page's chief inspirations is his grandfather who worked in the early labour movement, and Brin, the anti-authoritarian extrovert, revels in his role of managing policy and people at Google.

The result? A campus that provides three free meals a day, free home food delivery for new parents, designated private spaces for nursing mothers, and full on-site medical care, along with the couches and the games. Google is often voted the best work-place in the US and the world.

But everything, even what is digital, has a shadow.

In contrast to the company's notion of leveraging technology to benefit the lives of billions, Google's "platform capitalism" and its moon-shot ventures (aimed at non-competitive markets) have come under the ire of regulators.

Over the last decade, the European Union (EU) has fined Google over $9 billion under anti-trust regulations—for privileging their own business in their advertising and by forcing their customers to grant Google exclusive search engine advertising rights. Admittedly, the EU has a low bar for antitrust litigation, but the shadow does darken further.

Google has infamously collaborated with Chinese censorship of its internet provision, and there are rumours that Google has adapted its search engine into a new, more controlled product, "Dragonfly". Brin has apparently tried to stop this expansion in the past.

The company has also collaborated with the US government in its mass electronic surveillance programme, entitled "PRISM", and has also in the past worked on drone technology for the US military, which they ended owing to internal protests. Yet now critics are assailing Google for opening an AI laboratory in Beijing. Talks with the Pentagon are underway.

There are also electoral concerns surrounding Google. Could the algorithm swing an election? Google insists not. The algorithm is ideologically neutral. But some are not so sure. Donald Trump is a famous critic, but there is also a movement of non-partisan internet users pushing for a resistance to Google products.

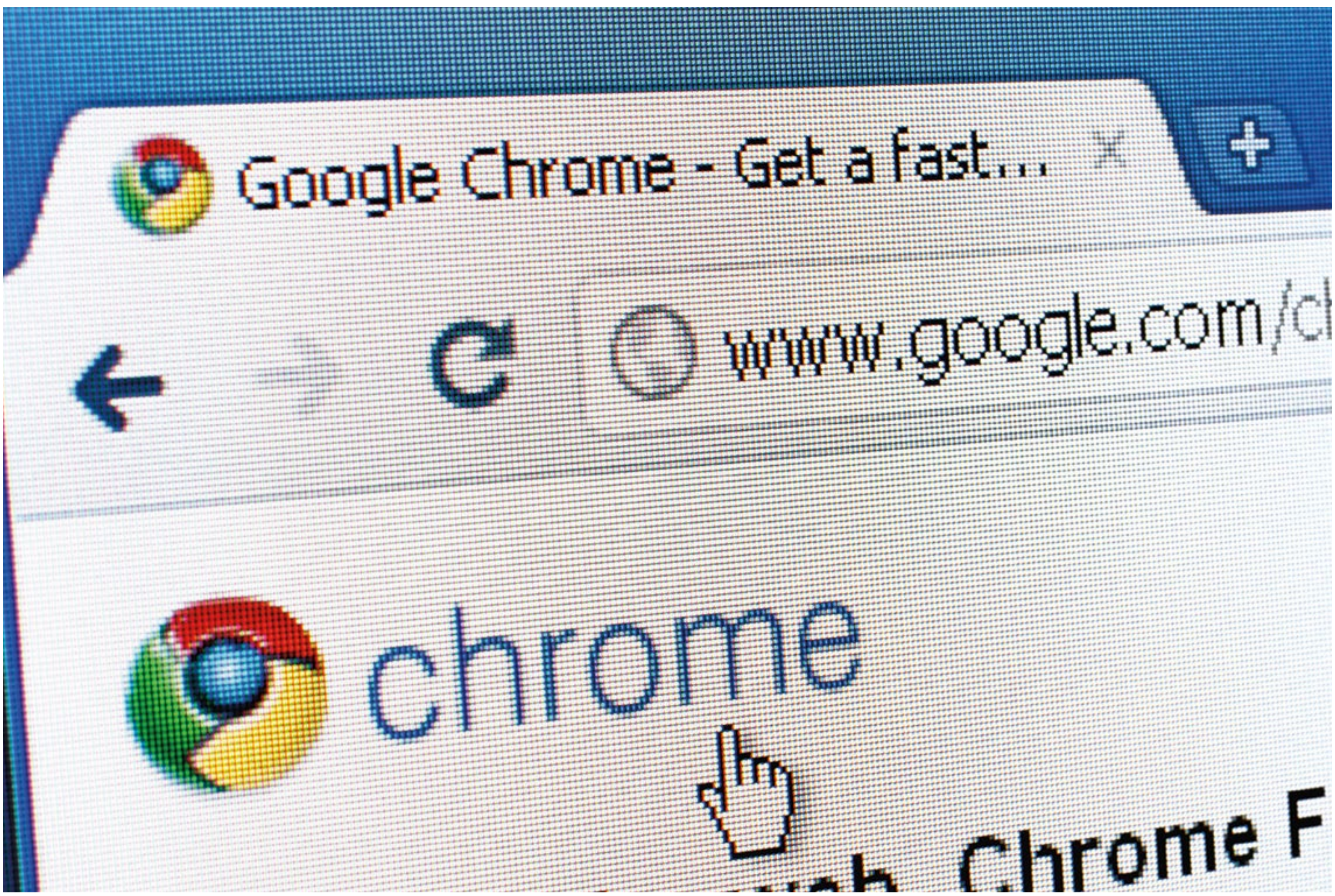
Then there are the controversial leaks from company meetings in which it sometimes seemed as though Google, despite being an informational "commons", takes explicit political positions. Google executives are known to be overwhelmingly Democratic Party supporters.

Meanwhile, Page and Pichai have both declined to appear before US Senate hearings on these questions.

Google is famous for its company motto: "Don't be evil." The sentiment is clearly positive. But if a company needs reminding of this, what does that tell us about the reach of its power?

Brin and Page's story is one of promise and opportunity. But these shadows remind us that the story is not yet over. There are always perils inherent within success. ▲

Chris Waldburger



The purpose of business

Business has not always covered itself in glory

"Law is to justice, as medicine is to health, as business is to _________?" This is the opening line of an article on the purpose of business titled Toward a theory of business by Thomas Donaldson from the Wharton School, University of Pennsylvania and James P. Walsh, Ross School of Business, University of Michigan.

In answering the question "...as business is to __________?", in other words, what is the purpose of business, the authors explain that business students and colleagues generally react with "an awkward silence". "People are surprised that the answer does not roll off the lips," they write. "There is always a sense in the room that we should know the answer and yet, we do not. Then the answers come. A cluster of people will focus on profit, money, and wealth. Others, more expansively, will talk about value creation and prosperity. One colleague memorably said 'our f******-up global economy'..."

So what is the purpose of business?

The starting point is that business is central to society. Without it, we would not have innovation, employment, economic development ... a whole lot of things that business has brought to us.

The problem is that business has not always covered itself in glory. With all the corporate scandals and destruction of value we have experienced local and globally, it is widely acknowledged that this has led to a breakdown in trust. If they are to restore trust, organisations, boards, CEOs and managers are compelled to consider what the purpose of business is, and how business can do better for a better world.

In this regard, I was interested to see the June 2019 Article in Fortune by Kathy Bloomgarden on purpose-driven companies titled How Purpose-Driven Companies Address Business' Greatest Challenges. She writes: "There is much discussion these days about CEO activism, and companies are under pressure to wield their power to enact positive change in the world."

But, she adds, while many CEOs are scrambling to decide on their purpose and which issues to tackle, "many don't understand that that purpose and performance are intrinsically linked". She adds that outside a handful of A-list CEOs, the purpose-driven approach still isn't widely endorsed, and that CEOs in general need to embrace this approach to enhance their performance and to combat the idea that capitalism is in crisis.

In a similar vein, a 2018 survey of US Fortune 1000 CEOs and other C-suite executives on business and purpose, commissioned by global company

Covestro LLC, says: "The purpose-driven company has taken root—and will continue to grow in the coming decade... Stakeholders, including top talent, increasingly are demanding companies have a purpose beyond making a profit and that a company's future success and competitiveness will hinge on its commitment to helping solve society's problems."

Rebecca Lucore, head of corporate social responsibility and sustainability at Covestro LLC, put it this way: "Today, purpose is more than just a buzzword. Companies have to deliver on the promise of making society better – they have to do it through their actions and by enabling their employees to realize their own personal need to be part of something greater than themselves."

Major findings in the survey include:

- An overwhelming 86 percent of CEOs/c-suite executives confirm that today's top talent is more inclined to work for companies that have a demonstrated commitment to social issues compared to ones that don't.
- Four in five (80 percent) agree that a company's future growth and success will hinge on a values-driven mission that balances profit and purpose; and, three-quarters (75 percent) believe these companies will have a competitive advantage over those that do not.
- Half or more respondents report that integrating a purpose-driven approach has transformed different aspects of their business, including Environment, Safety and Governance; Corporate Social Responsibility/

Philanthropy; Communication and Reputation Management (71 percent, respectively); Human Resources (60 percent); Growth and Business Strategy (59 percent); Sales and Marketing (54 percent), Innovation, R&D, Products and Services; and, Shareholder and Investor Relations (53 percent, respectively).

- Some two-thirds (68 percent) say it is important for their companies to empower their employees' personal sense of purpose and predict employee desire for purpose will increase over the next 10 years (64 percent), primarily due to Millennials and their mindset (33 percent).

A year later, in an August 19, 2019 article in Fortune by Alan Murray titled: America's CEOs Seek a New Purpose for the Corporation, provided some perspective on business purpose then and now. He writes: "In 1997, the influential Business Roundtable (BRT), an association of the chief executive officers of nearly 200 of America's most prominent companies, enshrined the philosophy of corporate purpose in a formal statement: 'The paramount duty of management and of boards of directors is to the corporation's stockholders', the group declared.

"On August 19, 2019," Murray writes, "the BRT announced a new purpose for the corporation and tossed the old one into the dustbin. The new statement is 300 words long, and shareholders aren't mentioned until word 250. Before that, the group refers to creating 'value for customers', 'investing in employees', fostering 'diversity and inclusion', 'dealing fairly and ethically with suppliers', 'supporting the communities in which we work', and 'protecting the environment'."

It sounds like a giant step for good, but, as Murray says, there are reservations, such as those expressed by Anand Giridharadas, author of the book Winners Take All: The Elite Charade of Changing the World. Giridharadas says: "It has become socially unacceptable as a company or a rich person not to be doing good. CEOs are asking the question: 'What can I do to make the world better?'

"But what many are failing to do is ask: 'What have I done that may be drowning out any of the do-gooding I'm doing?' " He cites the 2017 tax bill, supported by the Business Roundtable, as an example. The lion's share of the benefits, he argues, ended up in the hands of the top 1%, increasing the income inequality underlying many social problems. What I see are well-meaning activities that are virtuous side hustles," he argues, "while key activities of their business are relatively undisturbed ... "

The social and ethical consciousness of business clearly needs to be scrutinised to ensure it is doing what it is supposed to be doing, but the good thing is there is robust dialogue about this in the United States and we would like to see more of this here in South Africa. As much as we are waiting for President Ramaphosa to be more proactive about enforcing social and ethical behaviour, the same could be said about corporate leadership in South Africa – what is being done by companies to align purpose and performance? In short, business should be beyond reproach.

For purpose we need to look no further than the International Integrated Reporting Council's (IIRC) six capitals for Integrated Reporting (IR), namely, financial, manufactured, intellectual, human, social and relationship, and natural capital, all of which are equally important. Following the requirements of the King IV Code, it is mandatory for listed companies in South Africa to address all of these equally in their integrated reports, but they should also be voluntarily regarded as the gold-standard of business purpose for ethical and effective leadership for all companies and organisations, big or small.

It is interesting to note though, a study of 54 integrated reports included in the IIRC database, found that the richer elements of the business model disclosure in many companies are outcomes, with companies being a little more sketchy on inputs, business activities and outputs. The study was conducted by Gaia Melloni, Riccardo Stacchezzini and Alessandro Lai, published in 2016 in the Journal of Management and Governance, and titled: The tone of business model disclosure: an impression management analysis of the integrated reports.

They explained that most companies presented information that on the face of it was non-future looking and non-quantitative. In essence they observed the dominance of a positive tone in disclosure and hence concluded companies seemed more focused on impression management strategies.

This brings me to a 2019 article, also in the Journal of Management and Governance, titled: Visualizing and managing value creation through integrated reporting practices: a dynamic resource-based perspective, authored by Federico Barnabè and Maria Cleofe Giorgino.

They constructed resource maps of two oil and gas companies, namely Sasol and ENI, based on information provided in their respective Integrated Reports for 2015 and 2016. In the authors' view the ratio of positive to negative causal links in the value creation process was three times for ENI, whilst only two times for Sasol, hence concluding that Sasol depleted assets, whilst ENI invested in growing processes.

The similarities made for interesting analysis, most significant being: "'Employment enhancement' for Sasol and 'Employment and Job Enhancement' for ENI are respectively, 97% and 98% of feedback loops. Most tellingly though were the differences. In terms of the importance of customers (no mention in Sasol, but almost 68% of the processes in ENI) and environmental and social impacts (almost 10% in Sasol, but 47% in ENI) as Key Value Creation Spots."

It needs to be said that Sasol has not had an opportunity to make the case against these findings, but what is universal is that integrated reports are a reflection of the mental models of the board members, CEOs and managers within companies. If, according to Barnabè et al, Sasol does not mention its customers once, and pays little attention to its environmental and social impacts, how does it see its purpose?

As we know, Sasol has been a lot in the news of late over its Lake Charles Chemicals Project in Louisiana, where the cost and time overruns are so huge that there is a call for one of the co-CEOs, Stephen Cornell, to step down. One would want to interrogate this further, but what comes to mind is that some of the problems Sasol is currently experiencing, might directly stem from how they were thinking in 2015 and 2016.

Compare this to the July survey by the New Paradigm Strategy Group for Fortune, cited in Murray's article, where it says that 64% of Americans say a company's "primary purpose" should be "making the world better", and 41% of Fortune 500 CEOs say solving social problems should be "part of their core business strategy", then perhaps Sasol and all South African companies need to think about what their purpose is with a high degree of urgency, given the landscape in which we currently find ourselves. ▲

Professor Owen Skae, Director of Rhodes Business School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COMMITTED TO
IMPROVING THE STATE
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World Economic Forum aims to uplift Africa

UK-based economist and political analyst Simba Chabarika believes it is too early to celebrate the ratification of the Africa Continental Free Trade Area (AfCFTA) which took place at the 28th World Economic Forum held in Cape Town recently

He says just as years of bureaucratic wrangling delayed the ratification, there will, without doubt, be more bureaucracy in implementing the actual trade between the African countries. He said it was well and good to talk about the collapsing of trade barriers, potentially boosting economies and uniting African countries, but putting theory into practice may prove not to be as easy as many people believe.

Chabarika said cutting links with overseas countries with which African countries have traded for decades may not be as easy as generally envisaged. He said the overseas countries may actually come up with new incentives which could dissuade some African countries from abandoning them in favour of new partnerships with other African countries.

Transport links between some African countries may also prove a big challenge in the movement of goods. Just as people travelling from some African countries need to travel via Dubai or some European cities to get connecting flights to some parts of Africa, the same may be required in the movement of goods, something which would consequently make them expensive.

Speaking at the forum, Ngaire Woods, professor of Global Economic Governance at Oxford University, said he was worried that when AfCFTA is implemented, some poorer African countries may be crushed by stronger neighbours. He said there was need to ensure that Africa's uniquely young population benefits when AfCFTA is implemented. More than 200 million of Africa's population is aged between 15 and 24, he said.

"The consequences of liberalisation can really damage some of the poorest in these countries, but that's not a reason not to do it, that's a reason to have really great policies of support," said Woods.

"We need to soften our borders to enable easy movement. We need leadership that is capable and has the determination to act collaboratively."

Albert Zeufack, the World Bank's Chief Economist for Africa warned that having a youthful continent is a huge opportunity, but a huge threat as well. "It's a threat if we do not get that population to start really working."

"I like to think of this AfCFTA as the most delicious African dish that can be produced," said Arancha Gonzalez Laya, Executive Director of the International Trade Centre. "The ingredients have been assembled, the cooks are in the kitchen. The guests are impatiently waiting for this dish to be served."

The "dish" is vital for the 200 million young Africans aged 15-24 who need to see the continent move up a gear to a higher level of economic growth if they are to secure jobs and contribute to their countries' prosperity as the workers of the future.

Sipho Pityana, Chairman of AngloGold Ashanti, said the free trade deal is a "catalyst". He said it was now up to political and business leaders to implement the removal of trade barriers and ensure sufficient investment in infrastructure and logistics to truly accelerate cross-border trade flows.

"We need to soften our borders to enable easy movement," Pityana said. "We need leadership that is capable and has the determination to act collaboratively."

An entire session was devoted to the theme "Delivering the Promise of Africa's Youth", at which the president of Botswana - whose 18% jobless rate is still far below South Africa's 27% –called youth unemployment "scary".

However, South African President Cyril Ramaphosa, is optimistic about the ratification of AfCFTA, and believes it will be utilised to good effect.

"The future is great, it looks very bright for the African continent, and if there was ever a time when Africa can definitely be said to be on the rise, this is the time," he said.

In a panel discussion at the forum, Reserve Bank Governor Lesetja Kganyago said Africa had a positive economic outlook, even though some countries were still showing little or no growth.

"I think that what we've seen for this year and next year's outlook is that this continent will continue to grow faster than the world average. That is the good news," Kganyago said. He, however, cautioned that a big risk was rising debt levels among some countries, including South Africa, which had received debt relief, mostly from the private sector.

Peter Attard Montalto, a columnist at the Business Maverick, said South African businessmen were not as enthusiastic at this year's forum as they have been at previous forums. He said business was happy to come along to World Economic Forums in previous years and play the best 'TeamSA' role. "But business was having none of it this year and there was no sense of TeamSA," he said, adding that there was a distinct lack of buzz.

"Acts of xenophobia are deplorable. They have no place in the modern world. Xenophobia is parochial and counterproductive. It ought to be condemned."

Montalto said the absence of a large number of foreign delegations from business up to presidential level was partly to blame. "The xenophobic violence in recent weeks caused a number of withdrawals, but even before that, fewer names than usual had registered to attend. As a result, many sessions seemed poorly attended and applause was muted even in the more full sessions," said Montalto.

He said business sentiment in SA is currently so weak that executives were far more interested in talking about what was going on in the rest of Africa than in South Africa. Most African economies are growing at a rate much faster than South Africa's. Consequently, South African companies have an opportunity to expand into those markets. This is not good for South Africa at a time it desperately needs more investment.

Standard Bank which operates in 20 African countries, is particularly sensitive to any developments that suggest other Africans are not welcome in South Africa, said Kenny Fihla, chief executive, corporate and investment banking at Standard Bank.

"Acts of xenophobia are deplorable. They have no place in the modern world. Xenophobia is parochial and counterproductive. It ought to be condemned," Fihla said.

The Nigerian government decided at the eleventh hour to pull out of the World Economic Forum (WEF) in Cape Town, South Africa, following xenophobic attacks on Nigerians and other foreign nationals in Pretoria and Johannesburg. Vice-President Yemi Osinbajo was billed to speak at the summit, but also pulled out on the day the summit started.

Sandile Hlophe, (partner and Africa region government and public sector leader at Ernest and Young) said when it comes to immigration, South Africa needed plans which can be implemented immediately. One of these is the streamlining of visa applications. "That's something we can fix tomorrow," he said.

Dr Martyn Davies managing director of emerging markets & Africa at Deloitte said the political economy of South Africa expected a V-shaped recovery after the end of the Zuma era, but that had not been the case.

"We've moved from structural decline to drift," he said. "We're tired of drift. We need action. We need leadership. We need a strong state. If we get our act together, we can turn on a dime," Davies said.

The 28th World Economic Forum on Africa produced numerous notable outcomes, one of them being the launching of an action plan to tackle the crisis of gender-based violence on the continent, particularly in South Africa.

The plan has three core priorities, which include to work with the technology industry to deploy a free emergency response system for women under attack in SA's nine provinces, support women entrepreneurs as a means of promoting economic empowerment, and establish a fund to help support South Africa's gender-based violence strategy and action plan.

"I've been in DRC twice in the last few months. We have a vaccine, we now have a treatment—and yet, some communities are not willing to accept those interventions."

Another notable outcome was the launch of a new foundation by the African Union, in partnership with the World Economic Forum, to pave the way for the private sector to help build capacity and resources to strengthen health security across the continent.

The forum heard that 16 of the 20 global countries with lowest levels of trust in medical experts are in Africa. It's a problem particularly for countries such as Democratic Republic of Congo which is dealing with an outbreak of Ebola.

"I've been in DRC twice in the last few months. We have a vaccine, we now have a treatment—and yet, some communities are not willing to accept those interventions," said Jeremy Farrar of the Welcome Trust, the health charity that conducted a global survey on attitudes towards vaccines.

If epidemic-prone African countries slide towards '"vaccine hesitancy" to the levels seen in France, the consequences could be catastrophic, said Priya Agrawal of vaccines maker MSD. "We need to enable scientists to talk about science in a way that makes sense for the public," she said.

Other notable outcomes at the forum include the following:

– The launch of an innovation challenge by the World Bank and the Forum, in partnership with African governments, with the aim of finding new ways of using drones across Africa;

– Partnership between the Forum and Ghana in implementing the Global Plastic Action Partnership which aims to combine public- and private-sector resources to tackle plastic pollution and unmanaged waste (The partnership is the first signed with an African country, following an initial partnership signed with Indonesia earlier this year), and

– Five private sector partners announced 23 million U.S. dollars in new pledges for the Global Fund's Sixth Replenishment (donors include Goodbye Malaria, Project Last Mile, GBC Health, Zenysis Technologies and Africa Health Business.)

The 2019 World Economic Forum on Africa was held on Sept. 4-6 in Cape Town, under the theme: Shaping Inclusive Growth and Shared Futures in the Fourth Industrial Revolution.

The meeting convened more than 1,000 regional and global leaders from government, business, civil society and academia to explore new models to help Africa achieve success at a time when technology is creating dramatic economic and societal shifts.

Babington Maravanyika

Extracting the roots of poverty

Despite the fight to eradicate poverty being a daily battle, a special day –17 October, the International Day for the Eradication of Poverty–has been set aside to highlight the plight of many living below the breadline and show what solutions have been implemented to help alleviate poverty across the globe. It's also a chance for people to put forward fresh ideas.

Often we assume that poverty is a result of people not working hard enough or not being resourceful. This stereotyping is an indication of the extent to which we are misinformed – multiple factors affect economic empowerment in society.

The International Day for the Eradication of Poverty dates back to 17 October 1987 when masses gathered in Paris to highlight the plight of people affected by poverty, hunger and violence. The gathering took place at the site where the Universal Declaration of Human Rights was signed in 1948. Article 25 of the declaration states in part that "everyone has the right to a standard of living adequate for the health and wellbeing of himself and of his family, including food, clothing, housing and medical care, and necessary social services". After a resolution adopted by the United Nations General Assembly in December 1992, 17 October was declared the International Day for the Eradication of Poverty.

It is not enough to highlight poverty and publish the statistics of people living below the poverty line, policymakers, stakeholders and other people in positions of power need to have an action plan for fighting against poverty and destitution. On this special day, leaders get to present the strategies they have come up with to help the poor and a platform is afforded to the people living in poverty to speak about their circumstances and voice their needs.

In 2015 the United Nations General Assembly adopted a resolution known as Transforming Our World: The 2030 Agenda for Sustainable Development. In it they state the following: "This Agenda is a plan of action for people, the planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognise that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want, and to heal and secure our planet."

The United Nations went on to say: "We are determined to take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind. The 17 Sustainable Development Goals and 169 targets which we are announcing today demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and complete what they did not achieve. They seek to realise the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental. The Goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet."

Back home in South Africa, President Cyril Ramaphosa broke down the government's strategy for alleviating poverty in his June 2019 State of the Nation Address (SONA). His action plan is categorised into the following areas of concern: national minimum wage, housing, transport, health and persons with disabilities. Researchers have found that one of the main factors behind poverty in South Africa is racial inequality, an aftereffect of the apartheid era.

President Ramaphosa's objective is to alleviate poverty within the next 10 years. In his address he said, "Our determination that within the next decade no person in South Africa will go hungry is fundamental to our effort to eradicate poverty and reduce inequality. We must strengthen the social wage and reduce the cost of living." Several structures have been put in place to improve the standards of living and redistribute wealth in order to create a more equitable society. The South African government established a system of social grants as a way of taking direct action in alleviating poverty. A large portion of the country's well-established social-welfare system's social spending goes towards social grants. A staggering 17 million social grants are paid monthly, a clear indication that the government is working hard to assist the underprivileged.

Sections 24 to 29 of the Bill of Rights in the South African Constitution – which recognise the socio-economic rights of citizens, including the right to social security – ensure social grants are administered by the South African Social Security Agency (SASSA). SASSA is mandated by the South African Social Security Agency Act of 2004 and it ensures the provision of comprehensive social-security services against vulnerability and poverty within the constitutional legislative framework.

The Social Assistance Act of 2004 provides the legal framework regulating the administration of seven social grants. Grants were created for people who are vulnerable to poverty and in need of the state's support. The grants available include the child support grant, older person grant, disability grant, grant-in-aid, care dependency grant, war veterans grant and foster child grant. There is also a Social Relief of Distress grant, which provides immediate temporary assistance to people in dire need of financial support and it's awarded in the form of vouchers, food parcels or money for a period of three months.

When it comes to poverty and inequality, the most affected citizens are low-income earners. Social grants and the national minimum wage were designed to create a balance in this very unequal society. The National Minimum Wage Act protects the poor who are currently employed.

In his address, President Ramaphosa spoke about housing as well. He said, "Many South Africans still need land to build homes and earn livelihoods. In the next five years, we will accelerate the provision of well-located housing and land to poor South Africans." He added that government is committed to building human settlements in areas that specifically bring economic opportunities and services to people in need. In the next five years, the Human Development Agency is going to construct 500 000 housing units. This establishment of human settlements will address the housing backlog while boosting the economy through creating employment opportunities for those who specialise in housing in both the public and private sectors.

The government also intends to expand the public works programme, with the intention of allocating service stands to households, allowing them to build their own houses. They will have the option to choose whether to do it individually or through community-led cooperatives. The state has already identified state-owned land it intends to redistribute for the purpose of addressing human-settlement needs in urban and peri-urban areas.

Another crucial challenge we face as a nation is the high cost of commuting, which the president addressed, saying, "We must improve the affordability, safety and integration of commuter transport for low-income households." He expounded on the high cost of commuting and the long periods of time people spend waiting for public transport. He feels poor public transport is one of the biggest contributors to the high rates of poverty in South Africa because, while people can get jobs, if the money they make is mostly spent on transport commuting to and from work, working becomes pointless. Government is putting together a safe, integrated and reliable transport system that will play a great role in developing the economy.

The government's first step in ensuring it achieves this goal was addressing the problem the Passenger Rail Agency of South Africa (PRASA) is facing. It committed to providing safe, reliable passenger rail services that will benefit commuters and the economy by investing more than R170 billion in PRASA. As part of PRASA's Fleet Renewal Programme, more than 7 000 new trains will be manufactured over a 20-year period, that's almost 30 a month.

Another area of concern is health, which is crucial when talking about quality of life. The president addressed this saying: "To improve the quality of life of South Africans, to reduce poverty in all dimensions and to strengthen our economy, we will attend to the health of our people." The government has a strategy in place to institute National Health Insurance (NHI) and the plan to implement it is now at an advanced stage.

One of the central issues the plan addresses is a way to accelerate the quality of care initiatives in public facilities, particularly focusing on building human-resource capacity. This will be done by establishing the NHI Fund structure and the cost of the Fund's administration. Government is finalising the Presidential Health Summit Compact, which is intended on mobilising stakeholders with the intention of addressing the crisis in clinics and hospitals. Then there is the 90-90-90: Treatment for All initiative by the United Nations Programme on HIV/AIDS (UNAIDS) to help eradicate the AIDS epidemic. The target is:

- By 2020, 90% of all people living with HIV will know their HIV status.
- By 2020, 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy.
- By 2020, 90% of all people receiving antiretroviral therapy will have viral suppression.

This has been incorporated into South Africa's National Strategic Plan, which seeks to end HIV, one of the main public-health threats in our country. This will be achieved by increasing the number of people on treatment by at least another 2 million by December 2020.

President Ramaphosa is also committed to empowering people living with disabilities. "If we are to successfully address the challenge of poverty across society, we need to provide skills and create economic opportunities for persons with disabilities," he says.

As we observe this year's International Day for the Eradication of Poverty, it is clear that government is at war– there's a lot of work yet to be done.

However, it's not the role of government alone to end poverty. Industry and communities need to get involved as well and use all the resources at their disposal to find solutions that will empower poor people to escape the scourge of poverty and claim their human right to a decent standard of living. ▲

Staff Writer

President Ramaphosa says that government is committed to building human settlements in areas that specifically bring economic opportunities and services to people in need

Africa needs to prepare for Industry 4.0

Africa is forever, going to be a source of raw materials and cheap labour unless there is sustained political will to empower its population–the youth–with information and communication technology, says IT expert Damian Muswere

"Most of Africa's population is being left behind for good when it comes to embracing information technology, and such people can only be relevant as cheap labour in the not too distant future as Industry 4.0 takes over," Muswere said in an interview with *Leadership Magazine.*

"The problem with Africa is poverty which alienates much of the population from gadgets such as computers and smart phones. The problem is worsened by the uncaring attitude of most African leaders whose priority seems to be the filling of their own pockets, and not the empowerment of their people. Unfortunately at the pace at which information technology is unfolding, most Africans are going to be left on the periphery of industrial development, and thus will be relevant only as cheap labour to be used where machines cannot be used.

"This also means that Africa will not be able to mine its own mineral resources and beneficiate them. Its resources will therefore continue to be mined by foreign companies, be processed outside Africa, thus creating jobs on foreign lands while Africa will continue to have the highest unemployment rate in the world," Muswere said.

Muswere said for most of Africa, talking about business intelligence and office automation is jumping the gun as most of the population needs to be equipped with basic information technology literacy, starting with computer literacy and the ability to use smart phones. For this to succeed, the youth need to be empowered from school level by teaching them mathematics and science subjects so that they can be competent enough to study information technology at tertiary level, he said.

He said even countries like South Africa which were considered advanced by African standards, still lagged behind badly, as most of the children take maths literacy at school instead of proper mathematics. "They get to university already disadvantaged compared to their counterparts who would have studied proper mathematics," Muswere said, adding that the saddest thing was that there seemed to be very little political will to correct this.

He said most African leaders were good at talking about things the populace wanted to hear, but they did not walk the talk. He felt corruption was endemic in Africa, and that resources meant for noble causes could easily be diverted to private pockets. Muswere urged African governments to stop worsening the cost of data by being greedy and charging unreasonable taxes on data because data was one of the cornerstones of information technology.

He said companies the world over were serious about office automation and business intelligence, and that those which did not embrace the two would get left behind in this world of cut-throat competition.

Office automation refers to the varied computer machinery and software used to digitally create, collect, store, manipulate, and relay office information needed for accomplishing basic tasks. Raw data storage, electronic transfer and the management of electronic business information comprise the basic activities of an office automation system. Office automation helps in optimising or automating existing office procedures and is necessary before a company can implement business intelligence systems.

Office automation can get many tasks accomplished faster. It eliminates the need for a large staff complement, less storage is required to store data and multiple people can update data simultaneously in the event of changes in schedule.

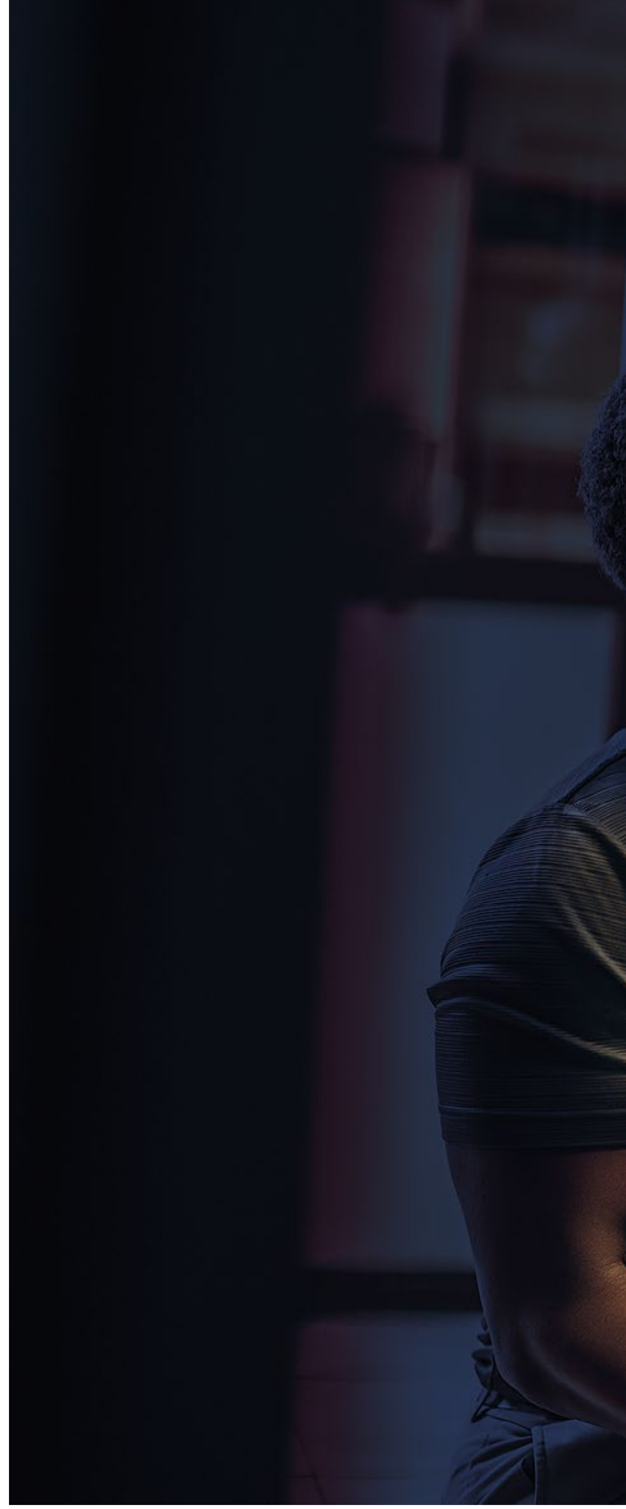
As Industry 4.0 takes root, smart new automation tools and technologies are rapidly changing the face of manufacturing and industry around the world. Without a concerted effort to change industry processes and infrastructure, and up-skill the workforce, South Africa which is comparatively advanced risks falling behind the world in its efforts to become a player in the global manufacturing market.

Commenting ahead of Africa Automation Fair 2019, which took place in Johannesburg in June, industry leaders said aligning with the global Industry 4.0 revolution would demand a great deal of change and progress in South Africa. A key priority has to be skills, they said.

Dave Wibberley, managing director at Adroit Technologies, noted that Industry 4.0 in itself is not a 'silver bullet' that will change manufacturing.

"Industry 4.0 refers to a set of tools and services. To be effective, these tools and services depend on the necessary resources and knowledge being in place in production processes. You need to achieve world-class manufacturing and tooling first," he says.

Frikkie Streicher, business development manager at process instrumentation manufacturer, Vega, says a greater effort is needed



to develop the automation engineering skills pipeline, to allow the South African industry to prepare for Industry 4.0:

"Automation engineering is not yet recognised as a separate field in South Africa. We need to step up our focus on automation engineering if South Africa is to achieve its ambitions of becoming a manufacturing giant in Africa," Streicher said.

Annemarie van Coller, president of the Society for Automation, Instrumentation, Measurement and Control (SAIMC), says that while automation presents massive economic

The youth need to be empowered from school level by teaching them mathematics and science subjects so that they can be competent enough to study information technology at tertiary level

growth opportunities, it does threaten the current environment's workforce structure.

"If you look at the current 'triangle of training', we have a small number of engineers at the apex, and a large number of artisans at the bottom. We need to invert this triangle, and produce a far greater number of engineers capable of supporting automation in future," she says.

Business Intelligence (BI) is a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information. It allows business users to make informed business decisions with real-time data that can put a company ahead of its competitors. Traditionally, core features like reporting and analytics have been the focus of BI technology choices, but as those features get commoditized, a whole new set of possibilities has emerged. Research has shown that technology is evolving and that enterprises on the cutting edge of these new trends can gain competitive advantage in their industries.

What is common across all BI solutions is that they utilise business data to support ad hoc and planned reporting and thus managerial decision making. Analysing sales trends and customer buying patterns are just two examples of analysis that can be done using BI software. Another defining attribute of all BI software solutions is that they need ICT to enable them. (Gendron, Michael S. Business Intelligence Applied)

According a book titled Theory, Systems and Industrial Applications, it is difficult for organisations to determine when and why ICT infrastructure should be built, and creating BI is just one reason to do so. The ICT value proposition is elusive, and, ironically, an organisation needs to create business intelligence in order to understand when and why ICT infrastructure should be built.

When deciding when and why to build an ICT infrastructure, an organisation should proceed in a planned way. Personnel with skills in a number of areas are required, and in fact the chief information officer (CIO), chief marketing officer (CMO), chief financial officer (CFO), chief operating officer (COO), and the chief executive officer (CEO) are but a few of the individuals who must be involved in determining when and why an ICT infrastructure should be built. ICT infrastructure is built to do everything, from supporting transaction processing to creating BI reports, and many other things in between, says the book which was jointly edited by Rausch, Peter, Sheta, Ayesh and Aladdin.

The purpose of business intelligence in a business is to help corporate executives, business managers, and other operational workers make better and more informed business decisions. Companies also use business intelligence to cut costs, identify new business opportunities, and spot inefficient business processes.

According to the book, 21st century business environments have become more complex and dynamic than ever before. Companies operate in a world of change influenced by globalisation, volatile markets, legal changes and technical progress. As a result, they have to handle growing volumes of data and therefore require fast storage, reliable data access, intelligent retrieval of information and automated decision-making mechanisms, all provided at the highest level of service quality.

Successful enterprises are aware of these challenges and efficiently respond to the dynamic environment in which their business operates. Business Intelligence (BI) and Performance Management (PM) offer solutions to these challenges and provide techniques to enable effective business change.

Advances in hardware and software technology enable the collection, storage and

distribution of large quantities of data on a very large scale. Automatically discovering and extracting hidden knowledge in the form of patterns from these large data volumes is known as data mining. Data mining technology is not only a part of business intelligence, but is also used in many other application areas such as research, marketing and financial analytics.

For example medical scientists can use patterns extracted from historic patient data in order to determine if a new patient is likely to respond positively to a particular treatment or not; marketing analysts can use extracted patterns from customer data for future advertisement campaigns; finance experts have an interest in patterns that forecast the development of certain stock market shares for investment recommendations.

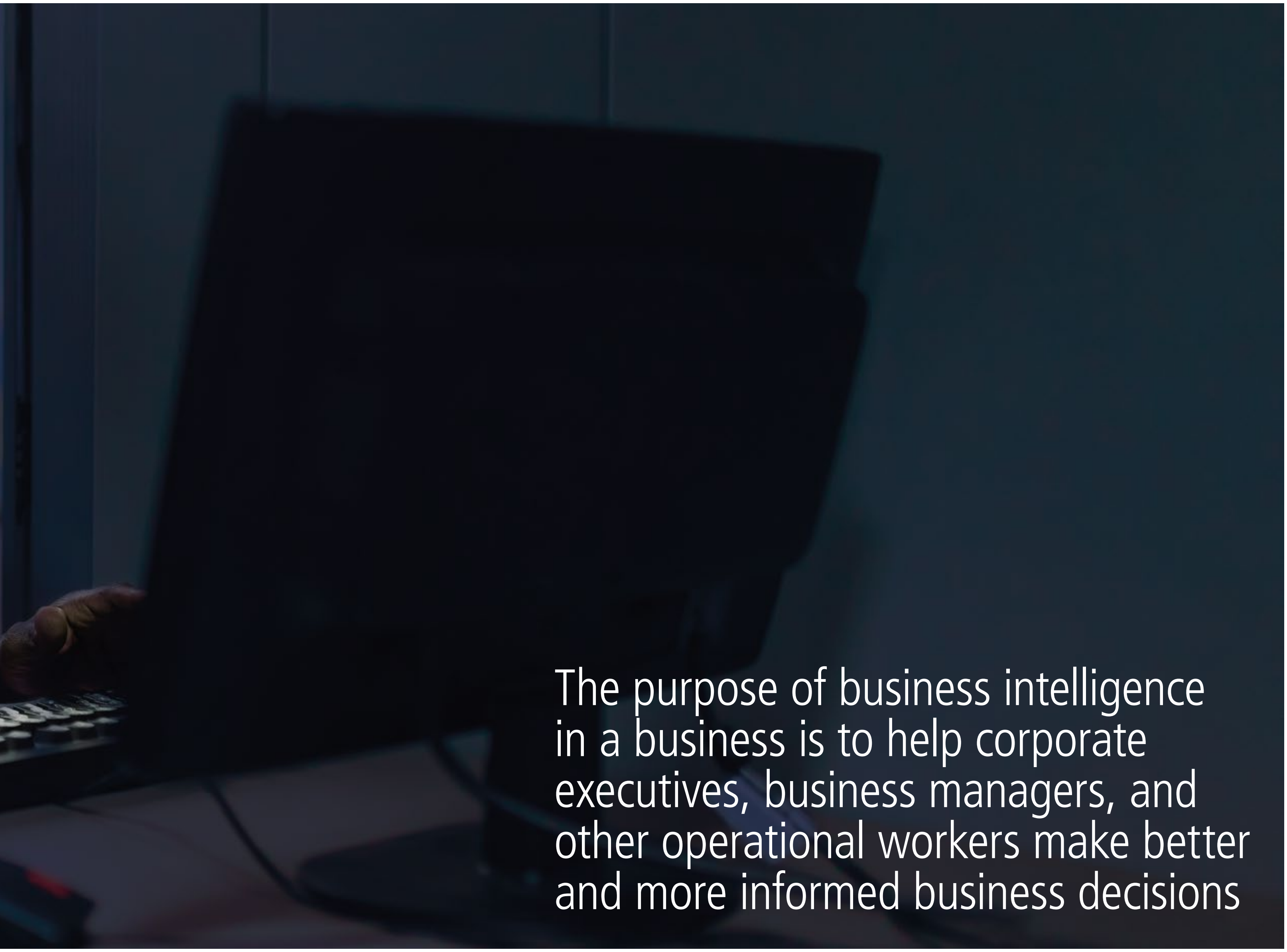
However, extracting knowledge in the form of patterns from massive data volumes imposes a number of computational challenges in terms of processing time, memory, band-width and power consumption. These challenges have led to the development of parallel and distributed data analysis approaches and the utilisation of Grid and Cloud computing.

According to Dominic Ienco, the advantages of cloud computing include high speed, meaning that valuable information and insights of cloud will be gained much faster, as big data will be analysed by computer machines. This will lead to time saving and consequently cost reduction, therefore increasing business's profitability.

Companies which take advantage of business intelligence will stay on top of the industry.

According to Nathan Peterson of Middlesex, UK, cloud computing plays a major role in the simplification of BI. The Cloud is projected to be the de facto source for Big Data analytics in the coming years, while its low cost and extreme scalability is ideal for accessing BI from mobile devices. ▲

Staff writer



Closing in on the future

The digital economy offers hope for the youth but gender issues must still be addressed

The process of digitilisation and automation is not the future of work – it's the present, affecting every sphere of employment and productivity. This has important implications for South Africa in terms of youth employment, productivity and gender equality in the workplace.

Even if technology stays at present levels, it is already possible to automate half of the jobs that people do—meaning that very large numbers of people who are presently employed will be looking for new jobs within the next decade. So says Laurie Wright, Senior Lecturer at the Warsash School of Maritime Science and Engineering, Solent University: "People are calling it the fourth industrial revolution or "industry 4.0". The first industrial revolution used steam power to mechanise production. The second used electric power to mass produce products while the third introduced computers to automate production. The fourth revolution is happening now, disruptive technologies including the internet of things, virtual reality, robotics, and artificial intelligence are changing the way we interact, work, and live. Highly automated, intelligent systems promise to transform people's lives and even question the very role of humans."

The implication is clear—young people need to ensure that their skills match the needs of companies that are undoing digital transformation themselves. But how can young people ensure they have the right skills when the pace of change is so fast and furious?

Matching youth skills to company needs

According to the results of the Siyakha Youth Assets study, one promising solution is employment programmes that offer matching —when training is based on employer requirements and programmes offers employers and young work seekers an interface to facilitate recruitment.

Launched in 2013, the study tracked 1974 people—predominantly African (94,4%), women (60%), and from poor backgrounds—as they participated in one of eight youth employability programmes offering skills training at 44 sites

The fourth revolution is happening now, disruptive technologies including the internet of things, virtual reality, robotics

> "The positive outcomes from matching young people with the right skills directly with employers and orientating training to employer demands included a much higher probability of employment

throughout South Africa and then for another two years after training was complete. Each programme provided training in technical and general workplace and social skills, as well as some vocational guidance and support.

"We found that 28% of the young people had found and retained work two years after completion of a YEP, while 17% had gone on to study further for typically higher-level qualifications. While the proportion employed appears to be small, when compared to a closely matched sample drawn from the Quarterly Labour Force Survey, we see that participants are 11 percentage points more likely to be employed."

However, most young people in the survey are still without jobs two years later. Programmes that offered matching had the highest success:

"The positive outcomes from matching young people with the right skills directly with employers and orientating training to employer demands included a much higher probability of employment than those who did not receive matching, as well as a greater ability to retain a job, higher earnings, and for the unemployed, an increase in the number of job applications made, and the probability of still looking for a job, pointing to a greater belief in their own employability.

"We also found that more time on general workplace and social skills improves the chances of finding a job. These skills, including time management, teamwork, and self-confidence, were most useful for those without a matric, those living outside a major metro, and those who were not part of a youth employability programme that focused on matching. This kind of training was also positively associated with young people being persistent in looking for jobs."

Training the next generation for the digital economy

Of course, the chances of matching employees' and employers' needs increase when a clear-cut skills shortage exists. This is precisely where the 4th Industrial Revolution (4IR) is creating opportunities. As much as automation may render various current tasks redundant, 4IR is also creating gaps for new entrants to the game. For Sandro Bucchianeri, chief security officer of Absa Group, 4IR is a golden opportunity to develop a talent pipeline to address youth unemployement as well as present and future digital skills needs—especially with regard to the global cybersecurity skills shortage.

"The estimated shortfall of 3.5 million jobs worldwide provides a startling statistic and a unique opportunity to make a difference. This gap must be filled to support the projected growth of the world's cybersecurity sector over the next couple of years, but the talent pool is simply not keeping pace. In South Africa, the problem is compounded, as those who are trained in cybersecurity do not stay, as they are headhunted by global counterparts for premium packages.

Poverty and unemployment are at an all-time high. Limited access to formal education exacerbates the situation, and currently there does not seem to be a suitable solution in place to overcome this crisis. The 4IR is an exciting time for everyone, particularly the cybersecurity sector, as we are in desperate need of talent that is equipped to keep up with the industry," writes Bucchianeri.

To address its own skills shortage, Absa established the Absa Cybersecurity Academy in conjunction with the Maharishi Institute (MI) in order to deliver "an externally focused, corporate social responsibility initiative aimed at empowering marginalised South African youth, who would otherwise not have had access to a tertiary education". Participants – all of whom are fom marginalised communities, with 70% being women—graduate as certified cybersecurity analysts.

For Bucchianeri, the secret to successful skills development is developing the whole person by focusing not only on accredited cybersecurity training but also consciousness-based education, including transcendental meditation and life and work-ready skills as well as financial support and work experience.

"The founding principle of the academy is that everyone has the potential to be deemed 'talent'. It is not necessary to have a wall hung with degrees to be a successful cybersecurity professional. Our first 24 students have just written their first internationally recognised exam, which they all passed. This is testament to not only the excellent education and training, but the holistic care for each student.

"It is our job to prepare the youth for the 4IR. We need to invest in upskilling them for the future of work and to meet global cybersecurity demands. We can make South Africa and the wider African continent the hub of cybersecurity talent; we have the people, we just need to help them rewrite their futures," Bucchanieri concludes.

More women leaders but pay gap persists

For women, the future is looking good, as corporate transformation proceeds apace in favour of gender equality. However, there are concerns that the tech revolution might be hard-wired for sexism.

Executive search firm Jack Hammer reports a consistent year-on-year rise in the appointment of women to corporate positions, from 26% in 2015 to 32% in 2016, 38% in 2017 and 52% in 2018. Some attribute this upswing to President Cyril Ramaphosa's "New Dawn" and "Thuman Mina" campaign. At least, he has ensured 50% representation in his Cabinet. This has been echoed in the corporate sector recently by Mercer's appointment of Tamara Parker its CEO in South Africa, Anglo American's decision to appoint veteran executive Nolitha Fakude as group chair, and PwC's appointment of Shirley Machaba as chief executive for southern Africa. Then there is the appointment by Naspers breaking a 104-year run of white male chief executives by appointing 48-year-old Phuthi Mahanyele-Dabengwa as chief executive – needless to say, the first black woman ever to hold this position.

> "Achieving gender parity throughout the workplace is one of the most critical challenges that business leaders face today"

Commenting on these developments, Jack Hammer COO Advaita Naidoo told Business Report: "To use a sports metaphor – you can't score runs if you don't swing the bat.

"Translated, this means that if companies are truly motivated to try to shift the needle on the gender demographic, when it comes to chief executive and senior supporting roles, they have to start populating their executive teams with a sufficient number of women, in relevant roles. In other words, don't wait until a position opens up to start searching for the leader. Instead, make sure you have the leaders lined up and ready to step in when the position opens."

"If you then take a closer look at the roles that the women are occupying, you find that there are far fewer who are running a full-scale business division, or have accountability for profit-and-loss (P&L) or operations or finance.

"Women are mostly to be found in supporting roles, such as human resources, marketing, legal, and compliance," she says.

In other words: it's not enough to appoint women to senior jobs without actively recruiting women to core business roles throughout the organisation. At the same time, the gender pay gap remains to be closed.

A recently released PwC report says men are still paid more than men in every sector, with the largest pay gaps found in healthcare (28.1%), consumer discretionary (25.1%), technology (22.9%) and financials (21.8%).

At the same time, the report says that companies that use female talent effectively are 45% more likely to report improved market share. Anastacia Tshesane, diversity and inclusion leader for PwC Southern Africa, commented: "Achieving gender parity throughout the workplace is one of the most critical challenges that business leaders face today. The quality of women's talent and leadership is very important to business - the skills and experience that they bring, including that gained outside of the workplace, has proven to be essential in strategic decision-making and in ethical, sustainable enterprise."

Closing the gender digital gap

Despite the clear advantage to companies that use female talent effectively, in the online recruitment world, merely being a woman remains a disadvantage. As Rachel Adams, Research Specialist at the Human Sciences Research Council, writes:

"It is being increasingly acknowledged that AI systems are often biased, particularly along race and gender lines. For example, the recent recruitment algorithm development by Amazon to sort resumes for job applications displayed gender biases by downgrading resumes which contained the word "women" or which contained reference to women's colleges. As the algorithm was trained on historical data and the preferential recruitment of males, it ultimately could not be fixed and had to be dropped.

"As research has shown, there is a critical link between the development of AI systems which display gender biases and the lack of women in teams that design them.

"But there is rather less recognition of the ways in which AI products incorporate stereotyped representations of gender within their very design.

For AI Now, a leading research institution looking into the social impact of AI, there is a clear connection between the male dominated AI industry and the discriminatory systems and products it produces."

To complicate the picture, Adams writes, in South Africa, there has been little discussion around how women specifically may be affected by 4IR—especially since science and technology remain male dominated. Moreover, 4IR work opportunities are mostly internet based—but in Africa, women tend to have less internet access than men. Not only that, but the increase in automation, with its emphasis on efficiency and cost reduction, means that people in "routine intensive occupations" such as secretarial, call centre or care work, are more likely to replaced by computers—and it is typically women who fill these roles.

"The gender digital gap in South Africa, and on the African continent more broadly, is only widening, with women having lower digital literacy, less access to internet based technologies, and less relevant online content to men. This suggests that women may be left out of increasingly digital work opportunities too.

"In addition, due to the burden of care and domestic duties women tend to carry on top of paid work, women have significantly less time than men to undertake further education and training. That means they won't easily be able to boost their digital skills."

To overcome these problems, Adams points to the example of Ghana, where the STEMbees advocates science, technology, engineering and maths training for women and girls while addressing social issues such as digital safety at the same time.

"The country should also consider how technology can be used to empower and help women rather than shutting them out. There are many examples of this globally.

"Along with this learning, South Africa needs to thoroughly research and understand the effects of the fourth industrial revolution on women and the barriers—whether educational, social or technological—to accessing and utilising internet based resources.

"Policy responses to promoting women in STEM need to holistically address both the lack of women in STEM fields as well as the structural factors that have led to this situation," writes Adam. ▲

Greg Penfold

Mental health is essential

One in six South Africans suffers from anxiety, depression or substance abuse, according to the SA Federation for Mental Health. This number does not include the more serious conditions like bipolar disorder and schizophenia.

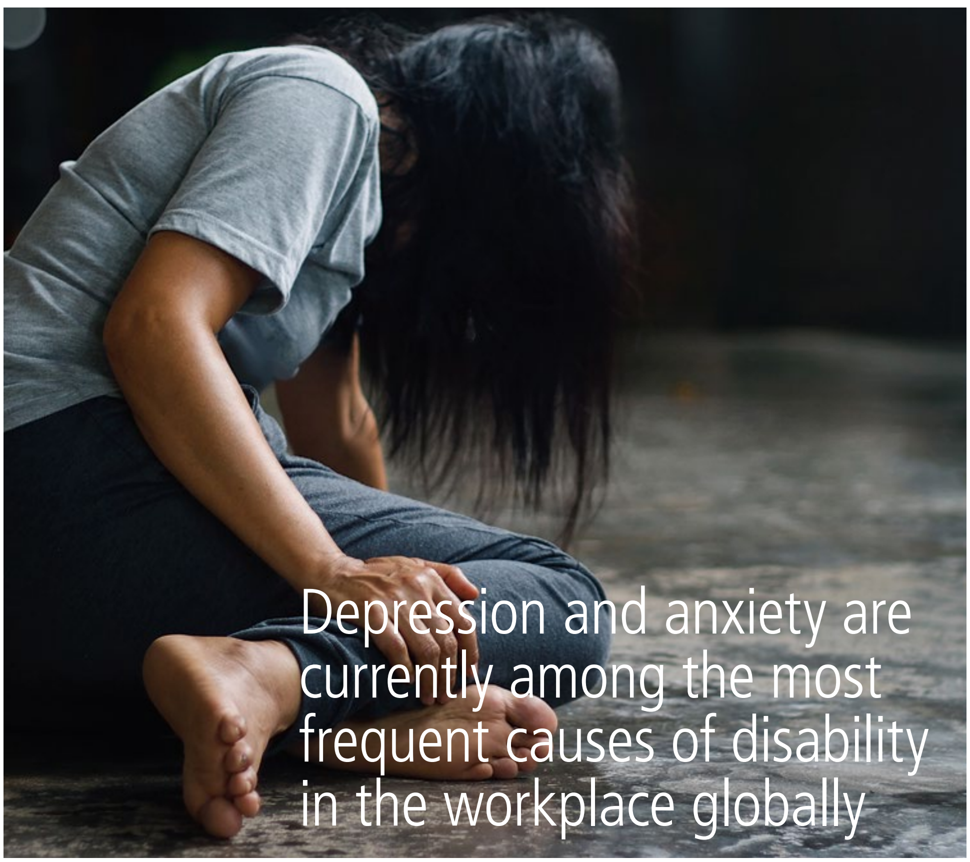
Often surrounded by prejudice, ignorance and fear, it's no surprise mental illness is still poorly understood. As a result, many people in the workplace are reluctant to admit they suffer from a mental illness and their behaviour is therefore often misinterpreted as poor work ethic. The World Health Organization predicts that depression will be the second-highest cause of illness by 2020.

This alarming news proves that mental illness is a condition we need to stop concealing. Instead, we need to address it. Thankfully the world is changing and more is being done to bring about a much-needed shift in how we approach mental health. Occupational therapist Lesley Burns has been working in the mental health field for 30 years. Her practice involves getting people with medical conditions back into the workforce. Her patients include people with physical disability caused by injury and people with serious illnesses such as cancer or autoimmune disease, all of which can lead to mental health problems. In rehabilitating these patients, she is able to help employers to retain their employees while also ensuring that disability insurers do not lose out.

Mental illness in the workplace is a reality that can't be ignored, making understanding and knowing how to manage it an essential skill for modern-day managers. Burns has more than 20 years' experience in the assessment of adults with all kinds of physical, cognitive and psychological problems, but her special interest has always been psychiatry. After graduating with a degree in occupational therapy from UCT in 1988, Burns practised in the field of psychiatric rehabilitation, working at the Lentegeur Psychiatric Hospital in Cape Town.

"During a year of travelling around Europe in 1990/1991 (a belated 'gap year', I guess), I became involved in a project in Yorkshire, England relocating chronic psychiatric patients from an asylum to a community-based clinic. When I returned to SA in 1991, I continued my career with a private psychiatric practice at the Barney Hurwitz Medical Institute (now the Netcare Rehabilitation Hospital) in Auckland Park."

Depression and anxiety are currently among the most frequent causes of disability in the workplace globally, and they are also the most misunderstood. To address this problem, Burns now offers a workshop on understanding and managing mental illness in the workplace as part of her services. Apart from her occupational therapy degree, she is also a certified ErgoScience practitioner and Progressive Goal Attainment Program (PGAP) provider. (ErgoScience is a tool used to measure a person's physical capabilities; PGAP is a treatment programme designed to reduce the risk of psychosocial factors hampering rehabilitation.) "I've always been a person that swims upstream rather than downstream, and I suppose it was the challenges facing all professionals in the field of mental illness that attracted me to this field of rehabilitation instead of the more straight forward field of physical rehabilitation," she explains.



"In 1998, I moved out of clinical practice into the field of doing disability assessments (Functional Capacity Evaluations) for insurance companies. Back then claims on the grounds of mental illness were rare, but over the years they have significantly increased, thus continuing to feed my passion. Unfortunately, disability claims assessors and employers, and indeed people in general, struggle to understand mental illness, hence the development of my workshop.

"In my experience, the biggest misconception about mental illness is that it is not real. Cancer and paraplegia are real, but it is often said that people with depression, anxiety and substance-abuse disorders just need to pull themselves together and get over it! Asking a person with a major depressive disorder to 'get over it' is like asking a paraplegic to get up and walk.

"When it comes to mental illness, many employers are quick to seek the path of least resistance, which is to get rid of the employee," Burns says. "This means that they then need to seek, hire and in-service train a new employee; the mentally ill employee loses their job; and the disability insurer has to pay a claim (all parties lose). By undertaking an assessment of a person with a mental illness, I can often recommend reasonable accommodations that can allow the person to remain a productive employee (a winning situation for everyone involved)," she explains

There are different types of mental illness. According to Burns, "In the DSM-5, which is a diagnostic criterion, there are currently around 300 listed mental illnesses, 297 last time I checked. The most common ones are depressive

The depressive disorders are primarily mood disorders, but symptoms also take physical and cognitive forms

and anxiety disorders. Psychotic disorders such as schizophrenia and drug-induced psychosis are often considered the most serious and can require emergency hospital admission.

The depressive disorders are primarily mood disorders, but symptoms also take physical and cognitive forms. A major depressive disorder, also known as clinical depression, is the most common depressive disorder and it is considered a whole-body illness. Symptoms include profound sadness, loss of motivation and interest in previously enjoyed activities, irritability and suicidal ideation, as well as cognitive difficulties such as impaired concentration, memory, initiative, judgement, problem-solving and decision-making. Physical symptoms include appetite and sleep changes, fatigue, general aches and pains, and loss of libido.

Anxiety disorders, such as generalised anxiety disorder, social anxiety disorder, panic disorder and phobias, all have extreme anxiety as the central feature and it interferes with daily functioning on a persistent basis, unlike the anxiety that we all experience from time to time, which is context-appropriate.

People with psychotic disorders are out of touch with reality and the symptoms include hallucinations, delusions, thought disorder and psychomotor disturbances. When psychotic, a person needs 24-hour care," she explains. "We have a long way to go when it comes to overcoming the stigma associated with mental illness. "In a nutshell, knowledge and exposure. The stigma associated with mental illness, as with all other stigmas, comes from ignorance, which leads to fear. The more people understand about mental illness, the less the stigma will become."

Burns stresses the importance of taking employees claims for disability benefits on the grounds of mental illness seriously and being empathetic. She advises you take the following actions if a person approaches the HR manager with a claim: discuss work performance and general behaviour with their supervisor/manager; check their absenteeism history in at least the past year, including medical certificates; and check interventions to date, whether the employee has consulted with a psychiatrist or psychologist.

October is Mental Health Awareness Month in South Africa, but our recognition of this illness needs to be ongoing. We should all strive to stop stigmatising people who struggle with their mental health.

Talking openly about mental illness and taking steps to gain a better understanding of it is beneficial to our co-workers who are dealing with it. After all, the average person spends an estimated 90 000 hours of their lifetime at work. ▲

Staff writer

You said it!

James Murphy, City of Tshwane Chief Operating Officer, in his response to Stevens Mokgalapa trying to use a discredited forensic report to block his appointment as the replacement of City of Tshwane's current manager says:

"I am requesting the City of Tshwane to start a disciplinary process regarding the alleged financial misconduct to establish guilt or clear my name. I cannot act as the City Manager of Tshwane until my name is cleared."

Patricia De Lille, Public works and Infrastructure Minister. In her response to the report released in July that is premised on the Constitution allowing land expropriation without compensation says:

"Lots of people have not read [the report] because they've only looked for expropriation without compensation. The whole thing in the country is about expropriation without compensation. How dumb can you be?"

President Cyril Ramaphosa, in a statement challenging Public Protector Busisiwe Mkwebane to be honest about how she got hold of his private emails concerning his CR17 campaign says:

"Members of the CR17 campaign did not release these emails to the Public Protector. These emails are also not contained in the FIC [Financial Intelligence Centre] report, therefore they were not supplied to the Public Protector by the FIC, and I did not provide them to the Public Protector either. In the circumstances, these emails could only have been obtained unlawfully."

Mbuyiseni Ndlozi, EFF Spokesperson, in response to a statement released by the South African National Editors Forum, condemning their decision to ban two investigative journalism units from entering their events says:

"We will never be able to stop anyone from writing anything they want about EFF, but we have the right to decide who we associate with in our own events and platforms."

Patrick Zhuwao, Former Minister in the Zimbabwean Government and President Robert Mugabe's nephew, speaking at a memorial service conducted by the EFF to honour the late former president Robert Mugabe in Soweto says:

"He did not die in Zimbabwe because of Emmerson Mnangagwa. They [Zanu-PF] tormented him. They made him suffer and decided to call him a traitor. Now they want to pontificate over him. They did not want him in Zim."

Jolidee Matongo, ANC Regional Spokesperson. In his response to the DA in the City of Johannesburg's claims that the ANC are acting like "spoiled children" says:

"Is it not a possibility that each time a motion of no-confidence is put on the table, the DA has to pay a fat cheque for votes to stay in power? Perhaps this time around the taps have run dry and they can't pay to stay in power."

Emmerson Munangagwa, Zimbabwean President, made an announcement saying Former President Robert Mugabe's funeral was postponed for thirty days explaining:

"We are building a mausoleum for our founding father at the top of the hill at Heroes Acre. It is not yet finished, so we will only bury him after we have completed construction."

Jackson Mthembu, Minister in the Presidency. During a media briefing Mthembu expressed the President's position when asked about his thoughts on Kikwete and Chissano's fact-finding mission on Xenophonia, he says:

"As South Africa, we must be seen to be honest in dealing with this matter, and not trying to hide anything. So, we believe that this transparency will make everybody, who also wants to speak on this issue, approach that committee or commission of eminent persons to put their story. If you were to put a team only consisting of South Africans, will those who have been subjected to this violence, who come from other countries outside of our borders, be trustful of that team? That is one issue that we must think about."


Leadership
FOCUS
Dhesigen Naidoo,
CEO of the
Water Research
Commission (WRC)

Leadership FOCUS

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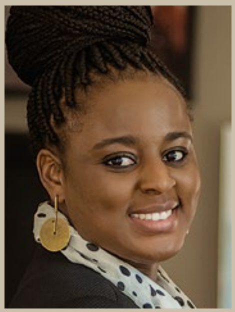
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Talking about a water revolution

WATER RESEARCH COMMISSION

"Water is passion!" declares Dhesigen Naidoo, CEO of the Water Research Commission (WRC), in response to *Leadership's* query as to what motivates him and his team in managing the vital element for the good of all. "It pervades every aspect of human life and endeavour. It is uniquely the building block of an economy on the one hand and the most basic human and environmental survival need on the other. We fight over it, it is the symbol of peace, it is the route of the scariest disasters from biblical times with the Great Floods of Noah to the very metaphor of tranquility and self-actualisation. The story of water is the story of human life on Earth."

For the WRC, water management is a tremendous responsibility and a tool for positive social change. "Our ability to sustainably manage this resource is our performance indicator as the dominant species on Earth. Water is also the greatest tools for social development. My own water journey began with the Research and Technology Foresight exercise in 1996, and has characterised every aspect of my professional life since. From developing democratic South Africa's first Water Conservation and Demand Management Strategy, to water becoming a central pillar in my contributions to South Africa's hosting of the World Summit on Sustainable Development in 2002, to my contributions to International Science and Technology Diplomacy in the SA Government to my current role in the WRC, I have followed the path of water."

Describing the journey, CEO Dhesigen Naidoo says, "It has been an interesting helix of political and social activism beginning at school in Tongaat, intertwined with developing as a scientist at UDW and UCT and then as a public sector manager – first at the Red Cross Hospital and then in Government, at the University of Pretoria and finally the WRC. My development was catalysed at various stages by very generous mentorship in all three spheres by remarkable people."

As CEO, Naidoo has seen the WRC transition from being theory-oriented to making a real social impact, while underdoing much-needed transformation. "The first big challenge was convincing a highly productive but introverted SA Water Science Sector to move out of the laboratories and into the real economy and towards making an impact. The introduction of the six Impact baskets of the WRC Knowledge Tree was pivotal and highly successful in this regard. The second was transformation of a system that was dominated by white male project leaders. We have come a long way, with this group now accounting for a minority of WRC projects and the majority being led by women and black project leaders while retaining many of the talented white male researchers in mentorship roles. This bodes very well for the future as we are building a harmonious water and sanitation research and innovation ecosystem."

Global recognition

Naidoo speaks of the WRC's achievements with affectionate pride. This institution is a force to be reckoned with: "The WRC and the South African water science community is high achieving, sitting in the top 20 in the world in terms of research productivity. The WRC is highly recognised among its global peers as an institution that not only contributes to water security locally but as a major shaper of the global water dialogue. In this regard the WRC has been recognised through such awards as the Prince Albert of Monaco Foundation Water Prize. WRC projects also regularly win best paper awards and other accolades at international conferences. But perhaps the greatest achievements lie in our ability to have impact."

By way of example, Naidoo describes how the WRC has co-led a process to introduce the world's first international standard in non-sewered sanitation – an initiative that promises to open up the way for the whole world to achieve Sustainable Development Goal (SDG) 6 goal: universal access to improved, safe and dignified sanitation.

"This will fundamentally change the lives of billions of people in the world and over 2 million people in South Africa for the better," says Naidoo.

Naidoo's second example departs from high science and innovative regulation to a very different face of development. "The WRC has developed and then demonstrated in partnership with the African Development Bank the concept of social franchising, which allows folk to develop enterprises from a zero start to

successful businesses with a central support mechanism while providing fundamental WASH (water, sanitation and hygiene) services in a sustainable manner."

According to Naidoo, these are the kinds of achievements that pave the pathway for innovation and new knowledge to flow from the WRC's very productive laboratories into the real economy, fundamentally changing the quality of life for ordinary global citizens and building the future water and sanitation industrialists in the process.

"The WRC also nurtures talent. This year one of the WRC's most remarkable Alumni, Dr Jackie King, is the winner of the highly prestigious Stockholm Water Prize—the first African Scientist and the first African woman to have done so," adds Naidoo.

Lessons in leadership

As the CEO, Naidoo takes his leadership responsibilities very seriously, while celebrating the excitement that comes from working with water and sanitation. "CEOs of public entities in modern South Africa have the new key role of keeping their teams enthused in the wake of intense negative sentiment and a demanding regulatory and compliance environment," he explains. "It's a challenge that requires considerable innovation and sometimes a miracle or two. That is where I find excitement regularly in the privileged space of water and sanitation knowledge generation and innovation. Every week has a new and exciting scientific discovery or innovation or new community-based breakthrough on a smarter way to better access and manage water. Sometimes the bigger contribution I am able to make is to remind colleagues facing difficult hurdles that the endgame is always worth the effort of getting around the immediate obstacles."

"Ambitious goals with realistic targets, respect and appreciation"—such is Naidoo's formula for successful leadership.

"Leaders must be able to see beyond the known and have an ability to remind, drive and support their teams in reaching the seemingly unreachable," he continues. "In the water game, it is the difference between life and death for billions world-wide."

Collegiality and respect are also indispensable leadership attributes: "If nurtured correctly, if the right avenues are created, every professional has the ability to bring something valuable to the party. Good leadership is about enabling this."

A third crucial trait is not taking people for granted. "It's a sorely lacking South African trait and yet such a fundamentally important component of human interaction," comments Naidoo. "It is crucial that people are never in doubt that you really appreciate not only their achievements but also their efforts. The constant private words and pats on the back should also regularly be supplemented by a public one."

In the course of a prolific career, Naidoo has learnt some crucial leadership lessons. "The first is that in a workspace dominated by technology and science, the old adage holds true—what matters most in any enterprise are the people. This is both the staff as well as the ecosystem. Managing stakeholder relationships is as crucial as ensuring the development and wellness of the staff," Naidoo says.

Mentors and role models

Nobody is an island, and none of us get to where we are without the influence and inspiration of mentors and role models along the way, as Naidoo is the first to acknowlege: "I have been truly lucky in this regard. I have had role models in my family throughout my life, in school, in the political realm and in my different workplaces. My one regret is that I have not disclosed this to all of them. But let me divulge two of the latest in hope that I do not embarrass them. Nocawe Lupugela is one of the new business women in the social franchising programme. Starting off with nothing, she now runs a successful business and is responsible for creating a livelihood for her staff members. But she never stops—she remains true to her role of social innovator. Having exceeded all the programme targets she then went on to develop a female hygiene programme for schools, helping young girls for whom this is the only support, to re-purpose some of the byproducts of her business from school sanitation maintenance to very novel agricultural experiments in her mielie plantations. She has a new idea every week and follows up on one every month.

"A second inspiration is Ma Florence Tshilidzi Negondeni, a matriarch from a Limpopo village who has singlehandedly led her community in building a multi-use water system by redirecting a mountain stream. Not only has she elevated her village to a new level of water security but she is also training her fellow villagers to become competent water managers. She is becoming the inspiration for what is possible in every village in this country and indeed this continent. These two women from the most deprived of environments have become my role models on the art of the possible."

A culture of learning and sharing

As an institution, the WRC is informed by and strives to live up to the very highest standards and principles. As Naidoo explains:

"The WRC's vision is to have highly informed water decision-making through science and technology at all levels, in all stakeholder groups, and innovative water solutions through research and development for South Africa, Africa and the world. The WRC's mission is to be a global water knowledge node and South Africa's premier water knowledge hub, active across the innovation value chain that informs policy and decision making; creates new products, innovation and services for socio-economic development; develops human capital in the water science sector; empowers communities and reduces poverty; supports the national transformation and redress project; and develops sustainable solutions and deepens water research and development in South Africa, Africa and the developing world.

"The Commission also strives every day to live the values of having a culture of learning and sharing; innovation and creativity; a spirit of professionalism and service orientation; facilitating empowerment and social change; and finally, good governance."

A water and sanitation revolution

In recent years, no region in South Africa has been exempt from the effects of water scarcity. Severe drought has inflicted sometimes irrevocable harm on agriculture, while the news of a village or town running completely out of water has ceased to be a surprise. Notwithstanding these facts, Naidoo believes that the challenge is not insurmountable.

"South Africa's lack of water security lies in trying to solve a 21st century problem with 20th century technology and 19th century operating rules. We need a water and sanitation revolution in both spheres—technology and system rules. We must first increase our efficiencies—we sit at 37% unaccounted-for water with 25% actual water loss. In addition, on average in every industry sector, we are at less than 75% efficiency with our use of water, as evidenced by the regular five-yearly national surveys we conduct. Thirdly, we use outdated and inappropriate systems for our conditions e.g. exclusive waterborne sewerage as the sanitation model when much smarter systems have emerged from both our research as well as a highly productive South African sanitation innovation sector.

"Next is our very limited recycling track record combined with our inability to see the substantive water supply that exists in our polluted water and saline sources, and lastly, our very limited water harvesting culture. All these factors point to both the reasons for our current water insecurity and the means to escape it. Our water security lies in in breaking our 350-year addiction to higher than necessary water budgets for basic activities. We now have the technology to make it work. It needs the right policy and investment. This will not only ensure a water-secure country in normal times but also a more water resilient South Africa in the wake of climate change and extreme weather events. We have invested in the research and innovations. Let us prioritise using them at scale and

The role of the WRC in ensuring food security

In the spirit of "fewer drops, more crops, more nutrition", the WRC has done research on the nutritional value of water use of indigenous crops for improved livelihoods. Focusing on the role played by water and agriculture in in determining nutritional status, Nutritional status of South Africans: Links to Agriculture and Water (Report No. TT 362/P/08). Additionally, work has been done on developing guidelines for the production of drought and heat tolerant African leafy vegetables. These vegetables are often high in micronutrients and essential vitamins; thus, their production will ensure food and nutrition security at household level (refer to the report, Nutritional Value and Water Use of African Leafy Vegetables (Report No. TT 535/12).

The WRC strives to address real-life problems experienced by water users for livestock watering, rainfed agriculture, irrigation and aquaculture (refer to the report, Improving Agricultural Water Management (Report No. TT 127/00). The main objectives of this research project were to ensure food security and farming profitability.

In the face of high extreme climatic variability and change, it has become important to develop various coping and adaptation strategies that will enable farmers to increase food production, their income and also improve their livelihoods. Therefore, the WRC has developed decision support tools for both small scale and commercial farmers to integrate forecasts into hydro/crop models. This was achieved in a recent project, Seamless forecasting of rainfall and temperature for adaptation of farming practices to climate variability (WRC Report no. 2496/1/19 and 2496/2/19). Though using a long-term climate change time scale, the WRC has come up with a solution to couple seasonal forecasts with crop models to provide the farming communities with a month to several months lead time decision tool. Therefore, this has provided an advanced understanding of climate-crop integration for South African agricultural systems, as well as providing tested methodologies to produce agriculturally tailored seasonal forecast information. This is an important tool that allows farmers to make decisions on what crop to plant, where and when to plant these crops.

Lastly, the WRC has adopted the Food and Agriculture Organisation (FAO) principle "producing more food per drop". This principle is relevant for our country considering the fact that South Africa falls amongst the 30 driest countries in the world.

realise the dividend of that investment. The starting point is Government and the public sector becoming the first adopter of the new technologies and solutions.

No food without water

The global population currently stands at 7.6 billion and is expected to reach 8,6 billion in 2030 (UN, 2017). Most of the expected population growth will be in the developing world. This growth will no doubt require increased food production. However, increasing food production will put a strain on already over allocated water resources.

The Water Research Commission, together with its strategic partners, has been generating knowledge on food and nutrition security for the past 48 years. The main research focus of the WRC's water Utilisation in Agriculture Key Strategic Area for the past few years has been providing ecologically sound and climate resilient farming systems to provide nutritious healthy food and also to ensure food security for all.

Of course, without water security, food security is an impossible ambition. Naidoo calls for a revolutionary approach driven by technology: "Critical to water resilience is the appreciation of and implementation of solutions for the Water-Energy-Food Nexus. The WRC has become a regional and global leader in this domain. South Africa has the paradox of having some of the best, most efficient agricultural practices in the world, including reuse of agro-processing waste back into the fields. Unfortunately, this runs alongside the worst. We need a large-scale proliferation of water efficiency using the new toolboxes we have including the new Fourth Industrial Revolution tools of earth observation and intelligent irrigation to improve our agricultural production and food security. South Africa can and should be a predominantly agriculture export country. In addition the improvements in agricultural water practice of the WRC together with remarkable work on new cultivars by the Agricultural Research Council (ARC) will enable South Africa to help lead a global agronomy revolution to end world hunger as per our SDG commitments."

Research is therefore focused on assisting farmers to utilise scarce water resources efficiently, beneficially and sustainably to increase food security at household level, profitability of the farming business and thereby increasing social and economic welfare. Key issues that are currently being addressed are the productivity of water use for crops, livestock, poverty reduction and wealth creation.

The WRC has made a strategic shift in recent years to promote farmer involvement in poor rural communities and take research projects to practical applications through participatory action research.

International partnerships

The WRC is currently running over 350 research projects reaching into every facet of water use and management, from improving water use in the agricultural sector to more sustainable use of water for the protection of the aquatic environment, to improving its knowledge of and mitigating against the impacts of climate change. In pursuit of these goals, the WRC benefits from a wealth of alliances.

"The WRC has a strong and increasing global network. We are active in several international associations like the International Water Association (IWA), the Global Water Research Coalition (GWRC), and the Toilet Board Coalition (TBC). The WRC is an active partner in the Bill and Melinda Gates Foundation's Reinvent the Toilet programme. In addition, the WRC leads the water research group of the Indian Ocean Rim Association (IORA) and enjoys highly functional bilateral relations with sister institutions around the world."

Reflecting on the WRC's recently held Fourth Symposium—a combined showcase and celebration of South African research and innovation expertise as well as an opportunity to broaden and deepen the institution's partnerships—Naidoo comments: "It is the first time that we had a joint sitting of both public and private players—local and international. The most important commitment was Partnerships for Impact.

"Examples include the finalizing of the next phase in the partnership with the Gates Foundation on business development and upscaling of the new sanitation solutions. After successfully completing local pilots on social franchising and building multi-use community based water systems, the next phase, in partnership with the African Development Bank, is to set up the models to proliferate these new solutions in candidate countries around the continent. A strong feature in all game-plans was the embracing and empowering of the Fourth Industrial Revolution.

Summing up his long- and short-term goals as CEO, Naidoo declares his revolutonary ambition:

"In the short term we would like to facilitate significant inroads into the industrialization of water and sanitation. I would like to see South Africa rapidly becoming a significant user and exporter of new and innovative water and sanitation technologies and solutions to the world. In the long term, I look forward to the WRC contributing, and in certain domains leading, to a world-wide water revolution as we embrace the new technologies and solutions to ensure a water-secure world that ensure universal access to clean water and safe and dignified sanitation." ▲

To learn more about the work of the WRC visit www.wrc.org.za

PC Staffing Solutions
for all your recruitment needs

Ensuring a perfect fit

Their mission and vision is to be the premier partner in providing quality staffing solutions to all business entities, pioneering a locally established business, whose sole purpose is to find the right employee for the right employer

PC Staffing Solutions, a division of PC Global, is a black-owned and managed business that offers consulting services, especially designed to address its clients' business requirements. PC Staffing Solutions is positioned to provide temporary, permanent as well as contractual recruitment services to the greater corporate and public sectors. Phillip Chokobane, director of recruitment and resourcing, shares his insight on the characteristics that differentiate the company and its objectives.

Chokobane has a demonstrated history of working in the human resources industry. skilled in customer service, strategic planning, recruiting, change management, and human resources. He attributes his success to tactfully combining his passion and strong business development professionalism with a Post-graduate Diploma which focused in Business Administration from the University of the Witwatersrand.

Chokobane best describes what their company does by saying, "We specialise in being the link between job seekers and employers, matching the job seeker's profile to the needs of the employer in order to provide a perfect integration for a company. We are a South African registered organisation with expansion programs in other SADC countries. We have strategic partnerships with local organisations, reputable individuals and businesses in countries across our borders and within our regional network," he explains.

Choosing the right partnerships is essential in running a successful business. "PC Staffing Solutions believes that its participation in projects leads to a long-term association which benefits all the parties concerned. The skill and ability of PC Staffing's team is the key to delivering their assurance. The team consists of experienced members of the industry who consistently deliver tangible value across a broad spectrum of high involvement activities. We recognise that in order to fulfill our vision, we must provide a differentiating suite of value-added services and deliverables where activity benefits are passed directly onto the client in terms of operational efficiencies," Chokobane adds.

Phillip Chokobane, director of recruitment and resourcing

The company's mission is to consistently deliver quality staffing solutions efficiently and cost-effectively. PC Staffing Solutions strive to become the service provider of choice in the provision of high-quality services across all the business activities they are involved in. Their ability to deliver is shown in what the company refers to as a dynamic staff component augmented by research and professionals with highly reputable international qualifications and broad experience in both the public and private sectors. These individuals understand the different environmental layers of organisations and have the competence to distil stakeholder relationships through proper analysis using tried and tested tools. We undertake to execute a mandate from planning to evaluation and reporting to all relevant stakeholders timeously and comprehensively," he says.

PC Staffing Solutions' corporate objectives include the following: to create a learning organisation that constantly improves by learning and benchmarking its practices through the best international practice; and to be a competent competitor who successfully competes through co-operation combined with strategic partnerships and alliances.

The company's service portfolio shows that they are focused on the provision of temporary and permanent staff placements. This entails sourcing suitable candidates according to the job specifications provided by their clients, ensuring they pre-screen all potential candidates that interview, checking their previous employment records, whether they have criminal records and if their qualifications are authentic. In addition, they check whether the references collaborate their history. Following that thorough research, they schedule interviews for the shortlisted candidates.

The right people with the right mindset can turn around any organisation or company. PC Staffing Solutions was designed to find the right employees to the right employer. Their aim is to do the job well so that you can do your job even better.

A sustainable form of capitalism

G3 Business Solutions goes beyond commercial metrics. They believe that sustainable growth and organisational success depend on enterprises striving for shared value by accounting for the triple bottom line: Profits, People and the Planet

Growth to the power of three, or otherwise known as triple power is where the name G3 Business Solutions came from. Leadership sat with the directors of G3 Business Solutions, Retha Groenewald and Lovelyn Nwadeyi, who expressed the importance of accounting for socio-economic performance to enable inclusive growth and the sustainable generation of shared value.

G3 Business Solutions believes sustainable socio-economic development in emerging economies is driven by the co-creation of solutions by business, government and society. The company, co-founded by Groenewald in 2005, specialises in stakeholder research, and engagement in the interest of sustainable growth. Groenewald holds a Bachelor of Commerce Degree (cum laude) from the North-West University and a Master of Commerce in Communication Management (cum laude) from the University of Pretoria and was one of the pioneers in stakeholder research and management in South Africa while working with a select portfolio of notable clients. When asked if companies share this sentiment about growth Groenewald explained: "The shared value penny has dropped. Making a profit while solving social problems is not only possible, it is the only sustainable form of capitalism. Shared value is not about sharing the value already created by firms. This redistribution of a share of profit (usually 1% NPAT) is corporate social investment. And CSI can be spent on good causes even by bad business.

"Shared value is about expanding the total pool of economic and social value. It is increasingly done through innovative business models using core business competencies to solve social problems such as inequality, water scarcity, food security, health and wellness for a fair profit."

Nwadeyi notes that in emerging economies, financial results are but a third of a company's performance. "Legitimacy in these markets is often derived from the kind of socio-economic or environmental performance that has a real impact and benefit for society. These impacts may vary from sector to sector; examples are digital inclusion by mobile companies, financial inclusion by players in the financial services sector, or food security for players in the retail value chain.

"Accountability for socio-economic performance has been facilitated by a wave of contextual factors, with socially conscious investing likely to be the biggest catalyst for change. Increasingly, those companies that do not engage stakeholders in building strategy around social issues aligning with their core business competencies find themselves at a competitive disadvantage," she explains.

Lovelyn Nwadeyi and Retha Groenewald

Nwadeyi is an established socio-economic and political voice in South Africa, she is a well-known facilitator for dialogues regarding social justice. She was named among The Independent's Mzansi 100 Influencers in 2017 and lauded by Elle Magazine as one of the foremost Women to Watch in 2016. She has a BA International Studies degree from Stellenbosch University, an MSc in Peace and Conflict Resolution from Uppsala University in Sweden, and a professional certification in Telecommunications Policy and Regulation Management (TPRM) from Wits University.

There is a wide variety of contributions G3 Business Solutions makes. "We work with our clients towards effective stakeholder engagement and governance. We conduct research to enable stakeholder-inclusive strategy development and decision-making. And, increasingly we assist with the monitoring and evaluation of socio-economic performance."

The metrics and measurement of socio-economic performance are at the core of what G3 Business Solutions do. "Companies are well used to metrics and reporting systems that track commercial results and operational efficiency. But defining and tracking indicators of socio-economic performance is less familiar and poses new challenges. Fortunately, it is no longer a matter of guesswork. With Environmental, Social and Governance (ESG) criteria and the Sustainable Development Goals paving the way, solutions for tracking, managing and reporting social performance are following," Groenewald explains.

Differentiating the responsibility of the state and that of the business is essential. Nwadeyi believes businesses can make a profit while bringing about positive change for the vulnerable members of society (such as people who are food insecure, economically excluded, youth, women, etc).

"In its current manifestation, capitalism is not sustainable. If we are going to build more equitable societies, prosperous markets, and avoid catastrophic climate change, we must shift our thinking towards fairness and sustainability.

"Government sets the agenda for socio-economic growth and carries out its constitutional mandate with the resources at its disposal, but what we are to solve—the immense and complex problems on our continent—requires economies of scale, deep pockets and resource profundity and capability. Aptly described in the Social Compact, King IV and the Sustainable Development Goals, sustainable socio-economic development is a shared responsibility by Government, Business and Civil Society, activated through effective engagement and collaboration," she explains.

Groenewald says "over the 14 years of G3 Business Solutions' existence, we have also seen what happens if business abdicates social issues as government's problem. The State then merely exercises its rights to augment its resource base and influence, by taxing or regulating business to contribute to the perceived solution.

"Regulatory 'overreach' has become a well-known phenomenon in emerging economies. Companies' compliance with the rules, rather than their commitment to solving the problem, has only worsened the status quo. What is needed is self-regulation and innovation," she adds.

Despite G3 being a small company, it is able to service clients' ever evolving needs. "In today's Everything-as-a-Service (EaaS)-economy, the company's business model is heavily dependent on highly skilled associates. Solving for complex customer needs and challenges, by leveraging associates to provide core business functions, the company can scale swiftly and access expertise and technology that would otherwise have been out of its reach. It can thus do what it needs to do to create solutions, not only at favourable rates to clients, but also more quickly—and with the agility required to cater for an ever-changing stakeholder landscape," Nwadeyi explains.

Associates are academics, other SMEs, individuals freelancing or not-for-profit organisations, some working with the company for over 10 years.

In line with the latest policy thinking about broad-based empowerment, G3 Business Solutions is 100% owned by its employees and associates. "This is enabled by the G3 Sizuza Sonke Trust, which I represent as director in G3 Business Solutions. Employees and associates qualifying in terms of the B-BBBEE Codes directly benefit from the profitability, growth and success of the company and collectively take management decisions about the company and its projects. G3 is not just in our name but in our business practices."

With regards to measuring a company's socio-economic performance, Groenewald says, "corporate strategy formulation should incorporate the risks and opportunities in broader society, and should become a bold expression of purpose, backed up by a resource configuration that not only produces financial outcomes, but has social, economic and environmental impacts. This gives a company legitimacy."

"The extent to which a company's core business outcomes overlap with validated priorities for sustainable development is a good indicator of socio-economic performance. Usually, there are development priorities which all companies are expected to consider, such as a country's local content needs (job creation, local employment and skills development), and then there are sector-specific ESG issues contributing to sustainable development," Nwadeyi explains.

"These days, clients often ask G3 Business Solutions for support in deciding which indicators to track—given their strategy—and we do so by ranking a 'long list' of possible indicators by both importance and feasibility. Importance is about how necessary KPI's are for the management or the board, and for what purpose. Feasibility is about whether the data is available, and what systems already exist for aggregating it," she says.

In conclusion, Nwadeyi argues, "research confirms that firms improving their performance on industry-specific, material ESG issues outperform their competitors, and firms disclosing more information on industry-specific material ESG issues, exhibit more informative share prices and as a result, more efficient pricing of risks and opportunities. And much more importantly, clear socio-economic performance goals give purpose to companies.

They attract and retain socially conscious investors and smart people working for and with the company." ▲

Driving wealth creation in Botswana

Botswana Investment Trade Centre (BITC) is responsible for promoting Botswana's investment opportunities. The biggest opportunities for foreign investors in the country lie in the following economic activities: Agriculture and Agro-processing, Manufacturing, Mining and Energy, Information Communication and Technology (ICT), Health, Education, Financial and Business Services and Transport and Logistics. Here's what you are missing out on, by not investing in Botswana.

BITC was established by an act of Parliament with the sole purpose of becoming an Integrated Investment and Trade Promotion Authority (ITPA). Its mandate encompasses promoting and attracting investment, specialising in export promotion and development and management of the Nation's Brand.

We sat with the CEO, Keletsositse Olebile, who elaborated on the critical role the organisation plays in Botswana's economy and why it's essential to invest in Botswana. Olebile focused on their responsibilities as an organisation, most notable achievements to date, comprehensive corporate social investment policy and the crucial importance of promoting locally manufactured goods.

When it comes to attracting FDI in Sub Saharan Africa, Botswana is one of the most attractive FDI destinations, consistently ranking high in providing a stable, corruption-free business environment with strong institutions, boasting one of the highest sovereign credit ratings on the continent. Over many years it has maintained a high economic growth rate, Olebile says, "our real GDP growth rate is 4.3% resulting in the accumulation of substantial foreign reserves and investment in the development of our people".

According to the Operational Risk Index which covers the country's comparative evaluation of labour, logistics, trade, investment, crime and security risks to business operations. "Botswana presents a low operational risk environment for FDI. It also has opportunities to access international markets through bilateral

Keletsositse Olebile, CEO

and multilateral agreements and these include SACU, SADC Trade Protocol, AGOA, EU-SADC EPA and most recently the Africa Free Trade Agreement, making Botswana attractive for use by investors as a base for doing business, targeting both regional and international markets at preferential rates. Another bonus is its people, Botswana has a literacy rate of 83% and a young, vibrant and creative population. The new generation of Batswana are highly accustomed to new technologies which they adapt rapidly."

It's clear that the Batswana people impressively know how to structure and manage their economy, a key part of that management is the BITC. The organisation's role is crucial in driving Botswana's economic growth, by attracting both Domestic Investment and Foreign Direct Investment (FDI). It facilitates expansions and spearheads the growth of exports by promoting locally manufactured goods to regional and international markets. The platform created by BITC guarantees an increase in citizen participation in the economy while creating sustainable job opportunities.

Prior to being appointed CEO of BITC in 2018, Keletsositse Olebile served as Chief Operations Officer, and before as Executive Director of Strategy and Competitiveness during its inception in April 2012. This was not his first encounter with a leading role, he previously served at several reputable institutions including Bank of Botswana as Banking and Currency Supervisor, the University of Botswana as Assistant Manager, Financial Services, African Alliance International as the Unit Trust Administrator, Letshego as General Manager of the Insurance Subsidiary, Legal Guard, Barclays Bank of Botswana as Strategy and Planning Manager, and Botswana International Financial Services Center (IFSC), as Strategy and Research Executive.

He is qualified with a Bachelor of Accountancy (BAC) and holds a Master's degree in Business Administration (MBA). Today he holds other significant positions, in July and September 2017, he worked with a team from the Ministry of Finance and Economic Development (MFED) and Botswana Unified Revenue Services. He currently serves as a Non-Executive Director for Special Economic Zones Authority (SEZA) and the Non-Bank Financial Institutions Regulatory Authority (NBFIRA).

"My role entails being the lead advocate for a competitive and attractive investment climate in Botswana, facilitating both domestic and foreign-sourced investments. Ensuring provision of aftercare services for companies doing business in Botswana, facilitating regional expansions by Botswana based companies and facilitating the movement of Botswana goods and services into the diversified export market. Another key role of great importance to me is the role of national image building and global awareness creation about Botswana through the Brand Botswana portfolio. The mandate of this organisation gives me great fulfilment in its entirety, through knowing I play a key role in my country's economic growth and diversification," Olebile explains.

He drives BITC's vision which is becoming a leading Investment and Trade Promotion Agency (ITPA) that is spearheading Botswana into a globally recognised trade and investment destination whose mission is to innovatively attract investment and facilitate export for Botswana's economic diversification and job creation, promoting it as a place to visit and live in.

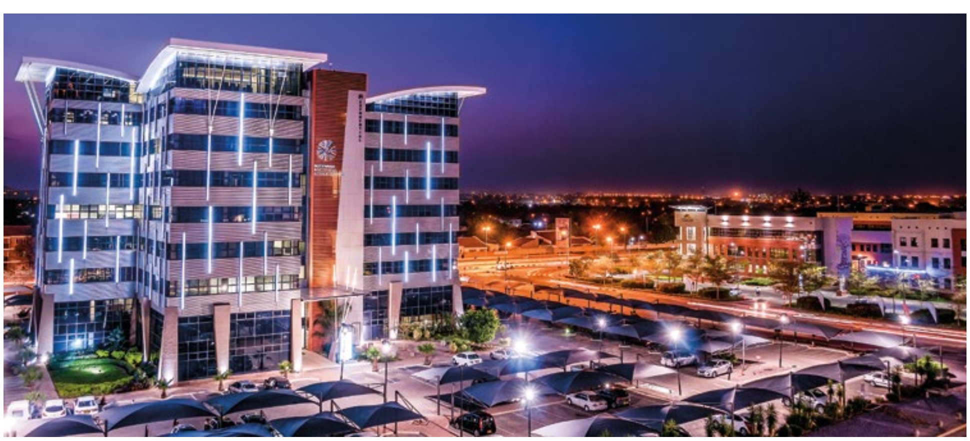
Their investment incentives include a lack of foreign exchange controls or restrictions on business ownership, Low Taxes - 15% for manufacturing, IFSC and Innovation Hub companies, maximum 22% corporate tax for other sectors, and maximum 25% for individuals, Remittance and full repatriation of profits and dividends. Duty-free import of machinery and equipment for manufacturing purposes, possible tax holidays under the Developmental Approval Order and, preferential incentives in existing Special Economic Zones.

"Execution Efficacy will ensure the integration and re-engineering of all processes, the implementation of the internal Governance Framework and the implementation of a Customer Service Strategy. Financial Rigor/Prudence will ensure there is a need to develop a Financial Sustainability Model and have functional reviews on the budget and host regular accountability sessions. In terms of talent management, BITC is tasked with building capacity for sector specialisation, aligning the structure to the strategy and developing a framework for managing innovative ideas," he explains.

In order for BITC to successfully promote investment opportunities for Botswana, there are a number of factors it took under consideration. The import bill being the predominant one, by October 2018 Botswana's import bill was about BWP 64,275 Million or BWP 64 Billion or US$6.4 Billion. The imports were mainly from diamonds (26%), food (12.5%), machinery and equipment (7.6%), vehicles (6.3%), electrical and electronic equipment (5.4%) and pharmaceutical products (3.2%).

Agriculture in Botswana remains the mainstay of the rural population which makes for about 43% of the total population (2.2 million). Consequently, under agriculture and agro-processing opportunities exist in the form of production of primary products such as grains, fruits and vegetables, meat and milk, and value-added production of meat, dairy, vegetable and fruits products. Opportunities also exist in leather production for which Government has already made plans to set up a Leather Park in Lobatse.

In manufacturing, there is the production of goods for domestic and international markets. In the mining, sector value comes from diamond cutting and polishing, manufacturing of jewellery or components of such. Then in the energy sector, Botswana boasts of an estimated 200 billion tons of coal reserves which could be explored and utilised for generating of electricity, mining for exports and coal to liquids. Botswana also has opportunities in renewable energy technologies.



The government of Botswana considers health a basic need, they allocated health about BWP 7.63 Billion of the 2019/2020 recurrent budget. Opportunities exist in the manufacturing of pharmaceutical products, biomedical equipment, provision of health facilities for treatment of increasing non-communicable diseases and organ transplant facilities and services.

"Botswana aims to become a World Class Financial and Business Services Hub. It is centrally located with a relatively more developed banking sector with a higher degree of penetration than most African countries. In 2017 assets for the banking sector had increased by 3.5% compared to 2016 and stood at BWP 83.5 Billion. Opportunities in financial services include insurance services and business process outsourcing. As a support to the sector and to the exploitation of the opportunities, Botswana has 13 active Double Taxation Avoidance treaties and 12 others which are either awaiting ratification or under negotiations," says Olebile

"In education, investors can tap into setting up of educational institutions and specialised services provision. Botswana's transport and logistics sector currently has large scale infrastructure developments such as the Kazungula Bridge which is meant to facilitate trade and movement of persons between Southern Africa and the Central, East and North Africa. Opportunities in this sector, therefore, include railway industries in terms of locomotive provision, wagon leasing, spare parts distribution and maintenance and after-sales services. Other opportunities include cargo and courier freight either by road, air or rail. These opportunities are tied to the growing tourism market which has become a key sector for Botswana's economic development."

When you consider all the remarkable factors listed above, you're enlightened about Botswana's current state and why it ranks at the top as the best country to invest in, in Africa. When a country understands the value of its structures and industries and shows you a clear picture of what they can offer you. It's easy to trust and believe that every dime you invest will give you exceptional value in return. ▲

Global and Public Partnerships to meet development goals

Divaine Growth Solutions is a female-led organisation with the vision to implement and facilitate the 2030 sustainable development goals. The company's focus is clean and affordable energy (renewables), Developmental initiatives for female-led SME's.

Yolanda Mabuto is the Founder of Divaine Growth Solutions, a member of BRICS Energy & Green Economy and a Global Brand Ambassador. She is one of the pioneers in women in energy, economic and social transformation are her favourite topics.

It is no secret that women are under-represented in entrepreneurship, management, senior leadership, and on corporate boards within the energy sector. After serving the sector for more than a decade, Ms Mabuto felt the need for her organisation to contribute in bringing solutions to gender inequalities through driving growth initiatives around gender gaps.

In 2019, we welcomed our first cohort of female enterprise development program themed 'The Woman Power Boss' which was deliberately launched at the Johannesburg Stock Exchange to encourage the SMEs to envision their businesses listed at the stock exchange one day. The enterprise program addresses the lack of female founders in the energy sector, while also focusing on ensuring access to finance, market share, technical mentoring, networking, and sustainable partnerships and corporate board exposure. These are crucial in achieving business goals and ensuring that women gain equitable representation in the energy sector. Another big component of the program is the Black Economic Empowerment, which encourages economic inclusiveness for both SME,'s and established organisations. We, therefore, collaborate with organisations that seek to have BBBEE that can be well facilitated to yield


Photo: Luzuko Hoho

good results for both parties. Private-public partnerships has become a popular strategy for organisations to meet their goals and objectives, therefore, Divaine Growth Solutions is creating these enabling interventions and environments for its stakeholders and beneficiaries to achieve their goals, Mabuto explains.

The Woman Power Boss program is a national programme comprises of 13 female SME leaders representing Johannesburg, Cape Town, Pretoria, and Eastern Cape. The vision of the program is to capacitate, grow, scale-up businesses and promote gender equality through women empowerment initiatives. We have collaborated with the Department of Energy for sectorial support in ensuring implementation success as well as monitoring and evaluation of the program. In terms of market access, we have partnered with Africa Utility Week's annual Power and Energy Expo hosted by International organisation, Spintelligent. They have made it possible for the SMEs to exhibit their businesses and enjoy the entire conference in support of government's goals of empowering SMEs and gender equality. The year 2020 is even going to be better as the entrepreneurs are looking forward to engage more on the business-to-business discussions with international organisations for possible collaboration. The program aligns with the government's vision of radically transforming the economy through effective development and increased participation of SMEs and co-operatives in the mainstream economy," explains Mabuto.

Private-public partnerships have become a popular strategy for organisations to meet their goals and objectives. Divaine Growth Solutions is creating enabling interventions and environments for its stakeholders and beneficiaries.

In some instances, South Africa is ahead of the world in terms of gender equality in the workplace, however that's not enough. But what more can be done? And what more can women do? According to Mabuto, business success is correlated with risk-taking. Women should start taking risks in applying for leadership positions and challenge the outcomes, if they are unfavourable and if they feel that they have been disadvantaged.

"Organisations should build a culture where it is acceptable to make and learn from mistakes and ensure there is a clear understanding of expectations and their roles and responsibilities. Creating mentorship programs and a conducive environment where women are empowered to speak up and voice their opinion is also helpful in women leadership development. On another note, women should build relationships with risk-taking role models and join networks, inside and outside their organisations; where they will engage in strategic conversations and have robust interactions that will expand horizons.

However, Mabuto has not stopped there, she also indicated that Divaine Growth Solutions recently launched another cross-sectorial global businesswomen initiative at the IDC in Johannesburg. "This will create opportunities for businesswomen to tap into global markets through collaborating with different embassies for empowerment programs and, partnering with global organisations that are keen to invest in Africa. Gender related matters will also be on the agenda of the initiative—this will give men and women the platform to discuss gender-based violence and its economic cost to countries, and in turn, look at what solutions to introduce. Global netwoking across sectors is key in ensuring integration and solving global challenges," Mabuto adds.

Despite enjoying her growing successful career as a businesswoman and a global brand ambassador, her highlights include multiple awards she has received for the role she plays in women development, some of the recent awards include Women in STEM which she received in August 2019 from an organisation called Womandla.

Driving the success of the female enterprise program is one highlight of my career, having owners of these businesses sharing their business growth testimonies is the greatest feeling of accomplishment. We understand that when businesses are empowered, that serves as an income stream to several households, which contributes positively to the countries' Gross Domestic Product. This program also allows us to form business co-operatives between the SME's, which bring product and service diversification to some SME's. Mabuto continues, "my other highlight is the ability to serve at the BRICS (Brazil, Russia, India, China, and South Africa), Energy and Green Economy platform, this gives us as organisation opportunity to advocate for a women-owned organisation and strategical position Divaine Growth Solutions regionally, continentally and internationally.

"The ability to travel to the United Kingdom, London, was another high spot, as it made me understand European business culture and how one should strategically position the business. We are happy to share another international invitation to deliver a speech and represent South Africa at the annual Women in Engineering Conference hosted by a Hungarian organisation, which Divaine Growth Solutions has collaborated with."

Like any business, there are challenges; what matters is how one deals with them that often sets them apart from the rest. Some companies' struggles are common while others have unique, sector-driven challenges.

In the case of Divaine Growth Solutions, access to funding is the most common challenge faced by female entrepreneurs, according to Mabuto, but like with everything else, she has a positive outlook on this too. "The finance gap and market penetration are always a challenge for women-owned entities. The energy business is capital intensive, so my greatest challenge has been, and still is, access to finance. "But we always find innovative ideas to keep moving the vision forward. Her mentor always taught her to have 5-10 year clear operational and financial strategy that aligns with the organisational objectives.

The mother of three is looking forward to another successful year. As she looks forward to 2020, Mabuto explains that the organisation will be focusing more on technical projects where they have collaborated with international organisations to bring more solutions to the continent. The solutions include water desalination and purification, smart and connected eco-systems through disruptive innovations, smart lighting management, solar projects, and waste-to-energy projects.

Despite her vast experience and qualifications, Mabuto is looking forward to continuing her studies in Energy Leadership, continued growth and knowledge acquiring are key to her business. "My plans are to grow Divaine Growth Solutions and see it adding value as a global brand. We are establishing our footprint in Africa and slowly positioning outside the continent," Mabuto concludes. ▲

Social Media Platforms:
Facebook: @Divaine Growth Solutions
Facebook: @Divaine Growth Solutions: The Woman Power Boss
Twitter: @DivaineGrowthSolutions
Email: info@divainegrowthsolutions.co.za
Website: www.divainegrowthsolutions.co.za

These are the future organisations under The Woman Power Boss program. They are women-led and their goals are to support the country in addressing the challenges that range from unemployment to gender equality:

Energy Dots: Founder, Banele Manana (JHB)
Zanergy (Pty) Ltd: Founder, Zandile Nqundwana (JHB)
Elegant Line Electrical: Founder, Ntombentsha Mzati (EC)
Sea Breeze: Founder, Zharon Damonse (CPT)
Maran Energy: Founder, Kabelo Thinane (JHB)
C'SquaredConsulting: Founder, Mashudu Rulu (CPT)
Robon Electrical: Founder, Sibongile Ndebele (JHB)
Blissfully Yours: Founder, Memme Ramaila (JHB)
UKetshezi: Founder, Notlanhla Nkosi
Rheqhoweng Enterprise: Founder, Lindiwe Mkhwanazi (JHB)
Big O Petroleum: Founder, Nora Masilela (PTA)
Phindiso Holdings: Founder, Selina Sokoko (CPT)
Basadi ba Africa: Founder, Zama Ndlovu (JHB)

People matter

Pastor Christopher Mathebula is a good-looking man. I expected him to be a bit flash. After all, this is the man who in 1995, when he was a student at the Cape College of Theology, had a vision to start Hope Restoration Ministries. We cannot all lay claim to having seen a vision so early in life—and then achieving it.

Mathebula is the real deal: authentic and humble. He cuts a fatherly figure. His expression is kind. His whole demeanour is approachable: a person in trouble would be inclined to seek his advice or to share a laugh. Mathebula's vision—that first seed that sprouted in his mind has grown into a rich harvest for the people he ministers and leads. However, his life may have turned out very differently; if it were not for the kindness shown to him by a stranger. In that moment of connection and compassion, he had hope.

A runaway redeemed

Few people know this, but Mathebula did what for most parents would be their worst nightmare: he ran away from home when he was 10 years old and lived on the streets of Tembisa for the next five years. "Life was tough at home. My dad had two wives living under the same roof, and there were eight children. As a child, I slept in the kitchen. I decided there was a better life out there," he explains.

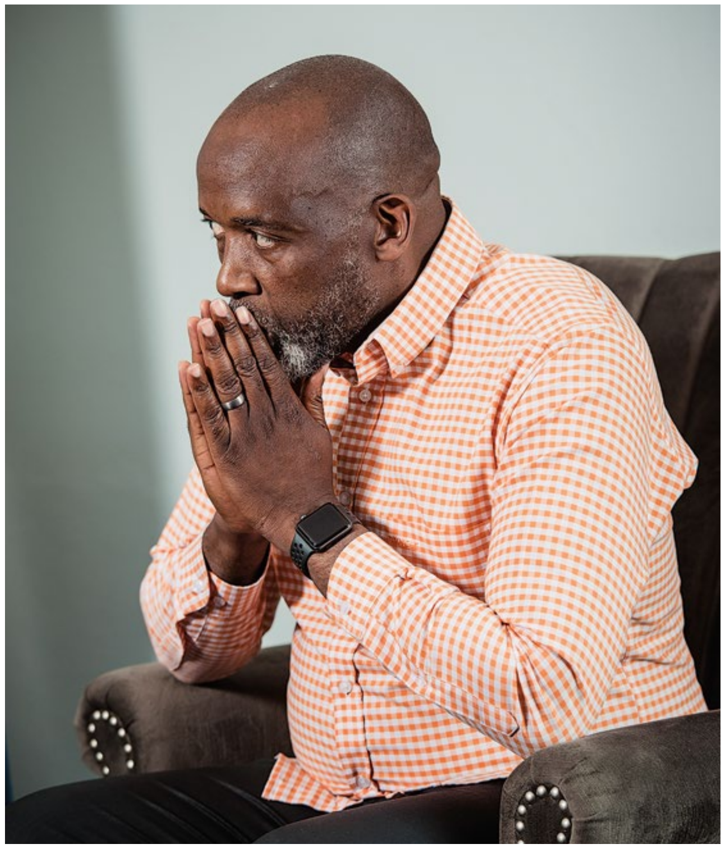
Mathebula ended up taking drugs and almost damaged his brain in the process, before a kind guardian angel stepped in to befriend him. A teacher (who has since passed on) spelt out her terms when she took him to live at her home: "You must complete your schooling and visit your family on a regular basis."

"She sponsored my education," says Mathebula, his voice giving a hint of emotion at the memory. "I matriculated at 22 years of age because I had lost out on a lot of my schooling from being on the street."

Having a mentor in his life, prompted Mathebula's decision to study theology at bible school. "I wanted to jump into the gap for others, as she did for me." In his opinion, this is the point at which leadership starts. "You must outlive yourself."

The pastor likens being a leader to a tree. "Don't be a palm tree leader, where your followers struggle to get to the top. Rather be a willow tree. While it grows, it releases branches to the ground. Remain humble and close to people." Some successful people turn their backs on where they have come from, essentially closing the door to their past. Mathebula hasn't disconnected himself from people. He occasionally opts to catch a taxi or train, with the intention of being close to the conversation of the people around him.

The other crucial element of leadership is managing yourself. "Before you can lead, you must lead yourself. You must build the lives of people. Don't use power for your own advantage." Society has these leadership essentials back to front: "Many leaders see themselves as superstars. 'We are heroes.' Back home they are zeros. They do not make time for their family or their children."



Groom next generation leaders

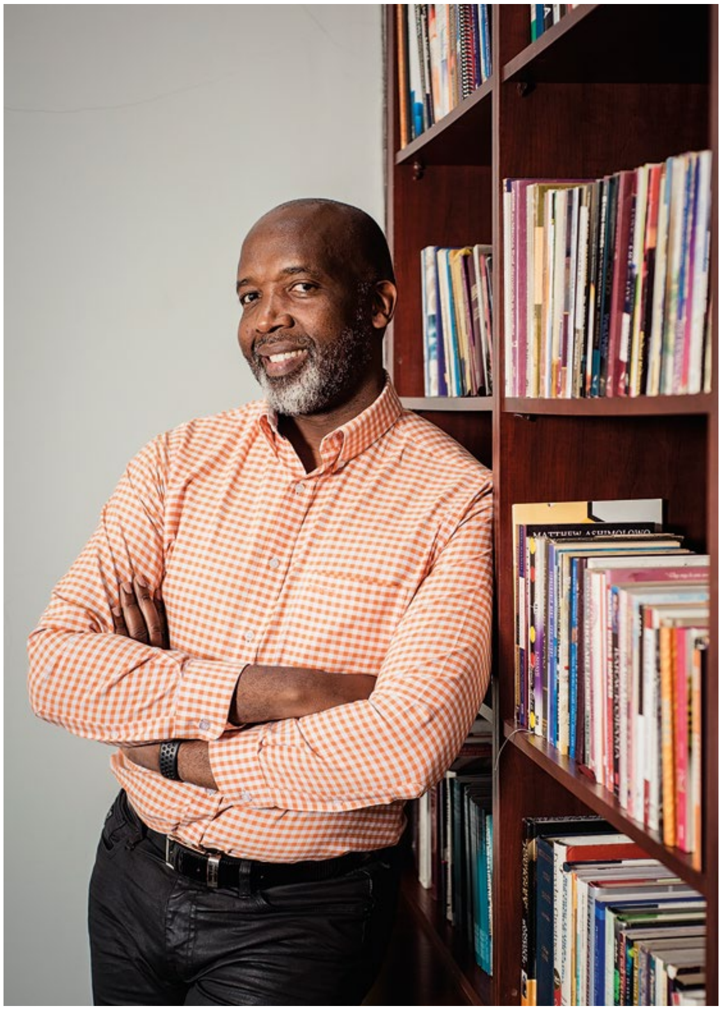
"Leadership is shown in simple actions like caring for the environment," notes Mathebula. "What about healthcare? Nelson Mandela said, 'Everyone deserves water and salt'." He cautions against the bad example set by so many African leaders who do not think about the consequences of their actions. "For many years, Mugabe received medical attention in Asian healthcare facilities. He has joined a list of other African leaders who took their last breath in overseas hospitals."

"These include former Zambian presidents Michael Sata who died in a UK hospital in 2014 and Levy Mwanawasa who died in a French hospital in 2008. Former Gabonese President, Omar Bongo, died in 2009 while seeking treatment in Spain. In 2012, Guinea Bissau's Malam Bacai Sanha also died in a French hospital." The list continues. These examples demonstrate the level of trust (or lack thereof) that our African leaders have in their own healthcare systems. "It is time that they realised that they must be prepared to be consumers of their own products."

Mathebula sighs, before rebuking short-sighted leaders who do not consider the impact of their decisions. "Leaders are like a king. The impact of their words become like a law. They should think about their words. A leader's words and actions have an impact on people—for generations to come. We live in a world of problems. This is a pre-given; this is where leaders make their contribution, or where they should. You rise into a leadership position to solve a problem and to rise to the occasion. Leadership should not be the source of the problem."

Getting the basics right

"With so much poverty and unemployment in South Africa, making a difference can seem overwhelming. The challenge is so big that it immobilises many of us into apathy, it sets a 'It won't make any difference, so what's the point?' type of mind-set." Mathebula believes one person can make a difference.



In February 2019, Mathebula founded the People Matter Foundation (PMF), a not-for-profit organisation, which focuses on nurturing, coaching and upskilling leaders in the private sector, government and churches. PMF also has a vision to save lives and provide humanitarian support to all people. "PMF cares for people, irrespective of who they are and where they come from," says Mathebula.

"People need to be given a second chance. We cannot overlook people because they don't add value. People are not animals and even animals need to be taken care of."

Mathebula leans forward to emphasis his next point. "I believe in compassionate leadership. Residing in South Africa as I do, there are those who are privileged and those who are less privileged. I am not talking about giving things away for free. While it is fine to donate stuff, this need will never end. So, creating opportunities for others was my reasoning in building Hope Restoration College." The school educates learners up to grade six, with plans to extend to higher grades. Of the 180 learners attending, about half of them are not paying fees. "But they will impact lives," says Mathebula with a gentle smile. "One of them could become the next president, doctor or teacher."

As a leader, he speaks plainly about poverty. "We must be brutal regarding the issue of poverty. Corruption must end. Those leaders who have a million rand, do they stop to think about the lives they have deprived? How many schools and clinics we could have built? How many children could have been educated? Corruption deprives the next generation as well."

On the other hand, a leader who can brighten a light in some corner can make a difference. "Almost 75 per cent of children in our country are fatherless. There about five million orphans. Imagine the huge difference if more people chose to adopt one child." Mathebula is speaking from experience in relating the power of one person to make a difference. "That one woman made a difference. She empowered me. I became a better person."

The pastor speaks proudly of Men of Hope, an offshoot of his ministry, which reaches 4 000 men with its annual gathering. Victorious, an annual conference for women, attracts 5 000 attendees.

The leader, and pastor, loves this country. He has a huge painting of Nelson Mandela behind his desk. "Leadership is about sacrifice," says Mathebula. "We don't want seedless grapes leaders, who don't leave anything for the next generation."

The interview over, moments later, he reopens his office door to share a story that impacted him. In 1941, Alexander Schkinsky was a Russian who, when faced with Hitler's troops attacking Lenigrad, chose to starve and die in poverty. He elected to save tons of seeds of wheat, potatoes and other crops—so that there would be plenty of food for other generations."

Mathebula reflects, "We have never been given a big picture view of leadership. People think leadership is about power, money, resources and fame. These things come with leadership. Leadership should be about servanthood: wanting peoples' lives to be better." ▲

For more information on the People Matter Foundation, contact Rev. Siphiwe Christopher Mathebula or Percy Mongwai on 011 976 0600.

Nourishing bodies while nurturing the economy

If you are serious about nourishing and nurturing lives, you must develop a deep understanding of the needs and desires of your consumers, and work as an industry towards a brighter future for all

Tiger Brands believes that the only way we can truly thrive as a sustainable organisation in a global context, is by being agile and responsive. Our commitment to taking up this mantle extends across every people-touchpoint within our organisation, from corporate strategy to supplier development, training, education, health and safety.

With a rich history, spanning almost ten decades of providing nutritious and affordable food products to South Africans, Tiger Brands is well-known for its much loved and trusted staples at mealtimes across the country. A cornerstone of this offering has been the wide range of products clustered within the company's Grains portfolio, including rice and pasta; milled grains and flours; cereals and superfoods as well as baked goods.

According to Pieter Spies, chief growth officer of Grains at Tiger Brands: "Products like our iconic Jungle Oats, Tastic Rice; Albany Bread and Ace Maize Meal are woven into the fabric of South Africa's food heritage. To maintain our differentiation in the hearts and minds of our consumers, –offering a variety of healthy choices across the value chain at affordable prices."

In today's 'always-on' modern world, demands on nutrition to fuel busy minds and lives has morphed. With families having less time to prepare food, products that save time; are considerate toward the environment; and offer crucial convenience are important ways that food manufacturers can bolster their value proposition to consumers.

"In addition to quality, nutritious foods that are safe and enjoyable, Tiger Brands has launched a wide range of convenient and nutritious products within the grains business. Our Ace Quick Cook Samp solves a consumer's tension, because it is no longer necessary to spend hours and litres of water preparing samp. We've also created Tastic Quick Cook Rice, which results in less energy and water usage. Whereas normal pasta takes eight to 12 minutes to cook, our Fattis & Monis Fasta Pasta cooks in just five minutes, and our Ace Quick Cooking Maize offers the same nutrition and taste as regular Ace Super Maize Meal in just five minutes," says Spies

"We understand the South African economy is constrained. For each product we produce, we focus on offering value – and that's non-negotiable for us," adds Spies. In addition to convenience, the company tries to fortify food essentials with nutrients that enrich diets and provide access to nutrition through one product. "An innovation we've just introduced is Ace Maize Meal with fibre, which assists with a healthy gut. We've also recently introduced Albany 'Best of Both Genius' which is a speciality bread made for kids with added nutrients that provide benefits such as boosting the immune system." These innovations draw on deep consumer

Pieter Spies, Chief Growth Officer Grains, Tiger Brands insights and health trends, as well as nutrition deficiencies among the population that the food industry can help solve.

"Other great strides we have made are Tastic's affordable brown rice to reflect consumer desire for an increasing focus on health and wellness, and our cereal brands like Morvite and Jungle Plus are sorghum based –packed with health benefits from aiding in digestion to boosting the immunity system and assisting with heart health. High quality pulses also form part of this category, renowned globally as nutrition powerhouses and superfoods, which are well-positioned to service the nutritional needs of consumers who prefer plant-based diets," says Spies.

To keep these nutritious products affordable, the company embraces the belief that it needs to procure locally to the most extent possible; and one of the best ways to ensure ongoing local supply is to help develop it yourself. The growth and development of the agricultural sector in South Africa is vital to a company like Tiger Brands. A thriving local agri-market creates significant wins for all relevant stakeholders in this country–acting as a catalyst for broader rural economic development and the participation of previously marginalised groups in the primary economy.

"The importance of Enterprise and Supplier Development cannot be understated; especially in sectors that have been slow to transform. We have been very deliberate in attracting, developing and supporting many new entrants within the wheat, oats, maize and sorghum commodities through the company's Enterprise and Supplier Development function. This focuses on developing black smallholder farmers, so that they can effectively compete within corporate supply chains," concludes Spies. The company is currently supporting a new intake of previously subsistence-only farmers with planting 16 hectares of wheat and oats in the Western Cape, to support the Jungle factory and the company's mills in the region.

As a company, we acknowledge the critical role we play as the leading producer of some of South Africa's most iconic and trusted food brands, to innovate and to keep apace with consumer trends on the one hand; but also to ensure nutritious food at an affordable price point. With food security front of mind, we believe that our collective efforts, through strong partnerships and collaboration with other critical role players, will go a long way to bolster access to affordable nutrition for all South Africans. ▲

Did you know?

- The Tiger Brands Oatery in Maitland, Western Cape, has provided the nation with nutrition since 1920; while the King Food plant in Potchefstroom's sorghum-growing region of the North West province, has been producing Morvite, King Korn and Ace Instant–South Africa's original maize instant porridge–for over 50 years.
- The company's investment in infrastructure upgrades to its factories and bakeries, over the last 18 months, is well over R1 billion. The investment significantly benefits local businesses in the civil engineering, building construction, engineering installations and electrical spheres, among others. This infrastructure spend is further proof that the company is proudly anchored in South Africa and entirely committed to the country's success.

Medicine Women

Doctors impact society—way beyond giving lollipops to toddlers after immunisation shots. Professor Greta Dreyer, President of the South African Society of Obstetricians & Gynaecologists (SASOG) understands this, having dedicated 25 years to the field of gynaecologic oncology.

"Career is usually an evolution," says Professor Dreyer. "What you initially thought you'd enjoy may not be what you ultimately become. I was set on becoming a public health specialist, having a passion for improving people's wellbeing. General practitioners and public health specialists have potentially the biggest impact on people's health and wellbeing."

But life pointed Professor Dreyer in another direction. A remark early in her career changed everything. "A gynaecologist told me, 'You can be taught to operate'."

This meant a lot, coming from a guy who didn't usually make those kinds of observations." She chuckles. "Doctors in theatre don't usually give feedback."

Professor Dreyer's skill sets, interests and talents were suited to becoming a surgeon. "People said I had talent, which sparked my interest." Deciding to specialise was a good call.

She studied in South Africa and Europe, "This, I believe, is preferable," she muses. "Because by combining different regions, you gain expertise and the strengths of both."

Closer to home, a challenge can be a blessing for advancing skills. "In South Africa, our complex burden of disease enables excellent training and experience for doctors. As a result, South African doctors are exceptionally well trained and sought after throughout the world. This creates opportunities to become good surgeons early in our careers."

The specialist concedes challenges though, including a deficit of trained, good people to mentor and guide Registrars. If you want to become a good professional, you are better off being trained by many people—your exposure is wider.

"The other challenges are infrastructure and clinical time. We do not have much theatre time—and are rushed because of the shortage of health professionals, time and money, and clinical workload.

Professor Greta Dreyer and Professor Priya Soma-Pillay

"If one trains in both South Africa and in Europe you have better infrastructure, many trainers, and develope different skill sets—the best of both worlds."

Steve Biko Academic University in Pretoria where Dreyer is based, attracts trainees from Europe and Africa, including Rwanda, Kenya, Botswana and Namibia. Length of training varies. Some train for a year, others for months or weeks.

Visiting the hospital one is conscious of the need for more health professionals and better infrastructure. It takes 20 minutes before a parking space opens up. The lifts are slow. When one arrives, it is invariably packed with people, some in wheelchairs, others helping elderly parents navigate the confusing labyrinth of passages. In the halls rows of patients wait their turn. Occasionally, a health professional or aide bustles past, including a stream of young interns, looking neat and purposeful.

The passages gleam with cleanliness despite hordes of people.

Another problem that gynaecologists have been facing is litigation. In Professor Dreyer's daily life as President of SASOG this takes a huge chunk of time.

"We have several challenges," she says. "Indemnity insurance, which is enormously expensive, cumbersome legal systems which often entail repeating the same procedures more than once, and navigating many courts. You can be found guilty of the same offence five times in our legal system. It will take many years to reform the legal system but we want to impact this by interacting with the commission for law reform in collaboration with other societies."

On her passion for surgery, Professor Dreyer says, "I like three dimensional things and design, objects in space and the beauty of anatomy."

Helping people inspires her. "In gynaecological cancer surgery we often cure women. This is especially rewarding. Although cervical cancer is still not totally preventable, we have made significant progress in methods to prevent the disease. Implementation is the challenge."

While cervical cancer is prevalent in South Africa and affects young women, having regular gynaecological check-ups greatly reduces the incidence. "The risk of ever being diagnosed with cervical cancer is drastically reduced by having even a single normal cervical screening test like a pap test," says Professor Dreyer. "The

Human Papillomavirus Vaccination is even more protective as is a negative HPV test." Driving home the importance of regular gynaecological check-ups, cure rates stand at 80 per cent for women diagnosed at stage one of cervical cancer. In the latter stages, the consequences can be devastating.

"It is a global issue. We can learn from the world and at the same time take our expertise to the world. Our knowledge and experience with the disease is significant."

Worldwide, significant strides are being made in gynaecological health. When Professor Dreyer first attended a Philadelphia conference of the International Gynaecologists Society (IGCS) in the 1990's there were 10 gynaecologic oncologists in South Africa and no registered sub-specialities.

Professor Dreyer is currently President of the Gynaecological Oncology Society where she aims to improve training. "There is a shortage of gynaecological oncologists in rural regions. We send flying surgeons to the Eastern Cape, Kwa-Zulu Natal and Limpopo, assisted with grants from corporates." Professor Dreyer became involved in SASOG in the late 1990's. As President of SASOG she has made it her mission to bring together different sub-specialities, both within the public and private sectors.

"They tended to not work together before," she reflects. "Through concerted effort, and sharing views and visions, they have developed a more unified voice. Government protocols are linked to SASOG protocols so we have the same clinical measures throughout healthcare."

Another goal is making gynaecology safer. SASOG's recently introduced BetterGyn programme plans to improve clinical care and governance in gynaecology.

Professor Priya Soma-Pillay is Head of Obstetrics at Steve Biko Academic Hospital and the University of Pretoria and Honorary Secretary of SASOG.

"I have loved obstetrics since I was a student. As a student, you are mostly exposed to low-risk cases which usually have a happy ending in that both mum and baby are healthy. My work now involves high-risk cases which is equally rewarding because these are often mothers who have had numerous miscarriages and to assist them in giving birth to a healthy baby is a joyous and rewarding end to a difficult journey."

While she is not a wizard in the kitchen, her medical accomplishments more than compensate. Professor Soma-Pillay was the first person in South Africa to write the Maternal and Fetal Medicine exam set by the College of Obstetricians and Gynaecologists (SA) - of which she is now Interim President. "It was a challenging exam and one of the highest levels, with a wide syllabus and unlimited study material," she reflects.

"This work is not 8 to 5. It's a lifestyle which you build into whatever you are doing." She is thankful for a supportive husband and is mom to two sons.

Her working day includes an invitation to a live television interview, at short notice. The topic; gender based violence, requires a well-articulated response.

"In the wake of the deaths of the tragic loss of Uyinene Mrwetyana, Leighandre Jegels, Meghan Cremer and Ayakha Jiyane and her three siblings to gender based violence (GBV), the South African Society of Obstetricians and Gynaecologists (SASOG), has implemented guidelines for routine screening of patients for intimate partner violence."

Professor Soma-Pillay explains that the guidelines, originally developed by the International Federation of Gynaecology and Obstetrics (FIGO), aim to guide healthcare professionals on appropriate clinical and emotional support for women who have experienced gender based violence.

In South Africa a woman is killed every three hours, ranking femicide in the country the fourth highest in the world. As SOSOG's representative on the FIGO Board, Professor Soma-Pillay, believes that the cycle of abuse often prevents a woman from leaving the relationship.

"SASOG's view is that the reluctance by women to report Intimate Partner Violence (IPV) places a duty on healthcare professionals, and especially obstetricians and gynaecologists to identify, acknowledge, support and treat women in abusive relationships," she says.

This should include an assessment by the physician as to whether the patient or her children are in immediate danger, and if so, to assist in establishing a safety plan."

The stance taken by SASOG confirms how important the doctor's role is in protecting lives and raising awareness on issues that may have been hushed by the community in the past. In the week of Professor Soma-Pillay's television interview, the richest square mile in Africa came to a standstill, with a consortium of 70 civil organisations demonstrating in Sandton. They voiced their concern at the uncomfortable silence from corporates and called for a 2 per cent levy for JSE listed companies—to fight against gender based violence.

How this protest will unfold is separate from SASOG's activities around GBV, but it reflects growing anger by women at the incidence of gender based violence in South Africa.

SASOG's newly introduced protocols aim to improve awareness. Among the protocols, obstetricians and gynaecologists are advised to perform regular screening for intimate partner violence.

"SASOG believes that obstetricians and gynaecologists are in a unique position to make a real difference to women affected by Gender Based Violence," says Professor Soma-Pillay. She is urging members of SASOG, which includes the majority of obstetricians and gynaecologists in South Africa, to adopt the guidelines, "in the interests of healing our nation of this scourge."

Professor Soma-Pillay serves on the National Committee for Confidential Enquiry into Maternal Deaths (NCCEMD) in South Africa. "This involves auditing case files which includes examining the causes of death and problems within the health system that may have contributed to these deaths, such as a lack of blood used for transfusions. Once the report is filed, the Committee make recommendations to the Minister of Health for improvements to the health system."

NCCEMD produces an annual report entitled Saving Mothers. Recommendations have led to a 47 per cent reduction in maternal deaths for HIV infected mothers since 2011.

"This is attributable to better and more comprehensive anti-retroviral programmes," says Professor Soma-Pillay. "The combination of three ARV drug regime boosts a mother's immune system.

Under these conditions there is less than one per cent probability of her child being infected with the virus."

Professor Soma-Pillay is active on the BetterObs programme which discusses complicated cases and creates guidelines to improve protocols.

South Africa is blessed to have these dedicated health professionals serving the community. Their work is challenging, yet rewarding, and their passion unquestionable. ▲

Cranefield leads in industry 4.0 education

Cranefield College prepares students to be collaboratist leaders through mind-set and behaviour change in keeping with Industry 4.0

The Industry 4.0, hi-tech, rapidly changing post-globalisation economy demands a complete rethink of current leadership, management, governance, and business models. This requires developing "collaboratist" leaders and cross-functional virtual network partnerships, so organisations of all sizes can flourish in the Fourth Industrial Revolution (Industry 4.0). Technology is an important challenge of Industry 4.0, but primarily it is more about leadership and management, as most leaders seem to be stuck in an outdated Industry 3.0 or even 2.0 mind-set.

Cranefield College's academic courses prepare students for this new leadership and management paradigm, which was already forecast in the early 2000's when Cranefield's principal, Pieter Steyn, published research that outlined Industry 4.0 and the need for organisations to replace their rigid, bureaucratic silos structures with fully cross-functional, flexible value chains that are program-managed. Over the past two decades Cranefield's academic staff performed extensive research and published groundbreaking articles on Industry 4.0 resulting in it being an educational leader in this field.

As a technology-enhanced distance learning private higher education institution, Cranefield has long established itself internationally as a leader in the field of project, program, portfolio, and value chain management. Its academic programmes offer qualifications ranging from advanced and postgraduate certificates and diplomas, to master's degrees and PhDs. All are accredited and registered by the Council on Higher Education and Department of Higher Education and Training, and have ISO 9001 certification. Cranefield's academic qualifications enjoy top recognition in Germany and many other countries throughout the world. In addition, Cranefield also offers a wide range of short courses for senior professionals that can also be customised for corporate in-house purposes.

Classes are conducted and streamed live online from Cranefield's auditorium in Midrand, Gauteng, allowing local and international students to interact with lecturers in real time, regardless of the geographic location. Those that are unable to participate in live sessions can view online recordings thereof. Project and program management acumen, which is the catalyst for Industry 4.0 organisational success delivers the methodology to lead, manage and govern the cross-functional processes of new organisational forms, and associated virtual networks of partners. In the Industry 4.0 economy, organisations need to collaborate with partners in virtual networks, focusing on their core competencies, while partners perform non-core activities.

This constitutes a collaborative form of capitalism, where collaboration with partners occur for everything that is done outside an organisation's core competencies. It leads to improved organisational performance and competitiveness for the initiating organisation as well as its partners. In partnering, organisations first seek local partners closest to them before moving regional, national or global. A profound advantage is that it stimulates growth of small and medium-sized enterprises, as well as job creation in the immediate vicinity. Aspects most affected by Industry 4.0 are customer expectations, product and service enhancement, collaborative innovation, and organisational forms.

While Industry 3.0 was run by participative servant-leaders, the future requires super-transformational collaboratist leaders who look beyond the conscious to make decisions for the common good. They intuitively have to cope with knowing why things are happening, how to proceed dealing with them, what needs to be done, as well as, who should do it, and when, to mitigate risk and achieve organisational performance. A strong value system and ethical behaviour are crucial to this.

Hence, collaboratist leaders are guardians of their own organisation's value system, acting as role models who motivate employees, and encourage positive mind-sets of collaboration, co-ordination and team-based success. Moreover, innovative governance and creative organisational structures and mind-sets led by collaboratist leaders, must be combined with virtual networks of partner organisations to ensure collaboration and synergy.

While the new brand of Industry 4.0 leaders and managers need not be technology experts, they must possess a good understanding of what key enabling technologies (such as IOT, Robotics and Artificial Intelligence) can do for both production and service organisations. They should role-model trustworthy supportiveness and not to be too controlling to encourage team members, including those in virtual networks, to make their own decisions and take full responsibility.

Cranefield College teaches its students, who on average are 38 years old, how to develop the mind-set and behaviour to be a collaboratist leader, while simultaneously addressing strategic transformation and change. They are taught how to achieve organisational performance excellence through program-managing inter-organisational activities. This includes all supply chain and project work. To quote our students: "The nice thing about Cranefield is that we can apply what we learn from them today on our job tomorrow". ▲

The indelible image

A close-up of a frog on a snail over a moss covered rock—beautifully captured by photographer Roni Kurniawan from the EyeEm Collection.
Photo: Roni Kurniawan/EyeEm/Getty Images

Providing employee benefits for a workforce that thinks differently

Traditional financial advice has been based on a uniform approach for a relatively uniform workforce. Over the past five years, there has been a shift in the average workforce age, with the so-called Generation Xers (born mid-1960s to 1965 to early 1980s) and Generation Ys—the millennials—now making up the majority of employees.

Statistics show that the millennial percentage of the workforce composition has jumped from 39% to 52%. Those born after 1996—the Generation Z workers—are expected to make up 24% by 2020.

The new workforce has new needs

Younger people's life events no longer happen in the same linear way as they did for previous generations. Single-parent households, particularly headed by women, far outweigh those where both parents live together. Taking care of parents and extended family, the average employee now has twice the number of dependants compared to five years ago.

For various reasons, millennials change jobs every two to three years. When they do this, they frequently cash out their retirement savings, doing so more than once during their working career. They see retirement as a distant future, and believe that they will have accumulated enough money to retire comfortably when they reach retirement age.

Sadly, death statistics are now higher for younger people, our group insurance data shows that the proportion of unnatural or accident-related deaths is increasing. Critical illness statistics are also increasing. The claims statistics indicate that overall cancer claims have increased by 48% since 2012, representing 15% of all disability benefit claims in 2018. 21% of the claims were paid to employees below the age of 40.

What this should tell us is that we need to understand who these employees are, what their lives look like and what their real needs are. Corporate financial advisers must start considering the new workforce's real needs at each major life event that influences their financial journey.

The reality of who the new workforce is

They lack financial literacy. They are financially vulnerable and don't understand the retirement benefits they have or the terminology around retirement benefits.

They engage differently. They are bombarded with competing information from all sides. If communication is not specific to their needs, when, where and how they want to receive it, they don't engage at all. They want direct information that is easy to understand.

They see retirement differently. It isn't uncommon among the younger generations of employees to have at least one income-generating side hustle to sustain a desired lifestyle. They don't think about retirement because they don't think they will ever have enough funds to retire. They resolve to commit to longer-term plans, hoping that these multiple income streams will sustain them into retirement, or relying on family.

Employee benefits have remained the same

Even though the composition of the workforce has changed, employers are still offering the same major benefits they have been providing in the past.

The reason is possibly a straightforward one. Employer's employee benefits decision makers are generally much older than and earn a much higher salary than the average lower-income, younger employee. They are simply out of touch with the real needs of the workforce.

Taking care of the needs of the new workforce requires different thinking

To provide for the employee benefits needs of a changed workforce, companies now need corporate financial advisers who understand this. They need financial advice and employee benefits solutions with a fresh, new approach.

For example, consider the mentioned increase in the rate of unnatural, accident-related deaths among younger employees. This represents a gap in the benefits traditionally provided, and one that should be looked at differently going forward.

Using technology to solve the employers' dilemma—real people vs a virtual, simulated world

Even though information is available at employees' fingertips through technology, this doesn't mean they necessarily understand the information. Neither does it give them the knowledge they need to make decisions that will put them on a sustainable path of providing for retirement.

Employees are real people with real, individual, unique needs. However, most technology, devoid of human interaction, tends to apply a one-size-fits-all or, at best, a broad segmentation model to offer financial solutions. Technology is certainly the way of the future, but to address the needs of the new generation of employees, it must be coupled with human advice.

Where technology meets real people

The world has changed and keeps changing, and so have the employee benefits needs of the new workforce.

Taking care of employees' needs before and after retirement now requires a fresh approach to advice, technology and solutions. Traditional corporate financial advisers may find it challenging to serve this changed environment.

Solving the real needs of the new generation of employees cannot be accomplished with hi-tech solutions alone. Artificial intelligence solutions cater for averages, and not for unique needs.

What will be pioneering, is how technology is used to provide for real, individual needs. For employers to offer solutions to the real, individual insurance and retirement needs of their employees, human advice must form part of the equation.

To provide in the needs of the new workforce, it is imperative that the insights gained through technology are interpreted by a trusted and forward thinking financial adviser.

Smart advice is the only way

Using technology, semi-personal individual advice is possible, and it is scalable. Innovative analytics tools not only help employees to better articulate their needs, they also provide valuable data on employee behaviour. Individual data offers insights that allow for advice on how to adapt individual employee behaviour to set them on the path of providing successfully for retirement.

Smart advice should be holistic. It should consider current trends and the changing characteristics and behaviour of the workforce, and it should be matched with tailor-made solutions. Employees must be able to engage effortlessly around their benefits, on a personal level and in real time—either by SMS or e-mail, or through the web. Employee engagement means employee insight, and employee insight means positively changed behaviour.

Technology and information are only valuable if the data is harnessed to make a real difference where it matters.

If the data and results are carefully analysed by a trusted and forward thinking financial adviser, market-leading analytics and reporting can help employers make better decisions for their employees. ▲

Blessing Utete, Executive Director | Momentum Consultants and Actuaries
AIISA, HCiI(SA), ICiBS(SA), CFP®, Post Graduate (Financial Planning)

Blessing has over 20 years industry experience and has gained this experience through working as a Consultant, Principal Consultant and Branch Head at NBC and Alexander Forbes. He has acted as Chief Operations Officer for Discovery's Group Risk Division and has overseen the operations of Alexander Forbes Group call centre and client servicing teams. More recently, he has held executive positions as Managing Director of Liberty Viewpoint (Pty) Ltd and Executive Director of Momentum Consultants and Actuaries.

The environmental cost of food

According to the World Meteorological Organization (WMO), the month of July 2019 matched, and perhaps broke, the record for the hottest month since analysis began. Data from the Copernicus Climate Change Programme show that July 2019 was on a par with, and possibly marginally warmer than the previous warmest July, in 2016.

The world is on track for the period from 2015 to 2019 to be the five hottest years on record. This year alone, temperature records have been smashed across the globe. Belgium, Germany, Luxembourg, the Netherlands and the United Kingdom saw new national temperature records on July 25 as weather maps were redrawn to include—for the first time—temperatures above 40°C.

Extraordinarily high temperatures were accompanied by dramatic ice melts in Greenland, the Arctic and on European glaciers, said the WMO, adding that the heatwaves are "consistent with what we expect from climate change and rising global temperatures."

For South Africans, the news from the WMO is alarming. Not only are severe heatwaves dangerous, but climate models suggest that Africa is extremely vulnerable to the impacts of climate change. Temperatures in almost all African countries are rising faster than the global rate and in some areas at double the global rate. Future rainfall variability is projected to increase over most areas, with most models suggesting fewer, but higher intensity rainfall events – in other words, expect more droughts and devastating storms and floods, as occurred in Durban in April this year.

Faced with the evidence produced by the WMO and the assertion by the Intergovernmental Panel on Climate Change that "it is very likely that human influence has contributed to the observed global scale changes in the frequency and intensity of daily temperature extremes since the mid-20th century", ordinary people are very often left feeling helpless and hopeless. What, if anything, can a single individual do to address the global climate problem? In April, the *New York Times* attempted to answer this question by offering a comprehensive explanation of how to shop, cook and eat in a warming world. The publication acknowledged that climate change is "a really huge problem that requires large-scale action and policy changes to address" and recognised that food isn't the biggest contributor to global warming (most greenhouse gas emissions are caused by

burning fossil fuels for electricity, transportation and industry). However, the authors also note "dietary changes are often one of the quickest ways for many people to lighten their impact on the planet."

The take home message from the New York Times is that meat and dairy have an "outsize" impact. This is because livestock account for about 14.5 percent of the world's greenhouse gases each year—the same amount produced by all the cars, trucks, aeroplanes and ships in the world today. Generally, says the publication, beef and lamb have the biggest climate footprint per gram of protein, while plant-based foods tend to have the smallest impact. Pork and chicken are located somewhere in the middle.

Of interest to our association—which represents 33 rights holders in South Africa's largest and most successful commercial fishery—is where wild-caught fish products are located on the continuum between beef and plant-based diets.

The *New York Times*' analysis suggests that wild-caught fish often have a relatively small climate footprint, with the main source of emissions being the fuel burned by fishing vessels. It points to a study published in the journal *Frontiers in Ecology and the Environment* which found that small, wild-caught fish (e.g. the tinned sardines that are a staple in South Africa) and farmed molluscs like oysters, mussels and scallops have the lowest environmental impact. Hake—the target of our fishery—and other whitefish species like pollock and cod were named as wild-caught fish with a relatively low impact.

The researchers found that, when compared to studies of vegetarian and vegan diets, a selective diet of aquaculture and wild capture fisheries has a lower environmental impact than either of the plant-based diets. Mollusc aquaculture—such as oysters, mussels and scallops—actually absorb excess nutrients that are harmful to ecosystems. Capture fisheries consistently scored better than aquaculture or livestock production because no fertilizer is used, but fish abundance is critical—healthy stocks take less fuel to capture. This comes back to the *New York Times* analysis which offers this advice about eating seafood:

"At this point, the world is already catching about as much as it possibly can—most fisheries are being fished at their maximum sustainable level, while others are being over exploited. So there's not a ton of room for everyone in the world to increase their wild fish consumption. For now, you can check with science-based sources like Seafood Watch to see if the fish you buy is being harvested sustainably."

In South Africa, the go-to guide for deciding whether your seafood choice is sustainable is the WWF—Southern African Sustainable Seafood Initiative (SASSI) which publicises a simple traffic light system to classify seafood species into colour-coded lists: green indicates that fishing for the species is sustainable, orange advises a measure of caution because there may be some sustainability concerns, and red indicates there are serious concerns about the ecological sustainability associated with the fishing of a species.

Hake products caught in the South African trawl fishery are green listed by SASSI and also certified by the Marine Stewardship Council (MSC), the world's leading certification and eco-labelling program for sustainable wild-caught seafood.

On the strength of findings published in *Frontiers in Ecology and the Environment* and the MSC certification, I have no hesitation in recommending South African hake as a good environmental choice; certainly it is a good alternative to beef. However, against the backdrop of the WMO's alarming announcement about the month of July 2019, it is clear that as an industry we are required to do much more to reduce greenhouse gas emissions and improve our carbon footprint. We must work hard to retain MSC certification—the fishery will be assessed against the much tougher new MSC standard in 2020—and investments in new fishing vessels and catching and processing technology are imperative. The allocation of long-term rights to the deep-sea trawl fishery and 11 other fisheries will make this possible. We are encouraged by the urgency that Barbara Creecy, Minister of Environment, Forestry & Fisheries has afforded this task and we are ready to work with her department to ensure the process is credible, transparent and wrapped up by 2021. ▲

TERENCE BROWN

Terence Brown is chairman of the South African Deep-Sea Trawling Industry Association, which represents 33 rights holders active in South Africa's trawl fishery for hake, an export-orientated fishery that is certified sustainable by the Marine Stewardship Council. As Operations Director at Sea Harvest, Terence is responsible for the smooth running of the company's land-based operations, including its expansive processing facilities in Saldanha Bay.

A mechanical engineer by training, Terence has over 20 years of experience in the local and international fishing industry, having worked as fleet manager for Sea Harvest for five years and in a range of fleet and production management positions with the Oceana Group. He has also worked as general manager of Ireland Blyth Limited, the fishing company of a Mauritian conglomerate.

Terence serves as chairman of the Sea Harvest Foundation, which manages Sea Harvest's corporate social investment programme, and is also chairman of the Sea Harvest Employee Trust. He is an executive director of the Sea Harvest Corporation and a non-executive director of SeaVuna, which also catches and processes sustainable South African hake.

A unique epicurean

Disruption in the food space

Coco Safar was always intended to be a global disrupter, from the day the first pilot store opened in Canada more than 10 years ago, to the opening of the first store in Cape Town in 2016. Its therefore no surprise that the brand has just coined another global culinary trend, with the introduction of its new DBE Culinary Voyage.

Conceived in New York, designed in Toronto and brought to life in Cape Town, Coco Safar is known as a luxury café and unique epicurean destination that offers all-day dining, world-class specialty coffee roasted on-site, signature collections of coffee and rooibos compostable capsules, delightfully decadent French-style patisserie, chocolates and homespun gelato created and styled in its on-site atelier, a range of home-made natural cold brew and tonics, and a curated collection of luxury lifestyle accessories in its boutique emporium.

Coco Safar wanted, in its continuous quest for excellence, to deliver an equally innovative culinary offering. The brand's well-travelled international culinary team, after much research and testing, set out to conceptualise an inspiring new dining experience they call DBE Culinary Voyage, after an extensive inspiration trips to the iconic style capitals of the world. One of the hottest food trends currently around the world, with the first Dessert Bar having just earned its Michelin-star in Berlin, Coco Safar wanted to introduce its own version of the Dessert Bar Experience (DBE). It isn't quite dessert, but it isn't quite dinner either. The two meet somewhere in the middle with a delightful marriage of savoury and sweet, certainly leaving no room for anything else once the 10 carefully paired courses are complete.

The new menu was conceptualized by Coco Safar's talented culinary team of acclaimed chefs, headed by international executive chef Carmen Rueda, who spearheaded the experimental kitchen for British celebrity chef Heston Blumenthal (who founded the 3-star Michelin Fat Duck), held an executive chef position at what is considered in culinary circles the 'world's finest restaurant'—el Bulli —a Michelin 3-star run for many years by chef Ferran Adrià in Spain, and on top of that, held an executive chef position at 2am Dessert Bar in Singapore founded by Asia's top pastry chef Janice Wong. With such an illustrious track record, any new culinary offering coming out of the Coco Safar innovation hub kitchen in Cape Town is sure to stir the senses in an extraordinary way.

The DBE Culinary Voyage takes globe-trotting gourmands on an unforgettable journey of gastronomic discoveries, touching all 5 senses as it takes you on a first class voyage from Cape Town around the world, via Paris, Istanbul and Shanghai, complete with hot scented towels on arrival, boarding calls before each connecting flight, and first class cabin crew catering to your every whim. With only 12 seats per night, this is intimate food theatre at its best. One-on-one interactions with executive chef Carmen Rueda behind the intimate dessert bar where diners get seated, allows one to dive deep into the inspiration behind each mind-blowing course served up.

A 10-course taste sensation meticulously marries savoury and sweet flavour fusions, with equally exotic liquid mixology - a fine love affair of science and art conceptualized by the brand's Head Beverage Curator, Marshall Siavash, who used to head up the bar at Cause Effect amongst other ventures (when it was selected as one of the top 5 bars in the world), before joining Coco Safar's international team.

DBE is nothing short of a gastronomic journey of the senses, constantly blurring the lines between sweet and savoury. The exciting new culinary offering aligns perfectly with the Coco Safar ethos of delivering an escape from the ordinary, whether through its luxurious, nostalgic café interiors, its seamless service or its cutting edge cosmopolitan food and beverage offering.

Coco Safar is also the ultimate destination in town for a café gourmand treat or a dessert-only sweet escape, if you're not in the mood for DBE or a formal meal. Choose from an array of decadent Parisian-style desserts, hand-picked from Coco Safar's in-house patisserie counter before lingering over a cup of third wave coffee prepared by highly skilled baristas. The vintage black and white movies playing in the background and retro candle-lit tables set the stage for a most seductive evening ambiance like none other—all ultimately form part of the signature Coco Safar lifestyle brand experience.

Evening diners at Coco Safar need to book ahead for the DBE Culinary Voyage, which is only available from Wednesday to Saturday, 7pm onwards, with only 12 seats per evening.

The Coco Safar Sea Point flagship store is located at the Artem Shopping Galleria in Main Road, Sea Point, Watch out for news on Coco Safar's global expansion plans over the coming weeks, starting with an international location in iconic New York City.

Staff writer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