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Nargis Gani

A steadfast torch-bearer for female
empowerment and transformation

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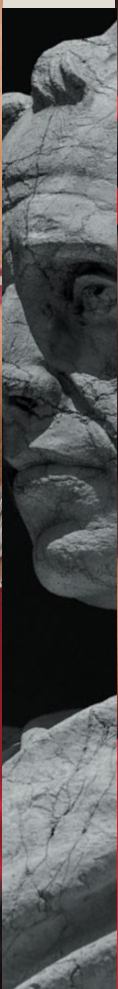
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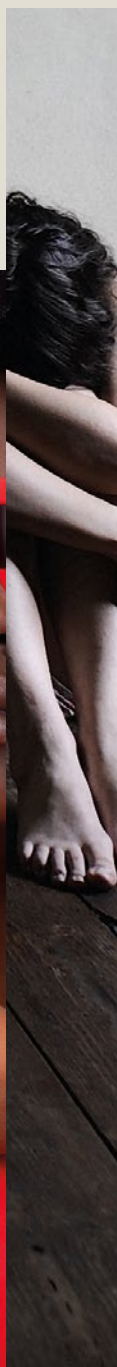
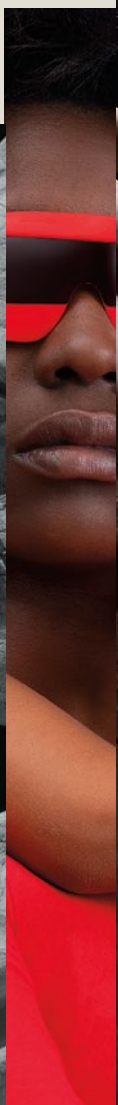
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CEO and founder of FACT SA, Nargis Gani—a trailblazer in the IT and education sector, is passionate about business transformation.

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Skae has been an Associate Professor and the Director of Rhodes Business School since 2010, which has 'leadership for sustainability' as its essence. His areas of interest are business analysis, ethics, finance, governance and leadership and strategic management. He is often called upon to provide analysis and commentary on governance matters.



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Luyanda has over 16 years of experience ranging from acquisition marketing and client relationship management experience within the online gaming, telecoms, retail and NGO sectors.



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Waldburger is a writer, teacher and political analyst. He has been writing for the South African media on sport, politics, culture and business since 2007. His work can be found at chriswaldburger.com.



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Glancing into the future

As we conclude a decade and anticipate 2020 with much eagerness, we ought to take a longer view of the future beyond 2020, possibly 2030 and beyond. The one key consideration of the future that we must have a tight grip on, is the fourth industrial revolution. So far the pace and magnitude of 4IR has overwhelmed many Nations and as such rendered them recipients, spectators and at most reactive to new developments and innovation. This reactivity blinds us from taking stock of what the future would be like and thus impairs our ability to plan accordingly.

So what does the next decade have in store for us? I guess the following will top the agenda, the innovation and technology under the umbrella of the fourth industrial revolution will thrive and move societies to the next level. The cryptocurrencies will make significant inroads into the financial sector, across borders while altering the traditional ways of transacting. The profound deficit of income in-equality will probably widen, since the means of production and drivers of economic growth favour a few. The environmental degradation and global warming agenda will somehow dominate.

Technology and innovation must be part of the economy's DNA. The world economic forum warns us, that technology and innovation must be driven by human capital investment, this is to ensure mitigation of adverse impacts of technological advancement. "Increased precariousness of workers, the skills gap, excessive market concentration, corrosive effects on the social fabric, regulatory loopholes, data privacy issues and cyberwarfare are all but a few of the potential negative effects to mitigate," they note.

It is rumoured that the Libra announced by Facebook will be the new global payment system and currency. It is said that the use of Libra is intended to shake up the world financial system. "Money would move at the speed of a smartphone-swipe, even across borders. Libra would lubricate life in the rich world and revolutionise it in poor countries, where basic financial services are dear and often scarce," notes one commentator. This industry has already advanced with the likes of tenpay, wechart, paypal and others.

To grasp the task at hand it will be prudent to invoke Schumpeter's theory of creative destruction as the, "process of industrial mutation that incessantly revolutionises the economic structure from within, incessantly destroying the old one, incessantly creating a new one". At the end of the day creativity must be encouraged, and the destruction must be managed.

The next decade will never be anything like the current, the pace, magnitude and grandeur of innovation will be alarming!

Publisher's Note



THABO OWEN MOKWENA
Publisher



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The future of education

It has been a whirlwind month. Resignations have been the order of the day at the headquarters of the main political opposition party in South Africa, The Democratic Alliance (DA). Commentators have been calling it the internal self-destruction mode of the DA while some have been terming it a re-birth.

Whichever way it is termed, it's important to remember the good role opposition politics plays in a functional democracy. The country needs strong opposition parties who ensure the state and power bearers are constantly kept in check. In essence regardless of party loyalties it's important that the main opposition shape up and move on.

This issue of Leadership Magazine has a strong focus on education. Education is the lifeblood of any nation. Six South African universities where recently ranked among the top 500 institutions in the world.

Congratulations to University of Cape Town (UCT)-ranked 120 overall, University of Witwaterstrand (WITS)-ranked 200 overall, Stellenbosch University (SU)-ranked 329 overall, University of Kwa-zulu Natal (UKZN)-ranked 338 overall, University of Johannesburg (UJ)-ranked 366 overall and University of Pretoria (UP)-ranked 441 overall.

UCT retained its place as the top institution in SA while Harvard University retains its first place global overall ranking. African institutions are making great strides in exerting their influence and academic prowess among the top institutions in the world.

Having had the privilege of attending two of the top three institutions in SA from undergraduate to Postgraduate studies, I still believe African institutions still have to revamp their curricula. The world is changing daily and the future is being shaped now. Top institutions are mainly rated on their global research reputation, regional research reputation, number of publications cited among the top 10% cited, citations, books and conferences among others.

The scary aspect here is that there is no real world impact measurement. Research is essential, of that, there is no doubt. However the major deficiency of most institutions has been the readiness of graduates to grasp real world situations before entering the job market. Solid qualifications are great but real job ready skills are even more essential. Is it a coincidence that the major influencers/company founders/billionaires in the tech era are mostly university drop-outs? I am not so sure. Perhaps we need to start looking at the conventional tertiary education model and its relevance in this new digital era.

Education holds the keys to the future. The question is: Is conventional education still the key to education needed today? I will leave it to you. Read, enjoy and grasp.

Editor's Note



A handwritten signature in black ink, appearing to read 'Evans Manyonga'.

EVANS MANYONGA
Editor

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A portrait of Nargis Gani, a woman with long brown hair, smiling at the camera. She is wearing a bright red blazer over a white blouse with a large bow at the neck. A long red beaded necklace is visible. She is holding a black object, possibly a folder or a piece of equipment, in front of her. The background is a colorful, abstract painting with red, yellow, and black tones, featuring circular and rectangular shapes. The overall lighting is soft and professional.

Nargis Gani's passion for success has resulted in her growing a business from green field inception into a brand that is recognised by the telecommunications and engineering sectors as a supplier of choice

Consistency, the only relevant currency

Africa is at the heart of the tech evolution

Some are born great, some have greatness forced upon them and some earn greatness through resilience, hard work and sheer boldness. At a time when South Africa is highly conscious of female empowerment and the strength of women, I had the privilege and honour of sitting with one of South Africa's female shining lights and a trailblazer in the IT and education sector.

CEO and founder of FACT SA, Nargis Gani has a passion for business transformation and has actively participated in numerous projects to improve and maximise deliverables from process re-engineering to skills development in both the public and private sector. With a Higher Diploma in Education behind her name she has mastered the art of blending her Industrial Psychology and Training knowledge into practical courses for people and management development with 10+ years in training and course development, delivering training, designing and writing courses and directing enterprise initiatives.

Her areas of expertise include but are not limited to:

- Business transformation
- Restructuring and turnaround
- Coaching & Mentoring
- Growth strategy
- Business development
- Education

Gani holds various notable qualifications which include:

- Honours in Psychology – University of the Western Cape
- Bachelor of Arts – University of the Western Cape



Nargis Gani, CEO and founder of FACT SA

- Programme In Business Leadership – University of South Africa
- Higher Diploma in Education – University of the Western Cape
- Diploma Human Resources – Damelin

Gani's career spans over 22 years, 15 of which she has been at the helm of FACT. As an employee she enjoyed successful careers at The South African Post Office; Siemens LTD; Momentum and The National Treasury.

As a business owner she has a proven track record of significant improvements to processes, productivity, quality, and customer satisfaction while reducing costs, increasing turnover, and maintaining a positive work environment. She is heralded by her multinational clients

as a dynamic leader, strategic thinker and decision-maker.

Her passion for success has resulted in her growing a business from green field inception into a brand that is recognised by the telecommunications and engineering sectors as a supplier of choice.

Through her leadership, Nargis has implemented socio and economic development programmes which focus on gender equality, female empowerment, youth development, disability awareness and transformation.

FACT is a South African headquartered professional services company established in 2002 with specialist focuses on Business Process Outsourcing in the Engineering, Telecommunications and IT industries. With

more than a decade of experience behind them, and a collective management experience of more than 50 years, the company has consistently delivered in the areas of Managed Services and Maintenance, Project Management, Managed Resources, Organisational and Resource Development.

The company carries a staff component in access of 260 members of which the majority service the ICT industry and delivers projects within Africa and Middle East. FACT also utilises the services of a range of competent consultants to meet the needs of their clients. The company is 100% female black owned and has a BBBEE scorecard rating of AAA+ 135% as a level 1 contributor and value adding enterprise. Gani sat with *Leadership* to explain more about the state of the industry, her companies ethos and values and the future.

You founded Future Africa Consulting and Training (FACT SA) initially because you wanted to spend more time with the family. Can you tell us more about your background prior to this?

After completing a B.A Honours degree in Psychology from the University of the Western Cape, I immediately joined the corporate workforce and enjoyed successful careers at, The South African Post Office; Siemens LTD; Momentum and The National Treasury. During this time, I also completed a PBL from UNISA SBL. In 2002, I was pregnant with my third child, working 12 to 14 hours days for a corporate company and already riddled by guilt because of not being able to give my husband and two children enough attention and time. With a third child on the horizon I could not see myself leaving him in someone else's care. The challenge was as a family we needed the second income. So when I finally took the decision to venture on my own, I knew failure was not an option, the pressure was on from day 1 to make the business a success.

What leadership philosophy do you live by?

The three key words are: Knowledgeable, empowering and accountable. I regularly coach my staff to be sensitive to the changing marketplace, competitor strategies, and customer preferences and adapt our services accordingly. To be able to consistently deliver high service, I constantly reinforce the fact that communication is vital throughout the business and with

our clients. Everyone within the business knows what their responsibilities are, what they are accountable for and what their client's expectations are. It is imperative to keep an open communicate channel with clients and continuously provide feedback and follow-ups.

How do you balance work and play?

It's not an easy task, the demand of overlooking all the facets within the business is a lot more challenging than just focusing on a specific job function, then there is the constant demand from clients and internal stakeholders for input and advice but balance is important to prevent burnout.

I make it a mission to book out certain times of my diary for personal time and prayers. I ensure that on most days I am home in time to prepare and have dinner with my family, this is very important to me. I like to end each day with a book at bedtime to clear my mind from work and to create thought processes that are of a spiritual nature, this helps to recharge for the next day.

Travel and spending time in Nature is another passion of mine, and I make the time to enjoy these activities.

And finally engaging in community activities, mentoring and giving advice to women from all walks of life on a wide range of subjects adds to a sense of purpose other than just work.

What are some of your daily responsibilities as CEO of FACT?

I am person with a keen eye on detail but at the same time empower my team by ensuring that I am not micromanaging their tasks. In a day's work I plan, direct and manage the performance of the company's operations to ensure alignment to the overall and long-term strategic objectives of the business.

I also actively oversee client relationships and management to ensure client satisfaction, with the objective to maintain and develop future growth within those clients. To ensure excellence I direct and manage business operation activities to ensure services are delivered in accordance with client requirements. Managing new business development activities, RFP and RFQ's to ensure continue growth of the business is also something that I consider a key task. In order to ensure effective performance of the management team I set clear goals and review these actively to maximise individual, divisional and departmental performance.

Can you briefly take us through your company's journey?

A lot of things happen and change in 15 Years or so in business i.e. client requirements; technology advancements, relevance to market, mergers and acquisitions; staff turnover etc... It's a continuous evolution.

At FACT we are no stranger to this evolutionary demand, continuously revisiting our service offering to ensure we remain relevant to our clients' needs. From humble beginnings, working out of home-based offices in 2002, we have grown from strength to strength; FACT has been providing a range of outsourced and managed services. Some of the projects include NOC support; Spare parts Warehousing and Management; Field Support services; Network commissioning and integration, as well as Network planning and Optimisation. Over the years we have accumulated several industry awards and now employ in excess of 260 people. FACT currently owns the resource infrastructure that enables the smooth functioning and service delivery within these disciplines. Now with offices in South Africa; Mauritius; UAE and Turkey we deliver services to various countries in the MEA Region.

You grew a business from inception, today your company has exceeded beyond expectation, successfully running for an impressive 15 years. What does it take to achieve this kind of success?

Personalised service is a fundamental differentiator and understanding that your business is all about your clients. Everything you do in business must be client-orientated. Follow-up, and follow-through with your clients. It is imperative to be client-focused. Without clients, you can't build a business. The successful entrepreneur spends time understanding the interests, needs and special requirements of their clients and views their company's products or services through the clients' eyes.

Be accessible, you must be able to provide customers with what they want, when they want it. It takes hard work to retain clients, provide personal attention and win over repeat business by doing so. A good reputation is unquestionably a major factor in achieving success. Become known for your expertise in your business, clients depend on your expert capabilities as that is what brings them to you in the first place. Consistency is another key factor of business success. If you cannot deliver the same level of



So when I finally took the decision to venture on my own, I knew failure was not an option, the pressure was on from day 1 to make the business a success

service time after time, it diminishes the trust clients have in you and ultimately tarnishes your reputation.

What characteristics distinguish you from your competition?

I think it important to be knowledgeable about our competitor strategies as mentioned previously, but this does not define how we conduct business.

I try not to be outwardly focused, trying to be better or compete with others in the industry, but rather inwardly focused, rather we strive to be better than our own last performance, a process of continuous improvement. It's easy to be better than someone performing at 50%, but it becomes a challenge to improve when you are already giving it your all.

This is why I implemented the ISO9001:2015 quality management system in the organisation. The objective was to increase customer satisfaction through the measurement, review and continuous improvement of our services.

We are early adopters of the latest technologies within the market to improve our delivery capabilities, be it through cloud based

computing, applications, digitalisation and data analytics. You can't deliver technology services without trying and testing this within your own organisation first.

FACT is in itself a mechanism for empowerment and transformation. Our numbers speak for themselves, of our 260 plus people;

- 33% are under the age of 30 (shows commitment to youth development);
- 10% of our staff compliment is participating in internships, learnerships and apprenticeship programs (skills development);
- The percentage of black employees within FACT is 84% of our total staff count;
- More than 25% of these are black females;
- For the past 3 years running we have been awarded the prestigious prize of, "Transformation leaders in Africa" within our sector.

With a specialised Resource Management division promoting professionals of diversity to clients, while successfully integrating people with disabilities into the workplace through the Ability beyond Disability initiative, we have also been responsible for placing more than 1500

people into the job market in both permanent and temporary employment since inception.

FACT identified the need in the market for specialist telecommunications engineers and through our training academy we have managed to create a local talent pool in SA through programmes such as internships, mentoring, skills transfer, and job shadowing and training initiatives like the Telco Techie program.

FACT is also one of the founding Members of the Oceans of Mercy Network a non-profit company focused on developing community centres in previously disadvantaged townships especially in the informal housing areas which have no access to welfare services, here we offer feeding schemes, child care services, counselling and advisory services, grants and bursaries, skills development and entrepreneurial mentorship.

What approach did you use to successfully integrate in the male dominated world of business?

I don't believe in assimilating or integrating into an environment that is not inclusive, so rather than join the ranks, I chose to carve my own

path, have faith in my own abilities and those whom I choose to surround myself with, my staff. The majority are female leaders in their own right.

We have proven that you don't need to be part of the old boy's club to be successful. You just need to have the desire and will power to stay the course no matter what challenges or obstacles are placed in your path.

FACT helps companies navigate change. What do you think needs to be done to encourage women to take on more senior roles in corporate?

Our goal is to facilitate business, to put economic development at the forefront of getting gender equality in Africa. There is a need for black females to build an economic network and allow that to be a catalyst for change and social improvement. We are actively addressing this through education, up-skilling and training initiatives as well as directly empowering women-owned businesses via the provision of financial and business development support services.

From your perspective, how can the government create more investment opportunities?

As mobile operators' edge towards full coverage of the more densely populated conurbations within the region, the remaining unconnected populations are primarily located in rural areas where the economics of network rollout are more challenging. To extend connectivity to underserved areas and ensure long-term industry sustainability requires the establishment of relevant regulatory frameworks and investment friendly policies to facilitate multi-year programs.

Two key policy enablers that can help support the continued growth of the mobile ecosystem are the implementation of the appropriate spectrum management framework, and tax reform to improve the affordability of mobile technology for consumers, especially those in low-income segments.

Spectrum below 1 GHz has strong propagation characteristics and can be key to delivering universal broadband access, bringing socio-economic benefits to people in cities and remote

areas. Similarly, tax reform can enhance digital inclusion in the region, with positive knock-on effects for productivity and the wider economy.

Can you tell us more about Telco Techie?

The Telco Techie Program facilitates the training and development (empowerment) of the Learners skills, particularly in high-growth areas of the ICT Industry. The programme encourages females to pursue careers in engineering, science and technology by facilitating access to educational information, career opportunities, academic and extra-mural learning programs.

As an extension of this long-term view, we are currently busy with our fourth intake of young graduates into a one year, Telecoms Network Operations Learnership where training opportunities are created for young Electrical Engineers with priority being given to Females and people with disability. The program begins with 3 to 4 Months classroom training, followed by 8 Months on the job training. This increases their work experience which opens them up to real career opportunities. The majority of our



I chose to carve my own path,
have faith in my own abilities
and those whom I choose
to surround myself with

graduates are absorbed within our organisation or offered employment by our clients.

With the modern era keeping us on our feet through constant evolution of technology and innovation. What strategy do you have to make sure your services remain relevant to your clients' needs?

Let me first take you through to a few ground realities before answering your question. There is a rapid migration to broadband connections in sub-Saharan Africa and within the next couple of years 2G connections will become near obsolete. There are now a total of 120 active 4G connections across the region and investments in this area would take the proportion from 4% at the end of 2017 to above 25% by 2025, this clearly shows the rapid adaptability of technology by the population and the requirement of faster and stable internet. The void will be filled by 3G as it would still be a dominant technology for the next few years with 60% of the regional connections. The reason for these major investments in 3G is that there still is a considerable population using feature phones both for voice and data. New feature phones come equipped now with chat and basic internet functionality at an affordable price. The operators in Africa are taking a more cautious approach in investing in 4G as compared to India where Reliance has invested heavily in the LTE infrastructure.

In addition to this we should also consider the scarcity of the mobile broadband spectrum in our region, operators have to re-farm the 900 MHz spectrum until now to offer broadband services over 3G rather than waiting for the new auctions to build the LTE networks. As far as the 5G Networks are concerned this would be a far cry at this stage as according to GSMA forecasts the first commercial services would be launched no sooner than the end of 2021 and would have a penetration of 2.6% of total subscriber base by 2025. The focus of 5G would stay in the wealthy Southern African hemisphere where the operators have the investments and there is a substantial penetration of high-end smart phones.

Keeping the above points in view, we are going to keep our focus on the work that we are doing while developing resources and getting them trained for future technologies. At this stage it is important to develop the territories rather than getting swayed by the global pressures of deploying latest technologies. For the Southern African hemisphere we are already

working with operators on the test deployments of 5G and future technologies. The prosperity and development of Sub-Saharan Africa is dependent on its embracing digital economy.

What should we expect to see from FACT in the near future?

With the advent of the 4th Industrial revolution and as a leader in technical professional services, as an organisation we are on the move to introduce new verticals to complement its current services. We have partnered with International experts to bring forth SDN WAN, EDGE Computing as well as Technology for

Industrial automation and critical infrastructure management based on IoT. To ensure that the ecosystem is ready for the adoption of these services, we need to ensure that we have the technical resources and knowledge, here FACT will in addition to the services also offer training in digitalisation and IT specialisation.

In addition to this FACT is also eyeing projects in the Middle East where 5G and future technology deployments are already in process and we can mutually benefit from each other's experience and expertise. This in turn will help us to be up to date to introduce similar services in Africa when the time comes.



There is a rapid migration to broadband connections in sub-Saharan Africa and within the next couple of years 2G connections will become near obsolete

Services such as mobile money make Africa one of the leading markets globally and the rapid deployment of IoT is enabling businesses for key services across the region



Working in an operator environment in your target markets, what has been your experience in terms of their move and readiness towards digitalisation?

We are now living and breathing in a digital world and it's not a buzz word anymore. Everywhere we go we see the impact of connectivity from homes to automobiles, industry, entertainment etc.

Sub Saharan Africa's future is also intertwined with technology and this in turn offers great prospects for the growth and development across the various economic sectors. Please note that around 239 million people across the region were connected to the internet by the end of 2018, according to a recent report by GSMA. By 2025 the Internet penetration in Sub Saharan Africa is expected to reach about 40% of the population, which is quite substantial in my opinion. Digitalisation has already made transportation safe for quite some time and now we have the technology making motorcycle taxis safer and convenient as well.

The riders in certain markets have to maintain a score of 90 out of 100 to continue their

business and with real time data there are no loopholes.

Technology also impacts verticals such as Agri-tech for farmers to monitor crop diseases and utilise AI and image recognition to help them achieve higher yields. According to GSMA Sub Saharan mobile eco system supports 3.5 million jobs directly and indirectly and contributes around \$16 billion to the funding of public infrastructure projects through consumer and operator taxes.

There is a visible move by African governments to achieve complete digital transformation with an affordable and reliable connectivity for its citizens, this is in addition to the availability and access of smart devices. Mobiles for many consumers across Africa and primarily in rural areas are not just a communication device but a primary tool for getting online and access life-enhancing services.

Around 50% of the population resides in these rural localities but it is still marred by the constraints of acute funding, skills and infrastructure investments that should be addressed for us to get at par with the rest of the world.

However, services such as mobile money make Africa one of the leading markets globally and the rapid deployment of IoT is enabling businesses for key services across the region.

Another interesting point to note is that the number of mobile internet subscribers in the region has quadrupled since the start of this decade, the technology is the only available platform for most of the population to get online and the operators are working towards deploying best in class infrastructure.

More notable points are:

- Sub-Saharan Africa's future is intertwined with technology, which offers great promise for the region's growth and development across all economic sectors;
- At least 239 million people across the region were connected to the internet by the end of 2018, according to a recent report by the Global System for Mobile Communications Association (GSMA), a trade body that represents the interests of mobile network operators worldwide;
- Up to 483 million people in sub-Saharan Africa, representing nearly 40% of the

population, will have mobile internet subscriptions by 2025, according to a report by the GSMA titled “Mobile Economy Sub-Saharan Africa 2019”;

- One such facet of life in Africa that digitalisation has impacted is transportation, where mobile phone apps now make using motorcycle taxis safer and more convenient. To maintain a good record, motorcycle riders must achieve a rating of at least 90 out of 100;
- Technological solutions have also been devised to solve agricultural challenges, Plantheus, an agriculture app which uses artificial intelligence and image recognition to help farmers diagnose crop diseases and recommends best practices for almost all kinds of crop diseases on their farms;
- Sub-Saharan Africa’s mobile ecosystem supports around 3.5 million jobs directly and indirectly, and in 2018, it contributed nearly \$15.6 billion to the funding of public sector infrastructure projects through consumer and operator taxes, according to the GSMA report.
- Africa is prioritising ICT to achieve a full digital transformation, including affordable and reliable connectivity for all, as well as smart device penetration. Kenya recently unveiled a digital economy blueprint for Africa which if adopted would help African countries realise the full potential of the digital transformation;
- The blueprint highlights five pillars for the development of a digital economy, including digital infrastructure and the availability of affordable, accessible, resilient and reliable infrastructure and inexpensive internet connectivity for African businesses and households;
- For many consumers across the region, mobiles are not just a communication device but also the primary channel for getting online and a vital tool to access life-enhancing services. This is particularly true in rural areas, where around half the population live and where the provision of these services by conventional means is constrained by acute funding, skills and infrastructure gaps;
- Mobile network assets and services, such as APIs, cellular IoT, mobile money and billing platforms, are enabling sustainable business models for key services across verticals in the region;
- The number of mobile internet subscribers in the region has quadrupled since the start of this decade, the technology is the only

available platform for the majority of the population to get online;

- Over the period to 2025, nearly 300 million people will come online, the majority of them connecting via high-speed mobile broadband networks. Across the region, mobile money plays a key role in extending financial services to people with limited access to traditional financial institutions, particularly women and rural populations. There were 135 live mobile money services across the region at the end of 2017, with 122 million active accounts.

What in your opinion are the major challenges facing operators in Africa?

We are not in a race for the best in tech with the world in the region and the focus of the African operators has been to grow organically focusing on technologies that the population requires. Unnecessary investments in tech would only drive the prices upwards and that is not the intention of the regional carriers. Yet, there are natural issues that come with growing pains and I would like to share a few statistics. Subscriber growth in Sub-Saharan Africa has slowed in recent years as the industry faces challenges of affordability and a young population.

Growth rates in the region have reduced below the double-digit annual rates seen in the first half of the decade, and the growth rate for the next five years is half the level recorded over the preceding five years. Another point to note is that future growth opportunities will be condensed in rural and low-ARPU markets where we have most youths as mentioned earlier. Around 40% of the population in these regions are under 16 and this segment has low levels of mobile ownership that needs to be addressed for their inclusion in the digital economy.

The Sub Saharan mobile penetration as compared to its global reference stands at just 9% with 444 million subscribers, an opportunity waiting to be tapped. The regional subscriber base will grow at a CAGR of 4.8% for the period 2017–2022, more than double the global growth rate over the same period. The penetration rate is forecast to reach the 50% level by the end of 2023, and 52% by 2025. Sub-Saharan Africa is seeing an accelerating migration to mobile broadband capable connections.

The next couple of years are a key tipping point as 2G connections become a minority of the region’s total connections base. 3G will emerge as the dominant technology in the

region over the next few years, accounting for 60% of Sub Saharan Africa’s connections by the end of 2025. GSMA Intelligence forecasts the first commercial 5G services to be launched in the region by 2021, with 5G connections accounting for 2.6% of the total connections base by 2025.

Meanwhile, smartphone adoption continues to see rapid growth in the region, albeit from a relatively low base and despite affordability challenges. Smartphone adoption is helping to drive strong growth in data traffic across the region, although mobile operators will face challenges in monetizing the ongoing data traffic growth amid regulatory moves to reduce out-of-bundle charges.

Addressing the youthful population in rural areas is the challenge in terms of infrastructure but at the same time a must in order to achieve the parity of digital transformation and adaptation with the rest of the world.

Any additional thoughts?

I am confident that Africa is now the new frontier in terms of technology and business opportunities. While the global economies are slowing down, Africa is growing year on year with GDP expected to grow in 2019 at 3.8%, a significant growth as compared to the previous years. Add to this a young and vibrant population ready to embrace new technologies as well as introducing new ideas to take Africa at the next level.

About half the of world’s fastest growing economies are in Africa, with 20 economies expected to grow at five percent or more over the next five years with exception of a few but that is natural for any region. The leadership of the African Union (AU) is working to create the world’s largest free trade zone since the formation of the World Trade Organization with 55 African countries signing the AfCFTA. The future belongs to Africa and with the young and dynamic population, is taking the new economy in strides, it’s our responsibility to ensure that we enable them to take on future challenges by investing in the right technologies in a timely manner.

In addition to this we shouldn’t just be a consumer of new tech but an active contributor keeping in view a global accessibility through cloud computing to take lead in participating for a happy world. ▲

Evans Manyonga



The code

Practical steps in designing an ethical organisation

We hear so much about corruption and unethical behaviour—it has surfaced through the numerous commissions and corporate and state failures - but what we hear less about is what we should do about it other than shouting for people to go to jail.

What we need is a practical 'how to', something which is covered admirably in Nicholas Epley and Amit Kumar's excellent article *How to Design an Ethical Organisation*, in the May/June 2019 issue of the *Harvard Business Review*.

Epley is the John Templeton Keller Professor of Behavioral Science at the University of Chicago Booth School of Business. Kumar is Assistant Professor of Marketing and Psychology at the University of Texas at Austin.

At the outset they emphasise that in creating an ethical culture it's not just a "belief issue", it is also a "design issue", and they then highlight four pillars that need to be built, namely: explicit values, thoughts during judgment, incentives, and cultural norms. Their approach is drawn from useful, in-depth research, and all organisations in the public and private sector would do well to consider this.

1. Explicit Values

The starting point is that if explicit values are not being carried out by the people at the top, organisations can design and put in place the most laudable ethical codes but they won't achieve the desired short-, medium- or long-term ethical change they are looking for. The challenge in South Africa where most organisations

have clearly set out values, missions, visions and goals is where senior and top management is not setting a good example, and everyone else therefore feels they have the right to behave in the same way.

As they explain, all companies need well-crafted mission statements and clearly stated principles that are widely shared within an organisation. They say they need to be: Simple, short, actionable and emotionally resonant", explaining that most corporate mission statements are too long and too obtuse to be meaningful in employees day to day lives. Employees then need to see these principles being lived out by those who set the tone at the top.

Epley and Kumar refer to Varda Liberman, Steven Samuels and Ross's experiment in

The Name of the Game: Predictive Power of Reputations Versus Situational Labels in Determining Prisoner's Dilemma Game Moves.

In one experiment, 70% of participants playing an economic game with a partner cooperated for mutual gain when it was called the Community Game, but only 30% cooperated when it was called the Wall Street Game. This dramatic effect occurred even though the financial incentives were identical.

Lieberman, Samuels and Ross also conducted another experiment amongst trainees in the Israeli Air Force Training School. They observed: For half of the participants, the game was labeled the Bursa Game (connoting the competitive norms of the stock market), whereas for the other half of our participants, it was labeled the Kommuna Game (connoting more cooperative and interdependent norms).

Their results reveal, *inter alia*, that whereas only 4 of the 20 Bursa Game participants opted to cooperate on their first move, 11 of the 20 Kommuna Game participants did so. This says a lot about the expectations of participants about fellow players, as the authors explain: When told they were playing the Bursa Game, participants expected defection to be the most likely response; when told they were playing the Kommuna Game, they expected cooperation to be the most likely response.

Based on these findings, the authors question whether perception and expectation can be positively leveraged in promoting a more cooperative, ethical environment and more cooperative, ethical behaviour where "communities of cooperators thrive and encourage others to follow their example".

2. Thoughts during judgment

Many social and behavioral science experiments have been conducted to determine in which contexts people are more likely to tell the truth, and how this can be used to encourage ethical behaviour.

One experiment showed that people were more likely to tell the truth when an honour code was included at the beginning of a form—thereby putting ethics top of mind at the outset when people are completing forms, contracts or financial audits rather than asking them to verify with a signature at the end of the document that they had been honest.

This is explained in an article titled; Signing at the beginning makes ethics salient and decreases dishonest self-reports in comparison

to signing at the end by Lisa L. Shua, Nina Mazarb, Francesca Ginoc, Dan Ariely, and Max H. Bazermanc. They write: "... many important transactions already require signatures to confirm compliance to an expected standard of honesty. Nevertheless, as significant economic losses demonstrate, the current practice appears insufficient in countering self-interested motivations to falsify numbers. We propose that a simple change of the signature location could lead to significant improvements in compliance.

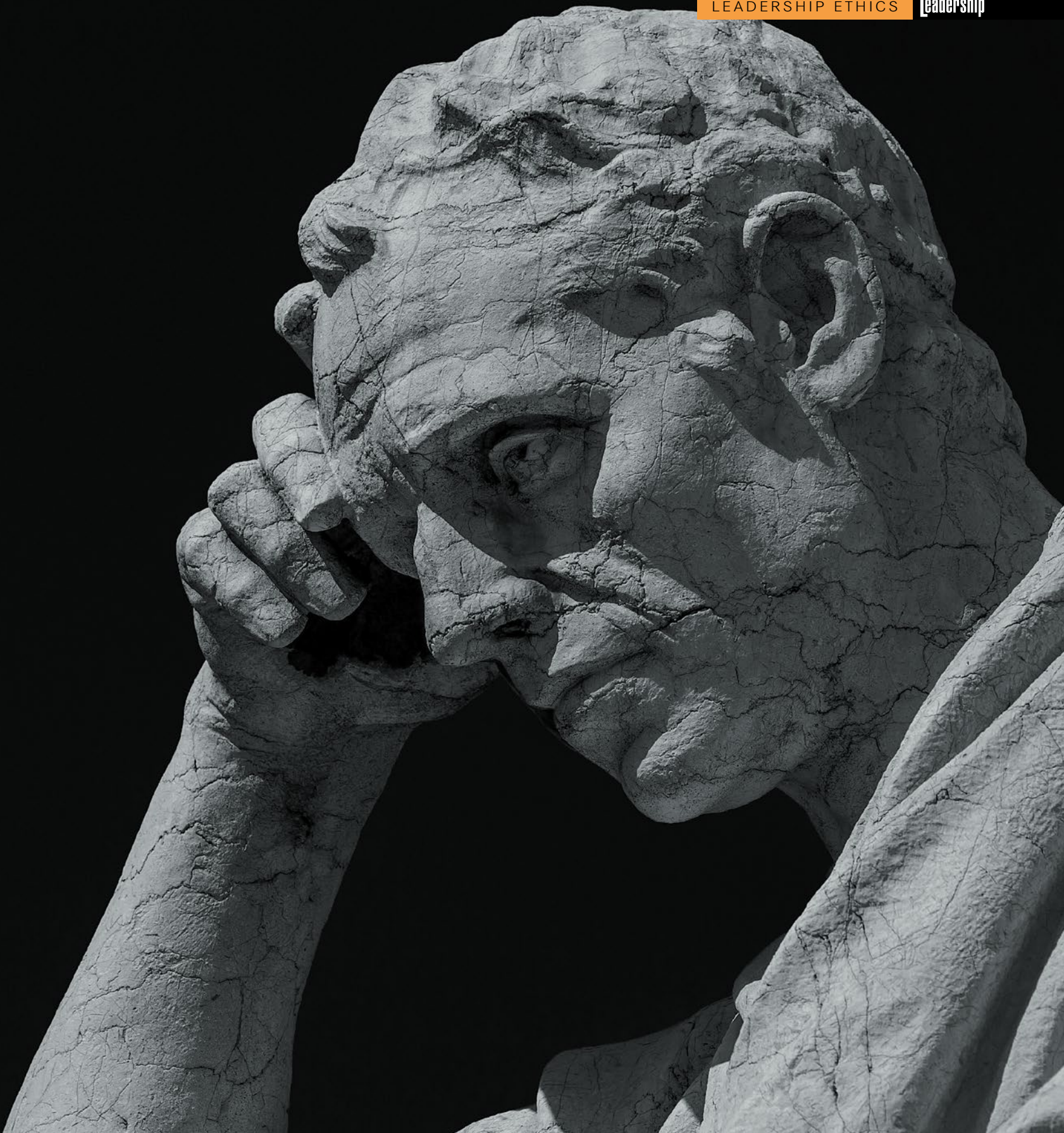
They propose that signing at the beginning of the document emphasises ethics at the outset and that laboratory and field experiments found this "significantly reduces dishonesty".

They write: It is important to make morality salient, right before it is needed most, so that it can remain active during the most tempting moments. When signing comes after reporting, the morality train has already left the station.

Epley and Kumar elaborate on this. They explain that during a simulation, MBA students were asked to play the role of financial adviser, and first had to complete an ethics checklist before recommending potential investment funds. This significantly decreased the percentage who recommended what turned out to be the Madoff feeder fund. When ethics were top of mind, the students were more alert to the possibility that the fund was too good to be true.

In an article titled Reducing Bounded Ethicality: How to Help Individuals Notice and Avoid Unethical Behaviour in a special issue on Bad Behaviour in Organizational Dynamics, Zhang, Ting, Pinar O. Fletcher, Francesca Gino, and Max H. Bazerman write: "... we know little about how best to help individuals notice unethical behaviours in others and in themselves. This paper identifies a solution: instilling a mindset of vigilance. In an experiment, individuals playing the role of financial advisers recommended one of four possible investments to their clients. Unbeknown to these advisers, one of the funds under consideration was actually a fraudulent feeder fund of Madoff Investment Securities. Results from this empirical study demonstrate that instilling vigilance by asking individuals to indicate their suspicions prior to making a decision was critical to helping them notice fraudulent behaviour and act on that information. In contrast, committing to a decision prior to contemplating suspicions, precluded individuals from subsequently integrating critical information about the fund's fraudulent activity."

It is important to make morality salient, right before it is needed most, so that it can remain active during the most tempting moments



An organisation's ethics and values are revealed from the outset to prospective employees during the hiring process

They extend these findings to other interventions aimed at helping people to notice unethical behaviour and develop a vigilant mindset.

3. Incentives

Many organisations undervalue the power of respecting employees and showing recognition and appreciation for their efforts and achievements. This goes a long way to encouraging employees to behave ethically. Too many organisations focus solely on financial incentives, which are naturally important, but they overlook

the importance of including nonfinancial incentives in encouraging an ethical culture.

Epley and Kumar write: "Leaders can reward ethical actions by showing employees the positive impact of their work on others and recognising their actions in presentations and publications. They can also create opportunities within the organisation to behave ethically toward colleagues. In one recent field experiment, managers were randomly assigned to perform five acts of kindness for certain fellow employees over a four-week period. Not only did

this increase the number of kind acts observed within the organisation, but recipients were more likely than controls to subsequently do kind things for other employees, demonstrating that ethical behavior can be contagious."

They add that an organisation's ethics and values are revealed from the outset to prospective employees during the hiring process, notably the questions asked. They give the example of a Fortune 100 company where the interview questions are designed around core values, such as asking interviewees to describe how in the course of their work they have addressed an unmet customer need. They add that ethics can also be woven into the design of performance evaluations to highlight their importance to an organisation. They offer the example of Southwest Airlines' four core values: every employee matters, every flight matters,





every customer matters, and every shareholder matters. Each value is demonstrated by an objective measurement, for example, every flight matters by on time performance.

In an article by Duke University's Chip Heath titled *On the Social Psychology of Agency Relationships: Lay Theories of Motivation Overemphasise Extrinsic Incentives*, he warns that too many leaders think that people are more motivated by extrinsic incentives (job security, pay) and less motivated by intrinsic incentives (learning new things). However, this is not underpinned by social and behavioral research. What this means is that most leaders and organisations generally don't understand motivation and fail to draw on well researched social and behavioral findings in how they approach employees, clients and deals.

In his studies Heath lists several key extrinsic and intrinsic values that have been shown to

motivate people, and influence their attitude to their company and job, including ethics, loyalty and commitment:

- The amount of job security you have (Job security)
- The amount of pay you get (High income)
- The friendliness of people you work with
- The praise you get from your supervisor
- Your chances for a promotion or getting a better job (Good opportunities for advancement)
- The respect you receive from the people you work with (An occupation that is recognised & respected)
- The chances you have to accomplish something worthwhile (Gives a feeling of doing something meaningful)
- The chances you have to do something that makes you feel good about yourself as a person

- The amount of freedom you have on your job (A job that allows one to work independently)
- The chances you have to learn new things (Interesting job)
- The opportunity to develop your skills and abilities.

4. Cultural Norms

Mervyn King, when talking about conscious leadership and governance explains that it should result in the four outcomes of trust and confidence in a company: legitimacy, adequate and effective oversight, value creation in a sustainable manner, and a tone at the top of acting with intellectual honesty in the best interests of the company and all its stakeholders.

"The leader must be aware of the tone at the top, the tune in the middle and beat of the feet at the bottom of the organisation. Her ear must



Tax collection problems date back to the earliest recorded history of mankind

be close to the ground in order to listen to that tune,” says King.

Epley and Kumar state that while many leaders intuitively recognise the importance of “tone at the top” for setting ethical standards in an organisation, many overlook the “tune in the middle”, which may actually be a more significant driver of employees’ behaviour. Good leaders produce good followers; but if employees in the middle of the organisation are surrounded by co-workers who are lying,

cheating, or stealing, they will most likely do the same, regardless of what their bosses say.

In other words, peer behaviour tends to exert the most social influence. This is known as normative social influence. Social and behavioural scientists understand the power of normative social influence and draw on this to develop approaches to motivate individuals to behave in an ethical manner, such as paying their taxes.

In a 2014 paper titled *The Behaviouralist As Tax Collector: Using Natural Field Experiments to Enhance Tax Compliance* by Michael

Hallsworth, John List, Robert Metcalfe, Ivo Vlaev, the abstract reads as follows: “Tax collection problems date back to the earliest recorded history of mankind. This paper begins with a simple theoretical construct of paying (rather than declaring) taxes, which we argue has been an overlooked aspect of tax compliance ... Using administrative data from more than 200 000 individuals in the UK, we show that including social norms and public goods messages in standard tax payment reminder letters considerably enhances tax compliance.”

Instead of threatening people to pay their taxes, the field experiment shared the message with non-payers that nine out of ten people in the UK pay their tax on time. The message said: You are currently in the very small minority of people who have not paid us yet. It then

framed the gain to the public good of paying tax: Paying tax means we all gain from vital public services like the NHS, roads, and schools. And it framed the loss to the public good of not paying: Not paying tax means we all lose out on vital public services like the NHS, roads, and schools. This simple, cost-free approach significantly increased taxes collected by the government in the sample period.

In an article titled *Normative Social Influence is Underdetected* in the *Personality and Social Psychology Bulletin*, by Nolan, J. M., Schultz, P. W., Cialdini, R. B., Goldstein, N. J., & Griskevicius, V., they further pursue the power of normative social influence in a number of studies. One

on energy conservation in California showed that normative social influence produced the greatest change in behaviour compared to information highlighting various reasons to conserve energy. Results show that normative messages can be a powerful lever of persuasion even though their influence is routinely underplayed or under-detected.

Epley and Kumar add that leaders can encourage an ethical culture by leveraging normative behaviour and highlighting the good things that employees are doing. They explain that the current tendency to focus on unethical behaviour can make undesirable actions seem more common than they really

are, potentially increasing unethical behavior. They are in no way saying that unethical behaviour should not be loudly called out and exposed, what they are encouraging is that organisations should also focus on the “ethical beacons” and highlight and reward the ethical behaviour of employees: people who are putting the mission statement into practice or behaving in an exemplary fashion.

This will encourage an increase in ethical behaviour and help to imprint it as normative social behaviour in organisations. ▲

*Professor Owen Skae,
Director of Rhodes Business School*





Future proofing education

The e-commerce visionary who founded one of China's most successful technology companies would probably not find a job there today. Billionnaire entrepreneur Jack Ma says that the initial screening for Alibaba would most likely screen him out because he lacks the qualifications. That's because the memory and calculation functions of the industrial era are now being performed much better by machines. Now the 55-year-old former English teacher is planning philanthropical work so that the next generation is better prepared for the 4IR eco-system fast taking root worldwide.

For Ma, the solution is greater independent thinking. “We (have to) teach our kids how to be innovative, constructive and creative so they can survive in the AI (artificial intelligence) period. I want to do more things about that,” he was quoted saying by CNBC.

Where does South Africa stand in light of this statement? How well equipped are the country’s educational institutions to deliver the kind of independent thinking that Ma believes essential for any future professional capacity?

Changes are certainly afoot in the educational landscape, with a combination of policy pronouncements and independent initiatives that promise to move things in the right direction.

Skills revolution

One million new jobs by 2030—that’s the commitment of the Government’s 4IR Commission’s pilot skills development programme recently launched by the Ministry of Communications and Digital Technologies in partnership with MICT SETA.

Appointed to address the skills gaps to future proof SA’s economy and reduce youth unemployment brought about by technological disruption and structural inequalities, the 4IR commission has set an initial goal for the pilot project to train and equip 1 000 unemployed youth.

The 4IR ICT skills they gain—Data Science, Digital Content Production, Cyber Security, Cloud Computing, Drone Piloting, 3D Printing and Software Development—are expected to unlock learnerships, employment and new businesses. Readiness programmes and entrepreneurship skills are also on the menu.

The programme will benefit from additional partnerships with the University of Johannesburg (UJ), Boston City Campus, Microsoft South Africa and technology company FIRtech.

“The fourth industrial revolution has changed the way we work and interact with each other. The soft skills of working with teams and service orientation are critical success factors and we plan to impart these skills during our work readiness programmes,” FIRtech CEO, Ugan Maistry said in a media release.

Contextualising policy

The 4IR Commission pilot programme’s endeavour to address the skills deficit wrought

by structural constraints is line with current analysis of skills development policy. For economic policy researchers and investment strategist Sifiso Skenjana, founder and financial economist at AFRA Consultants, educational skills development must be contextualised with regard to the needs of the economy while taking structural constraints into account.

In an article published by *News24*, Skenjana wrote: “For example, such vocational skills may be more relevant in construction than they may be in financial services.

“So taking into account that construction has had four consecutive quarters of negative growth having shed more than 150 000 jobs in the first quarter of this year, while business services experience quarters of growth, it holds true that a vocational programme geared towards getting more welders (for e.g.) may not necessarily be as skills acquisitive as it is in Germany.

“The argument I make here does not suggest that vocational training has no value for the South African economy rather that we alongside policy makers, unions and business ought to solve first how we can tailor such programmes to our economy and its needs.

“In its current format, the draft framework fails to address the weaknesses in our education system and is unlikely to solve the unemployment and skills issue facing the economy either.”

Back to basics

Contextualisation was also a driving concern of the Department of Basic Education’s (DBE) decision to formalise grade nine as an exit point of schooling.

Announced by Minister Angie Motshekga at the recent South African Democratic Teachers’ Union (SADTU), 9th National Congress, the plan has come under fire from vociferous critics—but the department claims to be misunderstood.

For the Democratic Alliance opposition party, the “disastrous” plan can only exacerbate the suffering of the poor and jeopardise the future of South Africa.

In a statement, DA MP Nomsa Marchesi said: “The plan is akin to dusting off Hendrik Verwoerd’s education policy, which prescribed that black youth should only receive the kind of education that prepared them for low-skilled and low-paying jobs.”

In response, the DBE said that it was a misconception by the public that the proposed

grade 9 certificates would signal the end of pupils’ schooling journeys.

Briefing Parliament’s education portfolio committee, the DBE said; “Contrary to media reports that learners would finish school in grade 9, the General Education Certificate (GEC) is not an exit certificate. The GEC and GOC (General Occupational Certificate), will enable learners to elect various pathways and in fact continue with their education at different institutions, where they will be exposed to skills training in available trades,” said the department as it briefed parliament’s education portfolio committee recently.

According to Minister Angie Motshekga, the introduction of these certificates is in line with international best practice and is aimed at creating more opportunities for learners, in the context of South Africa’s economic needs and structural constraints.

The certificates open up academic, technical vocational and technical occupational pathways in the further education and training (FET) band from grades 10 to 12, both at schools and at TVET colleges.

“The proposal of the GEC and three-stream model is not new. The sector is now moving towards implementation, as this will not only fundamentally or radically change the education and training landscape, but will contribute immensely to the skills revolution desperately needed by the country,” she said.

Deputy minister Dr Reginah Mhaule commented, “currently, there is a high dropout rate before grade 12, peaking in grades 10 and 11 (15.2% in 2012). Approximately a third of young people aged 15-24 (3.4-million) are not in employment, education or training (NEET) and 2-million of whom have not finished grade 12.”

Opportunities are expected to open up in the aviation and maritime industries, among others.

According to a DBE statement: “The department has worked closely with industries, from aviation to maritime, to develop the curriculum for these subjects that will assist learners to enter the job markets that lack skilled workers to service these industries and formalise the work that has been done. This is with the purpose of ensuring that the courses offered will be relevant and add value to industry.

“South Africa is refocusing the curriculum towards a competence based approach, integrating the 21st century skills and competencies across the subjects and introducing new

subjects and programmes that are responsive to the demands of the changing world.

"These include coding and robotics, marine sciences, hydro/aquaponics, aviation sciences, design across the curriculum, mathematics and science, as well as aviation studies.

"It is envisaged that these will create interest among young people and encourage them to stay in school. The department is working closely with industry in this regard."

Ethical deficit

One skills gap that has not been targeted is perhaps the most important one of all—that of ethics. From Steinhoff to Eskom, the narratives of failure that have loomed so large in South Africa for so many years all have one thing in common—a marked ethical deficit on the part of some highly placed decision-makers.

For Athol Williams, senior lecturer in corporate responsibility and ethical leadership at the University of Cape Town's (UCT) Graduate School of Business (GSB), it is time, "to infuse ethics into our curricula such that ethical considerations influence our thinking and decision-making across the board".

Writing for UCT News, Williams said that few South African schools and universities offer ethics or values-based courses of any description. An exception is Read to Rise, a youth literacy non-profit chaired by Williams, "which infuses its reading-promotion programmes in schools with content that fosters respect, compassion, courage and friendship".

"Public administration and business schools at universities, in particular, need a deep rethink of ethical content. Most schools don't offer dedicated courses on ethical decision-making, which is a major oversight. But they need to go even further, to critically evaluating the decision frameworks and methodologies that are taught to public and business leaders—these often place no value on ethical considerations, favouring instead old, neoclassical cost-benefit analyses.

"For too long we have had the disease of immoral behaviour reach into every facet of our society and our lives.

"We need a deliberate effort to introduce students to the dilemmas they are sure to face, to challenge their intuitions and to offer tools that enable them to make decisions that advance justice, not only economic growth." ▲

Gregory Penfold



One million new jobs by 2030—
that's the commitment of the
Government's 4IR Commission's
pilot skills development programme



AfricaCom 2019

Free talks by industry leaders and visionaries to provide insight into how Africa can unlock its true potential – transformation, sustainability and economic freedom

Over the past 20 years and more, AfricaCom has become synonymous with thought provoking content, diverse opinion and visionary insights. AfricaCom 2019 will be no exception, with a speaker line-up set to inform, inspire and even challenge attending delegates to think beyond the norm in creating the solutions for to

The AfricaCom Headliners feature 30 of Africa's most prominent digital tech and telecoms thought-leaders. Discussions around digital transformation, sustainability and driving enterprise and entrepreneurial growth through communications and connectivity, will take centre stage at the Headliner sessions. And, the best bit? They are all completely free to attend and take place each day of AfricaCom.

Tom Cuthell, Event Director at Informa, organisers of AfricaCom and AfricaTech said: "Each year, we look to provide further value to all our delegates. The importance of the conversation around telecommunications and technology—convergence and potential—is highlighted at AfricaCom and I believe that the content this year, is particularly excellent and will indeed, be a valuable contribution to Africa's progression."

Here are some of the AfricaCom 2019 Headliners to look forward to:

The Hon. Mohamed Rahman Swaray, the newly appointed Minister of Information and Communications for the Republic of Sierra Leone, is a firm believer in the power that unlocking Africa's connectivity can have, for the continent as a whole. Swaray will be joined by The Hon. Ursula Owusu-Ekuful, Minister of Communications, Republic of Ghana, as well as Nic Rudnick, CEO of Liquid Telecom and Mohamed Dabbour, EVP Africa at Millicom. Together, they will examine economic growth through digital connectivity, including a robust discussion around the need for ICT strategies to encourage entrepreneurs to do business across borders.

Sport and particularly football, is a passion for multitudes of people but, as we move ever further into the digital realm, it is becoming increasingly necessary to adapt strategies to keep fans engaged and coming back for more. Discussing this, Ahmad Ahmad, President at the Confederation of African Football (CAF), will present a session around 'The Digital Game.'

Adaptation to a technology-led world is an ongoing conversation, and one that will be driven by a panel discussion moderated

by De Wet Bischoff, Managing Director for Communications, Media and Technology, South Africa at Accenture. This CXO Panel will also explore how digitalisation is impacting business efficiency, how telcos need to adapt to 4.0 and what the user experience of the future will be like.

Despite leaps in technology, the world is still an unequal society. A key theme at this year's AfricaCom is how technology can address this divide, empower and transform societies to ensure digital inclusivity and democracy. A keynote address that will look at digital transformation through the telco lens and engage will be presented by Rob Shuter, Group President and CEO of MTN on how to ensure the digital society is an inclusive one.

Underpinning every discussion throughout AfricaCom, will be the rollout of 5G and the opportunities this presents. The monetisation of 5G is a critical presentation that will take place on Tuesday 14th November and is not to be missed.

On Wednesday 15 November, the Headliner sessions kick-off with a panel discussion, moderated by Dr Keabetswe Modimoeng, Chairperson ICASA, on the framework needed to propel Africa forward. The right environment

needs to be created to encourage innovation and the investment needed to unlock Africa's potential. What will unlock it?

Other presentations and panel discussions on Wednesday will continue the conversation around what is still needed for Africa's digital economic transformation. What do enterprises need in order to update their legacy approach to embrace a more digi-centric approach to future customers, for example. Speaking to the future, Isobel do Santos, Chairwoman of UNITEL, Angola's largest telecommunications provider will lead a discussion around the emerging technologies that are required to support a vibrant and secure digital economy, while Calvo Mawela, CEO of the Multichoice Group, will present a paper on leveraging digital and human capabilities to enable business success.

With innovation a key theme at this year's event, Thursday will herald the final round of the Africa50 Innovation Challenge: Crowdsourcing innovative solutions to drive

last mile connectivity on the continent. This session showcases the shortlisted ICT developers, innovators, engineers and entrepreneurs as part of the Africa50 Innovation challenge to help increase access to high-speed internet in under-served areas in Africa.

The winning solutions will receive cash prizes and/or will be considered for project development funding. Projects will be rolled-out in Rwanda as the pilot country, with the objective to scale them up to other countries in Africa.

Data, data and yet more data...what to do with it and how to derive the maximum benefit from the reams of information collected per second of everyday. Discover how in a session entitled: Making a step change for digital customer experience.

AfricaCom's Headliners will close with perhaps one of the most important discussions –how to develop the necessary skills to ensure that Africa claims its technological potential. Education models need to change to take

account of this new paradigm. An illuminating panel discussion on 'skills development for the job market of the future', will be presented by Debbie Schäfer, Provincial Minister for Education, Western Cape Government. What is required for the youth to be fully versed in technology and how to reach hard to reach areas to fast-track true transformation and inclusion –find out on Thursday 14th November 2019.

For over 20 years, there has been no better place to meet everybody who's anybody in African connectivity and communications, than at AfricaCom. AfricaTech will ensure that the same now applies to enterprise digital transformation.

AfricaTech Centre Stage sets the scene

Don't be left behind in the digital race. Free talks to learn from experts in preparation for beyond tomorrow

Visitors at this year's AfricaCom can expect even more than in previous years, with the



launch of a brand-new show feature—the AfricaTech Centre Stage. This is a focused centrepiece at AfricaTech, a new zoned exhibition area dedicated to artificial intelligence (AI), blockchain, fintech, cloud, data and security, and cutting edge content, along with a host of excellent networking opportunities.

The AfricaTech Centre Stage will explore the intersection of technology innovation and enterprise digital transformation and will provide attendees with a series of free talks, presentations and discussions around what is required to secure Africa's place on the future world stage.

Taking place 12-14 November 2019 at the Cape Town International Convention Centre (CTICC), and co-located with AfricaCom, the AfricaTech Centre Stage will open at 11H30 each day. Sessions on Tuesday will culminate in a Women in Tech Takeover, just ahead of the official launch party of AfricaCom at the AfricaTech hall.

Presentations and discussions will be wide-ranging and critical to learning what works, what doesn't, and the strategies that are

will examine these topics and provide much to think about for all audiences.

Security is always a hot topic when it comes to operating in today's digital world. Cyber security, data privacy and lessons derived from data breaches, will also come under the spotlight.

The final day of the AfricaTech Centre Stage talks will posit the need for disruptive mindsets to take full advantage of the technology at our fingertips.

It is not enough just to have the tools, it's what to do with them that matters. And, it must matter. In an age where digital has the ability to close the inequality gap, how technology is applied will make the difference. Pertinent talks on the subject include: Innovate or Die and how to use innovation to combat Africa's challenges. Disrupt or be Disrupted, as well as a panel discussion on putting Africa's IoT plan into action and immersive experiences that will explore the use of AR and VR in the enterprise context are also on offer.

No stage would be complete without the spotlight being shone on one the fastest growing

- Dr. Nyankomo Marwa, Senior Lecturer in Econometrics and Development Finance, University of Stellenbosch Business School & Director of Policy Research and Planning, Tanzania Agricultural Development Bank
- Hon. Michael Onyango, Distributed Ledgers and Artificial Intelligence Taskforce, Ministry of ICT, Kenya
- Isabel dos Santos, Chair, Unitel
- Tony Parry, CEO, Institute of Information Technology Professionals South Africa (IITPSA)
- Seaparo Phala, CIO, Department of Arts and Culture, South Africa
- Dr. Kiru Pillay, Chief Director: Cybersecurity Operations, Department of Telecommunications and Postal Services, Government of South Africa
- Henry Denner, Information Technology Security Officer, Gautrain Management Agency
- Modibedi Oliphant, Group Chief Information & Digital Officer, Prostar Paints South Africa
- Seaparo Phala, CIO, Department of Arts and Culture, South Africa
- Mandla Magagul, Blockchain Consultant, Rand Merchant Bank
- Peter Greenwall, Creative Director, Innovation101
- Joseph Ndaba, Commissioner 4IR, Republic of South Africa, Founder and CEO, Mahikeng Innovation Hub

AfricaTech at AfricaCom 2019, is the place to be for unparalleled knowledge and acumen around a host of critical topics in preparation for everyone's future - it is simply not to be missed.

The AfricaTech Centre Stage will explore the intersection of technology innovation and enterprise digital transformation and will provide attendees with a series of free talks, presentations and discussions

needed to make the most of the burgeoning 4th Industrial Revolution. Blockchain, AI, IT trends and investment priorities, data driven farming, how technology is revolutionising healthcare, agriculture, mining, finance and banking, as well as the effective leadership required to get there in an age of technology innovation and digital disruption will form part of the dialogues on offer.

What will the future of work actually look like and how can digital transformation be translated into economic prosperity? How can enterprises futureproof their survival—what indeed, will businesses look like in two, five and ten years' time and how can enterprises revitalise and reshape the workplace as an energetic and inclusive environment? AfricaTech Centre Stage

sports and entertainment genres in the world—eGaming and eSports. This will no doubt be a packed session especially given the recent number of gaming millionaires.

Speakers in the spotlight at AfricaTech Centre Stage include:

- Prof. Brian Armstrong, Chair of Digital Business, Wits Business School
- Dr. Bitange Ndemo, Chairman of the Blockchain and Artificial Intelligence Taskforce, Government of Kenya,
- Tebogo Nakampe, Co-Founder & CEO, ABI
- Adrian Ho, Practice Leader, Enterprise Advanced Digital Services, Ovum
- Alex Granger, Think Shifter, Author, Co-Founder and Chief Purpose Officer, Twice Blue

Top 7 Reasons to Visit AfricaCom in 2019

AfricaCom 2019 featuring AfricaTech is only a few weeks away, and with a multitude of content on offer, here is a quick round-up of the top reasons why professionals in the technology and telecommunications space, and just about anyone who has an interest in how these sectors are shaping our collective future, should attend. (The event takes place 12-14 November 2019 at the Cape Town International Convention Centre (CTICC), South Africa).

1. *Exhibitors* – two separate exhibition halls to accommodate the vast array of companies and organisations involved in delivering connectivity, along with some of the technological advancements that are defining how we work, live and play. In its 22nd

year, the event has attracted some of the biggest global brands, along with a host of innovative challengers. Here's a snapshot of what's on offer:

2. *The Connectivity Hall* - home to the worlds of connectivity and communications, enterprise digital transformation, ICT policy, broadcasting and digital media. Delegates can meet up with China Mobile, Vodacom, Maraphone, World Telecom Labs, Huawei, Liquid Telecom, Wiseasy, Ericsson, Airtel Business, Avanti, ZTE, Anritsu, and Openserve along with a host of other telcoms providers who are making it happen. The Connectivity Hall is where visitors will also discover satellite providers, wireless organisations and innovators that are delivering software solutions that disaggregate hardware and software for a collaborative approach to connectivity. AfricaTech - The Home of IT and Enterprise Digital Transformation. This Hall located in CTICC 2, is dedicated to IT and enterprise digital transformation. The floorspace is split into different technology zones along with premium conferences dedicated to IoT, Blockchain, AI, Fintech, Cloud Computing and Data Centres. Also, network features, technology and industry specific deep dive sessions and a host of new social spaces. Meet the likes of, Cassava Fintech, Intel, Deloitte, Darktrace, Polymorph, Bluebridge One, Core Vision, Paxful, Red Hat, TPP, Wipro, Truphone, and banking institutions that are leading digital transformation in South Africa such as FNB and ABSA.
3. *Conferences, Panel Discussions and Masterclasses* - world-class speakers and experts who will share their knowledge with conference goers. This premium content is also FREE to all registered visitors. LeadersIn Summit - a gathering of industry VIPs who meet to discuss and formulate solutions to many of the challenges facing Africa's digital progression.
4. *Investment Opportunities* - start-ups and entrepreneurs are the fuel driving the future of Africa and each year AfricaCom featuring AfricaTech, attracts some of the brightest minds and young companies that are creating world class solutions to local challenges. AHUB over in the AfricaTech hall for example, will present some exciting options for investors who have keen eyes on the technological future of tomorrow.



AfricaCom is Africa's largest technology, media and telecommunications conference & exhibition

5. *Networking* - AfricaCom featuring AfricaTech, is the place for local and global colleagues to meet to entrench relationships and partnerships, form new friendships and discover new ideas. While digital communication is efficient and far-reaching, there is much to be said for face-to-face contact, which AfricaCom featuring AfricaTech, more than amply provides.
6. *Social Scene* - all work and no play would probably be incredibly dull so, the organisers of the event ensure there are plenty of opportunities for delegates and visitors to shake off the rigours of a busy workday with happy hour events at the AfricaTech hall, and of course, AfricaCom's famous AFestparty. The highly anticipated AfricaCom Awards night also plays host to a well attended after party.
7. *Business* - there is no doubt about it, AfricaCom is the biggest and most successful marketplace for doing business. Each year, a raft of business deals and partnerships are constructed. Some are pre-planned but, many are new contracts concluded as a result of attending the world's largest event of its kind and being exposed to fresh thinking and new suppliers.
8. AfricaCom featuring AfricaTech, is expecting to break attendance records this year, attracting more than 15 000 visitors. This is driven in part by the growing dependence on digital but, also due to the superb content that is on offer in 2019. It is certainly an event whose importance and influence can be under estimated.

About AfricaCom 2019

AfricaCom is part of the Connecting Africa series of events that expose delegates, the media and the savvy, to the latest advancements and opportunities in technology and the digital ecosystem. Taking place at the Cape Town International Convention Centre (CTICC) from 12 -14 November 2019, AfricaCom is now in its 22nd year. AfricaCom is Africa's largest technology, media and telecommunications conference & exhibition.

The conference programme covers the most strategic issues affecting companies in Africa's digital market - services, efficiency, profitability, customer experience, partnerships, policy and more—and features several co-located events: AfricaTech, 5G Africa, Video Exchange Africa, The AI Summit Cape Town and IoT World Africa and more. ▲

Staff Writer

Fourth Industrial Revolution

On 16 and 17 October, thousands of HR professionals flocked to the Sandton Convention for the annual HR Indaba – a two-day extravaganza of knowledge-sharing, networking and inspiration.

Go, the ancient Chinese strategy game, has a number of possible moves exceeding the number of atoms in the known universe. Before 2016, no computer on the face of Planet Earth could crunch these kinds of numbers. In 2014, the problem had been posed to industry professionals in the field of AI, who said that a computer could ultimately be programmed to compete at Go, but that kind of processing power would take 20 years to be realised.

But Google's team at DeepMinds decided to take a stab at it, and by 2016, they had come up with AlphaGo. AlphaGo was unleashed on Lee Sedol, the reigning global Go champion, and it beat him by four games to one over six days – achieving in two years what had been anticipated to take twenty.

But the lightning pace of progress didn't stop there. DeepMind went away, and developed a new system to beat AlphaGo, already the most powerful Go player on the planet. At the end of 12 months, AlphaGo Zero played 100 games against the original system, and beat it 100 to 0. That's how far technology had advanced in 12 months.

This was a story shared by Michael Cook, senior manager for the Center for the Future of Work, EMEA at Cognizant, in his opening address at the 2019 HR Indaba at the Sandton Convention Centre in October.

Cook explained that this pace of change, which far outstrips anticipated progress, is going to have an impact on the way that HR recruits – because it is not so much the skills that people have that will be important in the future world of work, but their adaptability to change that will be crucial.

Cook, who literally wrote the book on, 'What to do when machines do everything', says that his team are more optimistic than some about

the job losses that will result from the Fourth Industrial Revolution, anticipating 12.5%, favourably compared with Oxford University's projection of 47%.

"But the jobs will look very different. The work done will be more impactful and more successful than ever before. All of us in this room will start to feel the change. Our rote repetitive tasks like expenses or timesheets will become extinct very soon. We will do the work that actually matters – the creativity and innovation that drives business value."

He added that we will experience the Budding Effect, named after Edwin Budding, who invented the lawnmower in 1830 and freed up millions of man hours to be focused on other things, will also come into effect.

"We are going to get 13 percent new job creation off the back of the Fourth Industrial Revolution," he said.

In his book, 'What to do when machines do everything', Michael and his team projected 21 new jobs that will come into being as a result of the Budding Effect, and then, last year, he projected another 21 more. He outlined three categories that will define the future of human work over the next ten years. They are:

- Coaching – people will need to learn how to use new technologies, and the systems will need to be coached themselves.
- Caring – our population is ageing, and this puts the healthcare system under enormous pressure. The first people to reach 150 years old have already been born. Caring will be a significant part of the future world of work.
- Connectivity – people will work connecting people to people and people to machines.

To the people in the crowded exhibition hall, Michael said:

"HR are the gatekeepers of the future of work. You have the biggest role to play. You need to be the ones that teach, train and recruit talent

effectively and make sure that you have the right people on your board."

[subhead] Psychopaths, narcissists and bullies

Whereas day one's opening address gave startling insights into the broader world of work that will impact on all HR professionals and, in fact, every worker in the business ecosystem in the years to come, day two's opener was far more personal. Psychiatrist Professor Renata Schoeman, delivered a fascinating insight into the world of corporate bullies, narcissists and psychopaths.

Schoeman, herself a victim of workplace bullying, explained that up to 4% of CEOs display the traits associated with psychopathy. Now with the University of Stellenbosch's Business School, Schoeman helps corporates and students to become more aware of the impact of this kind of negative personality in the workplace.

Schoeman gave the audience an indication of how widespread and damaging workplace bullying is:

- 19% of people have been victims of bullying in the workplace,
- 19% have witnessed bullying,
- 29% of victims suffer in silence, and
- 61% of people who are aware of what's happening don't speak up.

The effect on individuals and on businesses is significant. Stress, burnout, illness, depression and increased suicide risk are linked to workplace bullying.

From an HR perspective, bullying commonly results in increased absenteeism and staff turnover, and the cost of recruiting and hiring. One study shows that 65 percent of employees that had left a company within a year had left as a result of bullying.

Men are more commonly bullies, although women bully too – particularly other women. Bullying tends to be top down, but can also be horizontal within the organisation, and

occasionally even comes from subordinates. Some bullies have actual personality disorders as defined by psychiatrists, conditions like narcissism or psychopathy.

Schoeman warned: “Not everyone who is brash or harsh or bullying has a personality disorder. We must be wary of diagnosing or labelling, but we can talk about some of the traits associated with these conditions.”

Narcissism: Narcissists can be charming, charismatic and inspiring. They’re often very hardworking. When things go well, they can be good and productive members of an organisation. On the downside, they tend to take credit for everything that goes well, and deny others input or credit. Common traits include arrogance, sensitivity to criticism, deceitfulness. They lack empathy, and tend to bully. They can fly into a rage when they feel humiliated or slighted.

Psychopaths: The traits can be similar to those of the narcissist – charming, confident, good decision-makers. People with this personality disorder are predators. They use people to achieve their own goals, and then discard them or hurt them without remorse or empathy. They might be involved in fraud and white-collar crime.

Schoeman explained that citizens and employees’ rights are protected against bullying by the Constitution and in terms of the Harassment Act. And she reminded companies that they have a responsibility to protect the organisation and its employees.

No end to learning opportunities

While the keynote addresses may have started each day off with a bang, they certainly weren’t the only knowledge-sharing highlights of the HR Indaba. Neliswa Fente, the co-founder of youth-led innovation consultancy Springage, which was bought by Deloitte in 2017, shared the red flags that are likely to make millennial employees run a mile.

These included:

- Having a wait-your-turn attitude towards younger employees,
- Failing to live up to the values that your organisation espouses, and
- Not viewing and treating your employees as holistic individuals.

Another talked-about presentation was the Workday-hosted panel discussion on digital transformation in the workplace.



Facilitating the panel, Zuko Mdwaba, country leader at Workday South Africa, opened with a question on how the HR role is responding to technology.

For Celiwe Ross, CHRO at Old Mutual, the biggest HR shift is that employees now seek a highly personalised workplace experience. They want an individualised approach to flexibility, remuneration, learning and performance.

“We have to modernise the workplace. Executives understand the customer journey, so our role as HR is to explain why the employee experience has to match its customer experience,” said Ross.

Vinolia Singh, chief people officer at Adcorp Group, believes that technology equips HR to address age-old challenges in new ways. She

echoed Ross’s sentiments on employees seeking a more personalised approach, noting that the permanent job is no longer the Holy Grail it once was – among all ages.

“Employees may want to work nine months of the year and then take three-month sabbatical. It’s impossible to provide a highly personalised experience manually. You need to automate,” she said.

These valuable takeaways and many more like them were among the multitude of benefits that HR Indaba attendees took back to the office to consider and implement.

The audience left convinced that they’d be back again next year to continue leapfrogging their careers forward with new learnings and insights. ▲

Steps towards healing

Ignorance is Mental Health's biggest enemy as it prohibits people from seeking treatment. The first precaution one can take towards recovering from mental illnesses is to acknowledge its existence and seeking treatment.



Often, we are confronted with unhealthy negative thoughts that stem from the multiple realities, the world throws at us. One particularly sad one is South Africa's high unemployment rate of 29,0%. In this challenging economy, others have the strength to keep pushing and courage to suppress negative thoughts and feelings in order to successfully soldier on. While others start experiencing severe depression that sometimes results in them contemplating their own demise. It is at this stage that one should reach out and get help from professionals.

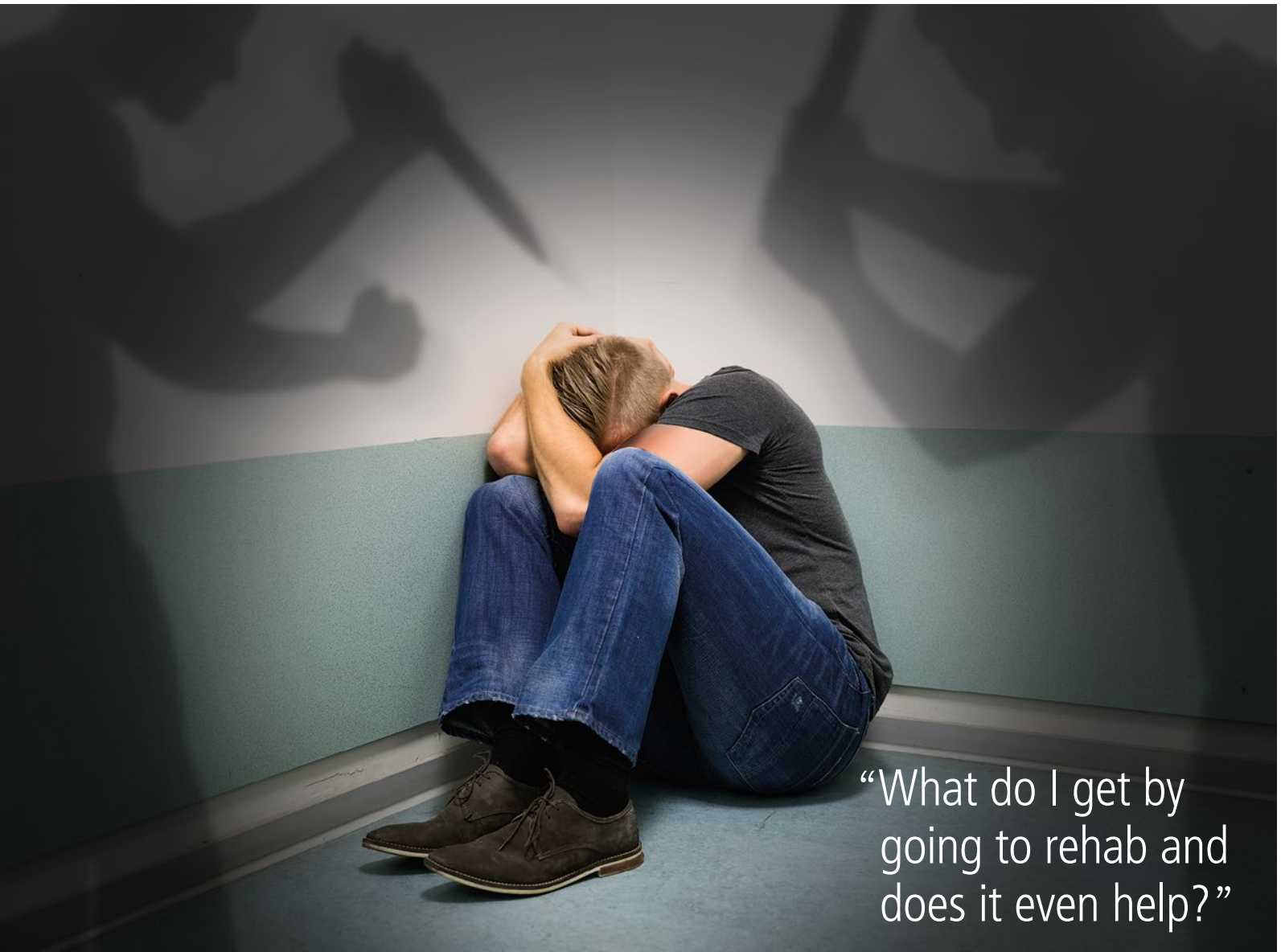
With as many as one in six South Africans suffering from anxiety, depression or substance abuse problems it's clear mental health is a reality that impacts individuals, families, societies and is very much apparent in high-stress environments such as the workplace. This is why it is crucial to understand that you can recover from mental health illnesses.

No group of people is immune to mental disorders making it imperative to understand the process of receiving treatment through recovery clinics and rehabilitation centres which are designed to help patients in their mental health journey. Many people suffering from mental disorders go untreated and suffer

on the inside, ashamed and uneasy because they are afraid of the stigma and judgment that comes with checking into a mental health facility or clinic.

Diving into the impact of mental health clinics will shed some light on how they help someone avoid getting worse through categorised treatment. The big question many people ask is; "What do I get by going to rehab and does it even help?". Mental health facilities are designed to help people or patients find solutions to the psychological issues they are facing.

When you get admitted the first thing they need to establish is your mental health problem. In order to successfully treat any mental health



“What do I get by going to rehab and does it even help?”



Many people suffering from mental disorders go untreated and suffer on the inside, ashamed and uneasy

patient, some mental health professionals devise treatment plans that can effectively address their patients' diagnosis. These treatment plans follow a patient's diagnosis, determining the best suitable treatment for a patient's needs the moment they have been admitted into a mental rehabilitation facility. It's important to note that not all facilities or diagnosis require treatment plans but most professionals use them to target specific mental illnesses and to track their patient's recovery progress.

Since every patient's needs vary, treatment plans are a patient's strategy towards healing. There are three common ways of recovering from mental illness: Individual sessions with therapists, attending therapeutic group sessions and taking medication that has been prescribed by a therapist.

Different recovery centers use different methods to address mental health disorders, essentially these clinics are there to help people

suffering from apparent mental illnesses lead a fulfilling life. Enhancing their competency gives people a chance to achieve their goals. To better understand how patients are treated we looked at the impact of some rehabilitation centres in South Africa. Particularly focusing on the methods, they use to treat patients or otherwise known as the services they provide their patients with once they are admitted. Some had testimonials from happy patients that are grateful they checked themselves in when they did.

Considered the leading provider of private psychiatric services in South Africa, Life Mental Health, has nine dedicated facilities across four provinces in the country. They offer acute mental healthcare in a caring environment. Assisting patients suffering from illnesses such as Depression, Bipolar Disorder, Anxiety Disorder, Schizophrenia, Personality Disorders, difficulty adjusting after experiencing major loss, work stress and inability to cope after

being confronted with a traumatic experience. They offer eleven methods of treatment or otherwise referred to as services.

Their services are as follows: General psychiatry, treatment for substance dependence or other addictions associated with psychiatric disorders, specialised mental wellness care for work-related stress, bereavement and adjustment disorders. Individual care for involuntary and assisted admissions, dedicated adolescent programmes and behavioural support. Support with diet-related mental illness, and compulsion anxiety, evidence-based drug therapy, individual psychiatric consultations and psychotherapy. Group therapy, physical therapy when needed and lastly their selected facilities offer a Neuro-Geriatric wellness programme (this is a movement and mental gymnasium for elderly patients).

Life Mental Health facilities particularly stand out because they have a reduced-re admission

rate and receive a positive impact on patients' outcomes. Their individual and group therapy is highly effective, they offer a multidisciplinary team of experts and their environment is therapeutic and filled with tranquility.

Papillon Recovery Centre in Johannesburg is considered South Africa's first health facility to offer complete solutions to people suffering from mental illness. Papillon has been running for eight years, their programme offers a reality-based lifestyle programme which ensures it gives clients adequate preparation for future challenges.

Their treatment programme includes the following: Dialectical behaviour therapy treatment, individual treatment plans, family therapy, psychologist interventions and psychiatrists. They also have the following group therapies: Nutrition group, family dynamics group, cooking group, co-dependency group, mental health relapse prevention group, anger management

group, interpersonal skills group, nursing group and a community group.

Mental functioning affects one's social and physical health outcome. Which is why Papillon provides the following skills to help their patients: coping skills, life skills, mindful budgeting, current events, open art, art therapy and work coaching. These methods cover a wide variety of disorders such as mood and depression disorder, Bipolar disorder, Schizophrenia Disorder, Dual Diagnosis Disorder and Borderline Personality Disorder.

Life Path Health is a group of private hospitals that provides inpatient treatment for mental health and addiction in South Africa. They have seven clinics and offer a multidisciplinary approach that includes different healthcare professionals. Their treatment options include the following: Unique specialised treatments, multidisciplinary treatments and treatment programmes.

Testimonials from previously admitted patients show that their facility is effective and efficient as their patients were thrilled with the clinic's team. They talked about the experience they had at the clinic, mentioning the warmth of the staff and how their stay at the clinic was helpful. Others talk about relief and how a certain weight was lifted off their shoulders, while another patient feels staying at the clinic gave her a new outlook on life. It is evident that these facilities are there to help people and aid recovery, using that as an excuse to not seek treatment is the only way someone can hurt themselves.

The South African government has made provision for public mental health institutions across the country, for those who cannot afford private clinics. In addition to that, reforming the Mental Health Care Act 2002 and developing a National Mental Health Policy Framework and Strategic Plan 2013-2020 shows that they



are serious about improving the state of South Africa's mental health. The main aim of this new plan is to integrate mental health services into general health services to reduce the number of untreated mental health conditions.

However, despite the progress mentioned above, South Africa spends only 5% of the total health budget on mental health services, to improve mental health they need to significantly increase this number.

Mental health challenges affect economic development because if someone is mentally ill, they cannot work, making it essential for employers to know how to tackle mental health in the workplace.

Lesley Burns, an occupational therapist who has been working in the mental health industry for thirty years took us through the struggles of mental health in the workplace particularly for the employees offering advice on how employers can help their employees

keep their workforce intact when it comes to mental illness.

Stating that, "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," she explains.

"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. 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. In this situation both the employee and employer 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," she adds.

There are many advantages to seeking treatment and checking into a mental health clinic, you will not only understand your condition, particularly the things that trigger you, but you will also be taught how to manage these triggers. Mental health clinics give patients many skills that will assist them when they leave the facility, skills they cannot acquire sitting in the comfort of their own homes or in their office across their computer. Interacting with other patients through group therapy sessions will show patients another side of the spectrum because they will get support from people who are in the same boat they are in. These shared experiences help people heal, it is a safe place full of hope and measures to help them recover. ▲

Staff Writer





Born with limited access, treated to all access

Sub-Saharan Africa has the second-highest clubfoot incident in the world, with the East African black population having the second-highest in the world. One child born with clubfoot changed how children born with this condition would be forever treated in Africa. Karen Moss's NPO, Steps enhances the lives of children born with clubfoot and has been successfully operating for 14 years.



When well prepared and planned for pregnancy should be one of the happiest moments in a woman's life. The moment women learn that they are pregnant, they immediately think about the much-anticipated glow, unusual cravings, and a chance to get extra care from a spouse or partner, it really is a woman's moment to bask in nine months of beaming glory.

But what happens when you go for an ultrasound scan and the doctor callously tells you there is something wrong with your baby. Imagine being told your child's feet are turned inward and down. The shock that hits you, the fear that cripples you and the desperation mode you sink into, preparing yourself to do whatever it takes to help your child. Karen Moss didn't need to imagine this, she lived through it, overcame it and has since devoted her life to helping children born with clubfoot through her high impact None Profit Organisation, Steps.

An organisation that won Gold at the 2017 Impumelelo Social Innovations Awards attributed to their exceptional model which targets the following areas to increase the number of children receiving effective treatment: firstly training to increase the number of skilled health professionals in the public health sector, clinic support which provides parent education to reduce dropout rates, administration and data capturing, advocacy which provides community awareness and early intervention and lastly 'Braces' which entails distribution of essential clubfoot equipment for successful treatment while at the same time serving as a diversified income stream.

Leadership Magazine sat with the founder of Steps, Karen Moss who gave us a detailed explanation of her first encounter with clubfoot following her son Alex's diagnosis. We also had the pleasure of meeting Dr Stewart Dix-Peek, who changed her sons life and would later transform the lives of many infants born with clubfoot. Moss also gave us the opportunity to see babies being treated with clubfoot, it was an emotional experience. Seeing one baby first get their cast, then seeing another baby run around the clinic freely because their feet were successfully corrected was an exceptional experience.

Clubfoot can be picked up from about 20 weeks of pregnancy as it develops during the first trimester of pregnancy. It is a congenital condition, meaning when it occurs it is always

present at birth, these babies are not missing any muscles or connective tissue. Their feet are facing inwards and pointing downwards, causing the shortened tendons and ligaments on the inside of the lower leg to restrict outward movement. This results in the foot turning inwards, incorrect, incomplete or failed clubfoot treatment results in disability for life.

2003 is a year that Moss engraved in her heart as it was not only the year, she gave birth to her son but it also a year she gave birth to a cause she had no idea would one day transform the lives of multiple individuals, particularly children.

What was supposed to be a happy day quickly launched a difficult and challenging time for her. It was the first day she heard about Clubfoot. She later found out it was the most common and potentially crippling musculoskeletal defect. She was still recovering from her caesarian section when the doctor told her that her newborn son Alex had Clubfoot and they had to perform an aggressive surgical procedure to correct his precious tiny feet.

Unaware that her newborn's condition would pioneer a new method of treating the disease, she followed her instinct and good intuition. It took her on a journey that would eventually become her purpose. When confronted with this devastating news she felt there had to be another way besides surgery and she became obsessed with finding it because she was willing to cross oceans to help her son avoid surgery. "I flew ten thousand miles for treatment; there is no greater driving force than wanting to better your child. Any parent regardless of circumstance or resources simply wants what is best for their children," she explains.

Moss's panic-stricken search led her to Orthopedic Surgeon Ignatio Ponseti. He introduced a method so comfortable for babies it could be done while the baby is seated in a trusted and familiar territory which is their mother's lap.

I got to see firsthand how they treat clubfoot using Dr Ponseti's method which involves gently manipulating the feet into a cast, the method requires a full leg cast up to the groin. To apply the plaster one person has to be holding the foot in the required position while an assistant is rolling on the plaster cast. A lot of plaster is wrapped around the knee, which is bent at almost a 90-degree angle. From the cast, the child moves to the next level of treatment which is the maintenance phase.



Surgery is only performed on the most resistant cases, even then it is less radical than it would have been without the correct casting method



During this period the child wears a clubfoot brace full-time for three months even when they are sleeping, the clubfoot brace is in the form of boots that are connected to a bar to hold the feet in the right position until the correction stabilises, this is especially effective for children between the ages of four and five. In many cases before applying the last plaster cast, the Achilles tendon is cut in the doctor's room, I also witnessed them perform this small procedure.

The Ponseti method of treatment should begin as early as possible, ideally when the baby is around two weeks old. If the Ponseti method is done correctly most clubfeet are corrected within four to six weeks casting sessions. Casts are changed weekly, less than 5% of clubfeet may be stiff and severe requiring more casting but Dr Ponseti wrote that they should be corrected within eight to ten casting sessions. Surgery is only performed on the most resistant cases, even then it is less radical than it would have been without the correct casting method.

Interestingly Moss came from a communications background which entailed writing and public relations, perhaps this was all preparing her to bring the gold-standard treatment of clubfoot to Southern Africa. Because once she saw the extent to which Dr Ponseti's method helped Alex, she was determined to bring it back home, as she had realised her intuition was right, performing surgery was indeed supposed to be the last resort as it not only put a strain on babies and their mothers but was also expensive.

Moss discovered there was a massive need out there for something she previously knew nothing about

Moss subsequently approached doctors to tell them of this new method she had discovered. "I came from Iowa thinking I was ignorant, now imagine all the other parents who need all the information I got.

When I started Steps, I didn't have any money and no one knew what clubfoot was, there was nothing and up until today, there is still no organisation in South Africa apart from us that focuses on clubfoot. I had to invent it all, my career interests have helped by preparing me for the work I do now, so nothing is ever a waste,

when it comes to experiences and knowledge," she explains.

Reflecting on her journey she notes, "I didn't start out with a plan, over time I realised that one person can make a difference, I knocked on the door of the boys club and said, you guys are doing it all wrong. I thought what I was going to do was come back from America, tell all the doctors, this is the great new method and they would all start doing it, then I could carry on with my life," she says.

Dr Ponseti gave Moss his book, leaflets, CDs and a lot of material, all this material was the amour she used to approach medical experts. "When Alex was about five months old, after returning from America I ambushed this one doctor, who had shown some interest when I was considering going to Iowa."

"He was one of the doctors my husband had called to check on, enquiring if I had lost my mind before heading to America. Alex had started wearing his brace during this time, so I made an appointment with this doctor as a patient but I was not there as a patient. I was there to brainwash him. When I went inside, I said here is my baby, this is what he looked like before the Ponseti method and this is what he looks like now."

Moss says, in the beginning, the doctor was quite defensive explaining that they did really good surgery, and she confidently responded saying they didn't have to do surgery because his feet were treated without undergoing surgery. "The doctor took the material and said

he would get back to me, 4 months later he called me saying he had been across to America for a clubfoot workshop conducted by one of the Doctors who had learned from Dr Ponseti."

"He phoned me from the airport and said I've just landed and I just have to tell you this is the most incredible thing I have ever learned about Clubfoot and I've already got my first patient, and that was the start of his journey with the Ponseti method. Now he hardly operates, before that he used to operate on all babies" Moss explains.

Steps' first stage was introducing Dr Ponseti's method, in 2006 Steps conducted their first training, Moss wrote an email asking both South African Airways (SAA) and British Airways for tickets and got 3 international tickets from SAA because she didn't have any money for the training and one of the Professors that knew of what she was doing offered a facility as the venue at Donald Gordon Medical Centre, at Wits University.

At that time, she had a database of only ten doctors so she had to make several phone calls to rural doctors, "I found all these new people that I had never heard off, because I believe that if you don't ask, you're never going to get, so you have to be out here making things happen," she explains.

Three doctors came from overseas, one was from England, one from Brazil and another from Canada. The Canadian doctor was an Indian born in Uganda so he had started the clubfoot programme in Uganda. He was and still is one of Karen's mentors, their training went extremely well because they ended up with almost sixty people.

Moss discovered there was a massive need out there for something she previously knew nothing about, after that first training. "I said to one of the doctors that's it, it's done because Steps was so tiny then, and she just laughed and said talk to me in ten years, you're still going to be doing this. I had not yet realised that what I had started was going to take up so much of my time and be something I would eventually be completely focused on," she says.

Following that training, some doctors started using the new method in public clinics, six months later she got a call from Prof Lukhele who was head of the department at Wits University Medical School, asking for a meeting. "I went to meet him and he said, now I've got a problem because you have taught everybody how to do this casting but the babies are relapsing because there are no boots, so can you help? I suggested making the boots that they made in Uganda, so we had another training focusing on public health and government patients teaching people how to make the braces. We trained people from Orthopedic workshops to make the brace in 2007. But they are still making that brace at Baragwanath," she explains.

During the 2007-2009 period, there were several setbacks that slowed things down for Moss because of the political situation at that



Their feet are facing inwards and pointing downwards, causing the shortened tendons and ligaments on the inside of the lower leg to restrict outward movement

time. She pulled back and focused on supporting parents, during this time she got donated braces from the United Kingdom and would drive to the hospitals dropping them off. Everything she was doing at that time was unstructured; her main focus was getting awareness on Clubfoot out to parents, until 2011 when she moved to Cape Town from Johannesburg.

She got a call from one of the Western Cape doctors who expressed their excitement to have Moss in Cape Town because they really needed her help. She went from being turned away quite often because other diseases like HIV and AIDS were Gauteng's main priority at that time.

And the rest, as they say, is history. "My drive and determination have certainly been part of where we are today, key partnerships are very important to me and play a key role in paving the way for Steps to be where it is today," she explains. Their Clubfoot support program initially started slowly and small, in 2013 they started building formal relationships with clinics, through their parent education

programmes that consisted of leaflets and manual advisor forms. To date, their programme has been translated into eight or nine languages and is also being used to teach people in a curriculum that is all over Africa and parts of Asia.

Steps supports 35 clinics through their parent education programme, donating braces and collecting data which helps clinics. "It's been a long journey, I always say clubfoot has taken me to so many places, I've been to different places around the world through training and conducting workshops with medical professionals, this made me realise that despite so much polarity and judgment existing in the world when you are talking to people about a condition be it to a mother, doctor or anyone else we all have a common goal. I find constantly experiencing this extremely energising. I absolutely love it, because when I travel, I don't only share my knowledge but I also learn from the people I meet," she explains.

Since 2005 Steps has made headway in helping eliminate clubfoot, Moss describes

this milestone efficiently when she says: "We took something that works in a pure beautiful North-American setting and tweaked it a bit to work in our African setting while still sticking to its core principals. Certain things that normally don't happen in Europe or America because their health systems work differently are happening here. Today Steps is focused on research and technology for early diagnosis and treating the older child because there are a lot of older children still coming in for treatment," she concludes.

They are currently trying to work on bringing African service providers together. Conducting conversations on Clubfoot, developing a community of people who are working together and supporting each other for the new technology that is able to diagnose Clubfoot. Steps will host a Clubfoot African Conference in 2020, they hope this conference will be an annual platform bringing African providers together. ▲

Jacqueline Manyonga

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Let's drill the South African Reservoirs

It's no secret that the oil and gas industry is not an easy one to navigate as it is surrounded by multiple concepts and standards of measurement. However, energy is a wagon that is hitched to multiple industries. Reflecting on South Africa's position within the Global Oil and Gas Industry is imperative in understanding how it can further assist in boosting the country's economic development.



The oil industry is characterised by the following global processes: Exploration, Extraction, Refining, Transporting and Marketing of Petroleum products. Petroleum plays a significant role in boosting economic growth. What makes it so valuable? Oil and gas together make petroleum. They are a mixture of hundreds of different hydrocarbons molecules which migrate through porous sedimentary rocks towards the earth's surface, from there they represent our sources for crude oil and gas.

The oil industry is divided into three main components: Upstream, Midstream and Downstream. In the South African context, we will only be looking at the relevant components which are Upstream and Downstream. Upstream oil and gas activity is when companies that specialise in exploration and production find hydrocarbon reservoirs, drill oil and gas wells, successfully extracting these two raw materials for the sole purpose of selling them to companies that specialise in refining oil into products such as gasoline. Downstream oil and gas activity refers to the refining, transportation and marketing of end-user products.

The value of oil is measured using the number of oil barrels produced and natural gas is measured using cubic feet.

Previously South Africa's domestic energy demands have been met by relying heavily on the use of coal. The Department of Energy released preliminary information at the Gas Options Conference in 2016. Where the government discussed the various policies it initiated to increase the penetration of gas in South Africa's energy economy, to increase dependants on other sources of energy other than coal in meeting domestic demands.

The Integrated Energy Plan came up with a Gas Utilisation Master Plan for South Africa (GUMP). Gump is a roadmap that will be used to facilitate the development of the gas economy, by analysing existing potential and opportunities for development and how we can develop indigenous gas resources. The Integrated Resource Plan (IRP) also sets out the electricity supply and demand balance requirements (including the technologies) from 2020 to 2050.

These plans will encourage the use of other resources, such as oil and gas in meeting consumer demands. The South African Petroleum Industry Association (SAPIA) mentioned that

South Africa did not have its own independent crude oil reserves, and about 60% of its crude oil requirements come from the Middle East and Africa. Research conducted by Lexology corroborates this by noting that South African oil and gas production is relatively insignificant because in 2016 South Africa's proven oil reserves amounted to about 15 million barrels.

The only company that has been specialising in upstream oil and gas activity on a commercial level in South Africa has been the Petroleum Oil and Gas Corporation of South Africa, PetroSA. Which operates in a block located basin in Bredasdorp. As it stands, PetroSA has produced more than 45million barrels of crude oil from our Oribi and Oryx oilfields that are located in block 9 off South Africa's Southern Coast. Interestingly Oribi and Oryx produce on average, approximately 1,800 barrels of crude daily. PetroSA is also producing a small amount of natural gas offshore.

Most companies in the oil and energy sector in the country specialise in downstream activity but South African Petroleum Refinery (SAPREF) is the largest crude oil refinery in southern Africa with 35% of South Africa's refining capacity. In 2018 researchers found that South Africa currently sources 5% of its fuel needs from gas 35% from coal, and 50% from crude oil refineries, the most recent statistics show that 80% of the country's crude oil is imported through the Single Buoy Mooring system (SBM) off the coast of Durban.

The following companies own the SBM and are managed and operated by the SAPREF: Engen (26%) Shell (26%) BP (25%) Sasol Oil (16) and Total (6%). It should be noted that SAPREF processes 24 000 tons crude oil per day and they make 10 main products in 46 grades, they produce 2.7 billion litres of petrol per year. This is enough fuel to take 800 000 cars around the world.

The main source of South Africa's natural gas is met by importation, which is done via a transmission pipeline that conveys gas from Sasol's Pande and Temane gas fields in Mozambique. This pipeline is a joint venture between the South African Gas Development Company (SASOL) and Companhia Mocambica de Gasoduto SARL.

However there has been a shift in the industry that could be a huge game-changer for South Africa. In February 2019 the French Petroleum giant, Total publicly announced that it had discovered a large gas condensate and

secured the rights to commence exploration of the Brulpadda block which covers 175 kilometers off the coast of South Africa. The prospects lie in the Outeniqua Basin, which is about 275 kilometers south of Mossel Bay.

The company says the area may contain between 500 million to over a billion barrels of oil barrels equivalent. The well extends to more than 3.5 kilometers in-depth, a research expert suggested that this gas can be used as petrol or converted into electricity.

Now that we understand the current state of South Africa's oil and gas industry, we need to unearth some of the main challenges that have put us in the position we are in today. There are multiple key constraints hindering commercial production of fossil fuels, the main one being stringent environmental regulations, these laws exist because energy production, processing and conversion and transportation consume a lot of water. The oil and gas industry is under constant scrutiny and is being encouraged to move towards cleaner fuels.

Another major problem is the extremely high input costs especially considering the low oil price. The major petroleum products that are sold in South Africa are Petrol, Diesel, jet fuel, illuminating Paraffin, fuel oil, liquid gas and Bitumen. Petrol and Diesel are the main liquid fuels used in the country; the government regulates wholesale margins and controls the retail price of petrol. These petroleum prices are regulated based on import parity price formulas.

This means that domestic prices are influenced by supply and demand for petroleum products in International Markets together with the rand/dollar exchange rate. Loosely translated this proves that the downstream activity we specialise in costs us more as we don't have total control on pricing.

Improve performance in order to help oil companies valorize their assets, using technology will help them increase the life of mature sites, while at the same time allowing them to seek new oil and gas sources. Since extraction, transportation and refining are evidently much more costly. Reducing the cost of extraction will allow companies to optimise production systems and environment utilities on currently operating sites.

Another challenge South Africa faces is the long-running debate over laws that apply to mine exploration. Following Total's announcement about finding the first significant Deepwater Oil find Mineral Resources and



In February 2019 the French Petroleum giant, Total publicly announced that it had discovered a large gas condensate and secured the rights to commence exploration of the Brulpadda block which covers 175 kilometers off the coast of South Africa

Energy Minister, Minister Gwede Mantashe expressed in a speech in June 2019, addressing media he noted: “We need to speedily work to entrench regulatory and policy certainty. The department has begun the process of developing a Petroleum Resources Development Bill.”

This comes after President Cyril Ramaphosa announced that he seeks to lure \$100 billion of investors by 2023 to revive a struggling economy.

Oil companies also face a key challenge when it comes to recruiting and training next to the generation as specialised experience in the sector lies within the older age groups.

Health and Safety is also another major concern, however, it has significantly improved due to advancement in technology as intelligent health equipment (AI driven), has made provision for systematic techniques to identify and utilise automated diagnostics reducing human intervention.

Industry 4.0 has had a major impact on the industry as 4D seismic technology has enabled classic reservoir monitoring and is now used to maximise return on investment, enabling deeper exploration. As specialised technology

has successfully intercepted where human labour and less advanced equipment were previously unable to drill. Smart oil field technologies and management of real-time data surveillance improve product lifespan as they capture real-time data which helps identify and analyse challenges the field equipment may be confronted with. Challenges such as strong currents that previously made it difficult to drill further. Development of Subsea oilfields has also reduced infrastructure and production costs.

Deeper exploration provides greater profits; advances in oil recovery technology make provision for enormous efficiency improvements. To date, only one-third of oil is recovered in the drilling processes.

Future trends in the oil and gas industry are dependant on companies formulating future proof strategies unique to their individual capabilities. At the same time, these strategies should enable them to sustain their businesses despite short term volatility. According to Oil and Gas Trends 2018/19 research conducted by Strategy& Part of the PWC network, companies can achieve this by implementing the following principals in their strategies: Managing the

overall portfolio with a much lower break-even price, whatever actual oil prices are, this can be done by companies weeding out assets that don't comply. Next is holding onto a mantra of capital discipline because capital will only flow in companies that deliver positive returns in any type of commodity price environment.

Refocusing investment and effort on asset maintenance, oil and gas companies need to ensure adequate funds are available to keep supply infrastructure in good repair. In addition, replacing the (owner-operator model) with an (owner-only approach) where returns are the priority. Companies urgently need to double down on digitization, as leveraging advanced technology will drive efficiencies and open up new opportunities.

Companies also need to develop talent for a new era of technology as the industry's talent profile is drastically changing, they basically need to up-skill young talent. Lastly, they need to consider how the whole business should evolve long term especially considering the major trends that are shaping the sector. ▲

Jacquiline Manyonga



Explore South Africa!

Petroleum Agency SA encourages investment in the oil and gas sector by assessing South Africa's oil and gas resources, and presenting these opportunities for exploration to oil and gas exploration and production companies.

Compliance with all applicable legislation in place to protect the environment is very important, and rights cannot be granted without an approved Environmental Management Plan.

Explorers must prove financial and technical ability to meet their commitments in safe-guarding and rehabilitation of the environment.

Preparation of Environmental Management Plans requires public consultation and a clear demonstration that valid concerns will be addressed.

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ENOCH GODONGWANA, ANC's Head of Economic Transformation, during a question and answer session on the ANC National Executive Committee meeting, when asked about Eskom issues he told media that:

"Eskom is not a bank, it's an electricity generation company. The power utility is trying to offload the finance company to people who can do it better."

DUDUZANE ZUMA, son of former President Jacob Zuma, during his appearance before the Judicial Commission of Inquiry into State Capture says:

"I'm looked at as the face of corruption. I want to say to the public out there that I am not corrupt and never took money from anyone."

THULI MADONSELA, former Public Protector, accused Duduzane Zuma of lying to the state capture commission of inquiry when he testified that she had failed to give him the opportunity to respond to damaging state capture claims against him saying:

"He's lying and I don't know why."

MMUSI MAIMANE, DA Leader, in his defence against allegations of wrongdoing levelled against him by some of his own party members told media that:

"There are only a few individuals who cannot win an argument at all in structures provided for in the party. They simply want to go run it in public. We will not surrender that war; we will not stay back. We are continuing to fight for the future of this party, and I'm certainly committed to the battle in whatever form it takes."

"You said it!"

AMON MURWIRA, Zimbabwean Minister of Higher and Tertiary Education, in his response to students protesting the high-priced food they feel is below average says:

"If the food is not good enough, the students should go and buy better food."

HELEN ZILLE, former DA Leader and current policy fellow at the Institute of Race Relations. Defended a member of the institution who is accused of racism following his written opinion that Mmusi Maimane should resign as leader of the DA and Winde should take over the role saying:

"The bottom line of his (Pretorius) argument was not that he (Winde) needs to be a leader because he is a white male, although, taken out context, that sentence could be made to read like that. But if you read it in context, what he is saying is the DA has to get away from race. That is the ANC and EFF's paradigm."

EMMERSON MNANGAGWA, Zimbabwean President, in an annual speech suggesting that his government's economic reforms are starting to bring about change says:

"I am aware of the pain being experienced by the poor and the marginalised, but getting the economy working again will require time, patience, unity of purpose and perseverance."

FLOYD SHIVAMBU, EFF Deputy Leader, to accusations made by the DA Federal Chairperson, Athol Trollip in a tweet, accusing the EFF of always flip flopping. Reacted saying:

"The EFF is also good at ejecting racist mayors who are still hurt and will use every opportunity to hit back. We are proud that we have cut the throat of witnesses and that's not flopping."

ACE MAGASHULE, ANC Secretary, speaking at Luthuli house during his media briefing on the National Executive Committee meeting, with regards to Tito Mboweni's controversial economic growth plan says:

"There are no serious, fundamental problems and challenges. We will be engaging the political alliance council on these issues."

TITO MBOWENI, Finance Minister, on outcomes discussed at the ANC National Committee meeting which focused on economic recovery and a transformation strategy for the South African economy and local government debt said:

"Services rendered must be paid for. Where the government owes Eskom, it must pay. Where SARS owes taxpayers VAT refunds, they must pay. All of us must generate the culture of paying for services rendered."

Leadership

FOCUS



**Meet SAB's
women Vice
Presidents**

Leadership

FOCUS



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The Graduate School of Technology Management (GSTM) at the University of Pretoria commemorated 30 years of excellence in engineering, technology and innovation as well as project management in 2017. The GSTM is not just the first graduate school of its kind in South Africa, but also the largest in Africa.

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Make today matter

Meet the Dream team - SAB's women Vice Presidents

In Africa, the Dream is to build the most aspirational company on the continent, one that grows exponentially, is super-efficient and a company that everybody loves to work for because it makes a real difference in society. This Dream underpins everything that we do in our Africa Zone, across all our operations.

As makers of one of the oldest drinks ever produced, we realise that, as far back as the story of beer can be traced, women have played a significant role in it.

Our people are our greatest strength and we recognise that, to build a company that will last for the next 100+ years, we need a workforce that is representative of our consumers. Diversity and inclusion are more than novel concepts to

us, but rather important drivers of our success. As such, we have a diverse community of bold, ambitious and passionate people, who embrace diverse thinking, ensuring that our potential for growth is limitless.

SAB's 2025 Sustainability Goals

Our products are intricately linked to nature, the basic ingredients of beer are natural, and it is, therefore, our responsibility to make sure that sustainability is at the heart of our strategy.

Aligned with the UN Sustainable Development Goals, our sustainability goals, launched in 2015, support the global efforts of numerous stakeholders to achieve the ambition of "ending poverty, protecting the planet and ensuring that all people enjoy peace and prosperity".

As the Africa Zone, we are fully aligned with the four global sustainability goals. We have also added a fifth goal, which aims to reduce unemployment, one of the Zone's biggest challenges.



Meet the fanatic owners making this Dream a reality and backing Africa Zone President, Ricardo Moreira: Taryn Rosekilly, Vice President: Procurement and Sustainability – investing in agriculture and transforming our supply chain through our focus on sustainable operations; Zoleka Lisa, Vice President: Corporate Affairs – transforming South African communities and building strong partnerships; Lucia Swartz, Vice President: People - investing in people and talent; Andrea Quaye, Vice President: Marketing - building and innovating brands across Africa

Transparent leadership that is accessible and engaging

Taryn Rosekilly, Vice President: Procurement and Sustainability

"If you are working with people that you truly believe in, on something that you really care about, you don't have to be pushed."

Tell us more about what your portfolio at SAB involves?

I look after Procurement & Sustainability across Africa. We have big ambitions to deliver our 2025 Sustainability Goals across our four pillars: Agriculture, Climate Change, Circular Packaging and Water. We are well on our way to ensuring that these are realised.

As local sourcing remains a critical part of our business model, we are working to ensure that 100% of our growers, across the continent, are skilled, connected and financially empowered by 2025 – helping them improve their productivity, profitability, and efficient use of natural resources, such as soil and water. We leverage these to advance agricultural development at scale and measure our impact through yields, resource-efficiency, soil health and smallholder incomes.

We are also actively supporting graduate education within agronomy, which is aiding us in developing a pipeline of graduates for our business.

We are focused on ensuring that 100% of our communities, which battle with access to clean **water** and who are in high water stress areas, will have measurably improved water availability and quality.

We are actively committed to acting against **climate change**, by working towards our 2025 goal of ensuring that 100% of our purchased electricity is from renewable energy sources, as well as achieving a 25% reduction in carbon emissions across our value chain.

We are also committed to the **circular packaging** agenda, which seeks to ensure that 100% of our products are sold in packaging that is returnable, or made from mostly recycled content, and we're reducing the amount of plastic we use across our supply chain.

Our procurement strategy is anchored on local sourcing. We are truly proud that 95% of raw materials used in South Africa are purchased locally.

Being a woman in leadership, what makes you excel in your role?

My core strength is the ability to drive real business transformation, because I can challenge and revolutionise the status quo. I also find, being a woman, I am a creative, big picture thinker, who can quickly interpret complex problems, synthesize the detail and communicate key messages clearly to a range of stakeholders. This allows me to contextualise performance within the bigger picture for my team, clearly articulating the reason behind the work they are doing and simplifying the steps required to achieve the designed outcome.

What is your leadership style?

I take great pride in my authentic leadership style and deliberately put people at the heart of everything that we do within Procurement & Sustainability, at SAB and AB InBev Africa.

One of my key focus areas is on transparent leadership, and I aim to always be accessible and engage with the people in my function to ensure they are passionate and involved in what we do at SAB.

What do you love about SAB?

What I love most about SAB is that we are a meritocracy, we give our people stretch opportunities based on their performance track record and potential for growth. We are encouraged to operate outside of our comfort zones, and we are given the latitude to follow our passions and explore creative new ideas to transform and disrupt our business. This is something that

truly energises me and allows me the freedom to pursue my passion while driving company growth.

In addition, I passionately believe in our 2025 sustainability goals and in driving significant value to the business through our supplier partnerships and localisation agenda.



Passionate about working towards a unified goal

Zoleka Lisa, Vice President: Corporate Affairs

"When you learn, teach. When you get, give."
— Maya Angelou

"I believe that as leaders we should use our position, influence and networks to inspire, encourage and pave the way for others to realise their dreams."

Tell us more about what your portfolio at SAB involves?

Our global company Dream is to bring people together for a better world. This Dream underpins all the work done by our Corporate Affairs team. I really do believe I have the best job at SAB. Much of my work sees me engaged with the challenges of developing

economies. I am a social being, navigating how to change the world, leveraging my sphere of influence—I believe my work is part of my life's purpose. Part of my job includes tackling the problem of youth unemployment and underage drinking, which, as a mother of three, is close to my heart.

I am passionate about education, and fundamentally believe that, for the African continent to develop, young people need access to good education. Given the right influences, they can make better choices about their future. If I can play a small role in this, I will have achieved my goal. I have been given a platform to lead the SAB community agenda across Africa and ensure, as a corporate citizen, we are indispensable to the communities in which we operate.

At the same time, I am excited to lead programmes that bring about change in South Africa using SAB as a vehicle. One such change can be seen through the SAB Entrepreneurship Programme, which is focused on job creation, transformation and providing market access to many local small, medium, and micro enterprises (SMMEs). This has yielded a great deal of value as we remain true to our localisation strategy—making us almost 100% locally sourced.

Being a woman in leadership, what makes you excel in your role?

As a working mom—I have an amazing support structure which includes family, friends and colleagues.

My kids have taught me so much about myself and are a source of inspiration. They look up to me, which encourages me to be a better version of myself and I encourage them to be better at what they do.

There are a couple of things that I use to my advantage. I love to shape strategic concepts that build the broader vision of the business. It also helps that I am a decisive person and enjoy getting things done, it renews my energy to do more.

What is your leadership style?

I am a driver. I love to work with motivated and energised teams, who are passionate about working towards a unified goal. I believe in healthy competition among team members, which keeps people on their toes. I love honest feedback, even if it's tough, as it helps me to improve.

I don't have to know everything, by believing in myself and surrounding myself with people I can learn from, we are successful.

I am passionate about gender transformation, and, along with my colleagues, create platforms for SAB's women leaders to grow and develop within the organisation.

As obstacles come your way, my advice is #ChallengeAccepted

What do you love about SAB?

What an exciting time to be in beer, especially at SAB! In what was previously a male-dominated industry, women are breaking the barriers. I love that I am part of a strong women leadership team—all of whom are brilliant within their sectors and who are fiercely pursuing their dreams. I have been given the opportunity to create new programmes spanning transformation, regulation, reputation and shaping global imperatives, all of which has made me feel like I've come full circle from my university days, where I wanted to change the world. Now I have a corporate giant believing that I can do so.



SAB people are my kind of people

Lucia Swartz, Vice President: People

"Life isn't about waiting for the storm to pass.... it's about learning to dance in the rain."

Tell us more about what your portfolio at SAB involves?

The people role comes with great responsibility because what we do impacts employees in the workplace every day. My role is to ensure the environment we create, and employee work experiences, are reflective of the AB InBev Dream, our 10 Principles; the traits of meritocracy, informality and candour; how we are organised; and our ways of working.

Our desire is to create a highly engaged workforce, and I am empowered to lead real change and to take responsibility for the results. For this reason, we talk about 'Owners' and the concept of having an owner's mentality. In addition, it's also about knowing that I am ultimately responsible for how we attract, retain, manage and develop the great talent of people that works across Africa.

Being a woman in leadership, what makes you excel in your role?

Although there are more women in senior positions in the workplace than ever before, my focus is on creating an inclusive work environment of talented people—whether men or women.

My take on leadership is less about my gender and more about skills and capabilities. Early in my career, I felt I needed to work ten times harder than my male counterparts to be recognised. Looking back, all the hard work was to my benefit today.

The beer industry is slowly undergoing an evolution from one that was previously male-dominated to one that is embracing females across the value chain. Consequently, women are slowly overcoming some of the challenges they previously faced as a result of working in such an environment.

I know I am excelling when we have created a workplace that enables choice. In addition, excellent leadership is just that, excellent leadership—whether portrayed by a man or a woman.

What is your leadership style?

I am a democratic leader. I like to get input from others, have rich debates and have my assumptions challenged. Yet, at the end of the day, I am not afraid to make the final call. If I were to use three words to describe my leadership style, they would be "fair, empowering and integrity".

What do you love about beer?

I love the people I work with: by which I mean the people specifically within the beer industry because we have a 'type' - I do think our company is unique.

People at SAB & AB InBev Africa work extremely hard and share the common Dream, while having fun at the same time.

I love the pace at which we work (we are never static), and I find it energising. We constantly re-examine what we do and how it can be done better. We live our culture in all areas



of how we go about our daily life at work. It's truly amazing.

It's the pride I feel every day when I come to work.

The effort I put into my work and just having this sense of accountability for the whole company for everything it does, together with all the other employees who work here.



Marketing iconic beer brands across Africa

Andrea Quaye, Vice President Marketing

"If you are fortunate to have opportunity, it is your duty to make sure other people have those opportunities as well." — Kamala Harris

Tell us more about what your portfolio at SAB involves?

I am the Vice President for Marketing at SAB, responsible for multiple brands across the continent. This means I have the immense responsibility of ensuring that our brands are connected to our consumer and their needs. My role entails strategy development, marketing activations, and growth of these brands in their local markets. All of this boils down to understanding the nuances that exist across African consumers, and making sure that our portfolio of brands resonates with consumers.

I joined SAB in 2003 as Marketing Development Manager in the Africa Zone, and briefly left for one year before returning to the South African business as Capabilities Development Manager in the company's brand marketing organisation.

Between 2008 and 2014, I was responsible for leading the brand marketing teams on two of SAB's biggest beer brands. I have also had the opportunity to develop and lead the turnaround for one of South Africa's most iconic beer brands: Carling Black Label.

This was a rewarding challenge, and we successfully returned the brand to growth. Under my stewardship, the Carling Black Label 'Be the Coach' campaign won 12 Cannes and 4 Pencil Awards as well as a Grand Prix at the Loeries.

I also worked on Castle Lite, again as General Manager, and, for this brew, I provided strategic leadership to develop the innovation strategy that supports Castle Lite's 'Extra Cold' positioning doubling the brand in 3 years, and led the development of digital marketing capability across all SAB brands.

Being a woman in leadership, what makes you excel in your role?

One aspect of my role I am passionate about is inspiring and mentoring other young women to work towards achieving their dreams; I believe it's vital that women in leadership help grow the next generation of female leaders.

I am a believer in the principles of hard work and merit. Through both, I have been able to advance my career and build a team of next generation marketers who will take our brands into the future and secure their position in the lives of South Africans for years to come.

I have a strong work ethic, because I believe that talent alone will not get you to the top, you need to put in the effort.

I believe in constant development, I have also invested in my education, and I have two international degrees in economics.

My economics background has been fundamental in shaping me as a commercially minded marketer with a passion for growth.

What is your leadership style?

I believe that building trust is the most fundamental part of leadership. Trust that my team will deliver what they have committed to and trust that I have the businesses and the individual's best interest at heart.

I place enormous importance on radical candour because giving and receiving candid feedback is the only way we build trust, performance and a sense of ownership.

What do you love about beer?

I love being in such a consumer-facing industry. The fact that we get to work on so many iconic



brands, which touch people's lives in so many different ways is what makes me get up in the morning. We impact our consumers from innovative ideas that we bring to market through to concerts.

But my love for beer extends outside of the work environment, I love the friendships and memories that are strengthened over a beer with family and friends. There is nothing like being outdoors on a hot day with friends sipping a delicious beer.



Lady of the Soil

MEC Desbo Mohono is determined to get farming back on track in North West



A springbok grazes on sun-bleached grass. The barometer has reached a sweltering 32 degrees. Clouds gather overhead. The slight breeze feels like a fan set on the heat setting.

Goats meander on the verge of the road approaching the Department of Agriculture and Rural Development (DARD) in Mahikeng in North West province.

The Department is situated 15 kilometres from the Botswana border. A security guard shakes his head at the likelihood of rain.

Desbo Mohono, MEC at the Department of Agriculture and Rural Development greets us, before reminding her staff about another meeting in two hours. She is keen to get down to business.

"Farming is a business," is the main thing the MEC is anxious to drive home to farmers, and especially emerging ones. She leans forward to underscore the significance of her statement. "Successful farming requires proper planning."

While some public servants skirt tricky issues, Mohono tackles challenges head on. "The North West is ranked number nine in South Africa in terms of food security." She pauses. "This is nothing short of a crisis. You must admit you are sick. Being in denial will get us nowhere."

On a sobering note, Mohono shares that 1.7 million people in the North West don't have access to food security. "We face this situation," she says, "because we don't produce anymore. It is mostly young people who are unemployed and there are single parents and child headed households without an income."

DARD is working with the Department of Social Development to address concerns around food security. Mohono's Department is working with Social Development to identify 180 families to be empowered with food security



programmes aimed at pushing back poverty. “If such families have their own vegetables gardens and fruit trees they can feed themselves. They can sell some spinach to buy mieliemeal,” she says.

The MEC wants to see delivery being ward based. The North West is divided into four district municipalities and further subdivided into 18 local municipalities.

Water supply through technology

Addressing water scarcity is a priority. A public document in September 2019, entitled Drought Monitoring, produced by the South African Weather Service, reports, “On both the 12-month and the 24-month SPI maps, severely dry to extremely dry conditions continued to dominate the North West.”

“While not all areas in the North West lack water, some places are in a dire situation,” says Mohono. “Towns like Tosca in the Dr Ruth Segomotsi Mompoti District in the Kagisano-Malopo Local Municipality—which are close to Namibia—are like a desert. Lichtenburg and Delareyville have a crisis around water. We rely mostly on rain.”

A closer look at weather conditions in Delareyville reveals that the town has been experiencing much higher than average temperatures. AccuWeather indicates that more

“The farm was sold to an emerging farmer and bought by the government. The original owner bought a 30% in the deal and about 600 permanent employees were retained.”

than half of the days in the period from 1st September to 5th October 2019 had temperatures five degrees or higher than the historical average. Some days saw temperatures soaring to 36 degrees.

Changing weather conditions are exacerbating an already fragile situation for agriculture.

In an article, “Poor Maize Yields In North West Province of South Africa”, published in agricultural economics today in July 2019, writer Wandile Sihlobo reports that maize farmers from North West—a province that produces about 15% of South Africa’s maize, were disappointed with the yields thus far:

“Now, let me provide a brief context. In the 2017/18 production season, North West average maize yields were at 4.4 tonnes per hectare,

and the five-year average yield, up to 2017/18, is 3.7 tonnes per hectare (swayed down by the yield levels of the drought years—2015-2016).

“The expectations for the current 2018/19 maize production season are that yields could average 3.4 tonnes per hectare. But the farmers I spoke to...are receiving about 2.2 tonnes per hectare...mainly the regions around Lichtenburg town in the North West.”

Ten months into her portfolio, Mohono has motivated that every district in the North West should have the technology required to enable water supply. At a price tag of R5 million per machine for each of the four districts, this is a small investment relative to the benefits flowing from the technology.

“We are planning to implement this by mid-2020,” says Mohono. Among innovative

solutions that have been proposed is swing activated technology, with water supply generated through children at play.

Looking forward

On the question of land restitution, Mohono is refreshingly engaging. She attended an Agri North West Conference earlier in 2019 where she soon realized the need to give farmers peace of mind. “We are not grabbing land,” she assured farmers.

Mohono shares an encouraging story about a restituted farm in Brits. “The farm was sold to an emerging farmer and bought by the government. The original owner bought a 30% in the deal and about 600 permanent employees were retained.”

Besides water scarcity, agricultural skills are in short supply. This is an issue that Mohono feels strongly about.

“We have two agricultural colleges in the North West. I want to see the North West as providing ‘the best of agriculture’. We should not speak of black and white farmers: we should speak of ‘North West’ farmers!”

Mohono continues: “In the past our policies for restituted land didn’t approach this in the right way.

Some farms failed because they were left to the elderly. I want to see young children being trained [at agricultural colleges] and practicing at restituted farms.”

Helping farmers thrive

“We must have mentors for emerging farmers. As farmers we must work together to advise whether land is productive or not. One of the biggest challenges holding back farmers is unfair markets. When people go to an auction they want the name behind the animal. So we must intensify skills transfer to farmers,” says Mohono.

There is a shortage of extension officers and the requisite skills. Mohono comments: “Their job should be to support farmers in a specific field within agriculture. In the past we expected them to be a jack of trades. This isn’t working. They should specialize in specific fields such as animal husbandry.”

The Department receives over 1000 grant applications each year. The first requirement is having a bankable business plan. The Department recently allocated a bull to the breeding stock of a young female farmer. “Farmers donated six bulls,” says a delighted Mohono.

The MEC is encouraging women to enter farming: “When men went to the mines the women would have a piggery or a vegetable garden at home. There are strong women who never give up! We must teach young girls that you can have everything you need, but work at it.”

A mind shift that the MEC is passionate about is restoring the custom of families growing produce for their own consumption or to sell.

Due to celebrate her 49th birthday this October, Mohono confides: “When I grew up, we had all kinds of fruit trees; oranges, peaches, mangos and a back yard garden. People use the excuse that they cannot grow things because there is no water, but they can use grey water [reused water] for watering vegetables and fruit trees.”

Mohono understands the challenges inherent in changing peoples’ attitudes. An activist at heart, she was a high school teacher for 15 years and active in the South African Congress of Trade Unions (SACTU). In a short space of time she was appointed Provincial Deputy Chair, followed by Provincial Deputy Secretary.

“In 2008 Cosatu decided to deploy me to government. I was totally against the idea (I screamed, kicked and cried). I was a bold woman who wanted to get into battle and see things happen! I was passionate about teachers and negotiating better conditions and salaries.”

The MEC laughs at what came next.

“Cosatu told me, ‘You can fall in the lake, we don’t care. We are deploying you to government in 2009’. After one week in government in May 2009, I was deployed to housing.”

If matters weren’t problematic enough already, Mohono was tasked with introducing Human Settlements within the Housing portfolio. She adjusted to her new role fait accompli.

In 2012 when Mohono was reshuffled to Agriculture she was “lectured” by then Minister Sexwale. “I thought farming was for elderly people. Sexwale explained the beauty of agriculture. I enjoyed every single day of my work.”

After another reshuffle—from Tourism (2014–2018) to her current role—commencing in January 2019, Mohono shares that her long working hours haven’t been easy. She graduated in May last year with a Masters in Governance and Public Leadership from Wits, and hopes to study towards a PhD.

It helps to have an understanding husband, who works at the MEC for Transport in North West. When Mohono is at home she is a wife and mother: “I bring my husband tea in bed, although we have a helper in the house.”

One thing that Mohono will not compromise on is the family’s annual holiday. “I don’t answer my phone then. I close shop and just relax with my family.” ▲



Enhancing the customer experience

Neil Lilford is the managing director of Greenfields Research. Greenfields Research offers quantitative and qualitative market research intelligence that helps organisations in achieving their competitive edge within their selected markets. Leadership spoke to Lilford to uncover the secrets of his success.

What does Greenfields Research offer clients?

Our primary research allows an organisation to identify behaviour patterns about their customers. The more data we have about the customer the greater the ability to enhance the customer experience. Digitisation within organisations has become critical in achieving a positive customer experience and enhancing the brand in order to attain competitive advantage.

We survey the client's market and provide input on segmentation. In some instances, we can develop benchmarks for organisations, within specific industries and track their progress from a strategic perspective.

There are four key areas that we focus on in order to understand the customer:

1. *Internal customer data:* Secondary data which already exists that might sit on the organisation's database, such as demographics, geography etc.;
2. *Behaviour usage data:* Various touch points from a customer experience perspective, including past complaints and reasons for dissatisfaction or terminations (e.g. medical aid members);
3. *Market research:* Going out into the marketplace to conduct quantitative surveys; exploring segmentation through focus groups; and
4. *Social data:* Data that comes from the client's social media.

Please talk to us about qualitative and quantitative research.

Quantitative data is any data that can be translated into numerical form. The researcher analyses the data and applies statistics to it, to attain a result that can be generalised to an

identified larger population. The data is obtained through sampling; and then a predication is made about what is true for the full population.

Qualitative data inquires deeply into specific experiences, with the intention of describing and exploring meaning through text or narrative, visual-based data. Themes are developed, which are exclusive to a set of participants. Focus groups, interviews and conversations with consumers will be more on the qualitative side.

Do you work with a client across industry or do you target a specific market?

We look across industries. We have become experts in identifying the client's value proposition and whether their competitors are trying to erode their value proposition.

We have been involved in cross-environments, in the consumer sector as well as business to business.

Please provide an overview of traditional and behaviour economics.

In my opinion, we make cold, calculated decisions in traditional economics. We analyse the quantitative data available to us and try to understand these various economies from both a micro and a macro perspective. Cold, rational decision-making is not always the right



approach for making decisions about a market: often markets can be irrational.

Behaviour economics helps explain the need to better understand these markets, our customers and their decision-making, in an irrational way. Behaviour economics looks at social data and at the human and is prone to several biases. We are trying to understand buying behaviours, and why people choose one brand over another.

Traditional economics, the rational way of analysing, will produce different answers to behaviour economics. Both methods are exceptionally important. I certainly wouldn't favour one over the other, but I think what we need to do is to try and look at both in attaining key insights about our markets and the economy.

What differentiates you from your competition and why?

Individual attention is a key differentiation of ours. We go the extra mile in finding solutions for our client.

We provide clear recommendations on how our clients should move forward. We see ourselves as partners to their businesses. Other differentiations are our understanding and involvement in the development of business strategies for organisations. Here we get involved in strategy facilitation, and we utilise our systems to gather information. We have strategic conversations around the where-to of the strategy process and give every person the opportunity to give input to that strategy.

I think what's important is that we ensure that our research work complements and adds value to the strategy implementation process. We like to better understand where our research fits into the organisation strategy and what they're trying to really accomplish from a strategic perspective. Most traditional research companies focus specifically on the research and they leave it up to the organisation to see what they want to do with it afterwards.

The strategic side and our personalised approach are important and obviously we have got the academic and international networks that add value.

Looking at the South African market, there is an upward trend in companies trying to gain a better understanding of their customer – as far as customer insights and market optimisation are concerned.

In South Africa we don't seem to want to share information and we get nervous about allowing people to analyse our data, rather than understanding that it could elevate the company, by highlighting problems that can be integrated into strategy to get things right.

At Greenfields Data Solutions we have developed systems that can help with the implementation of our findings.

In terms of agile companies, how important is an annual strategy review?

Business strategy should be a living process. It's not a document that you review once a year. Strategic objectives and business imperatives are challenged all the time and tested on a continuous basis, and I think that's as a result of the rapidly evolving technologies now, which are providing disruptions in the marketplace.

These disruptions are coming about more and more, in a very short space of time, so that we need to continuously review our business strategy to ensure that it is relevant. These days things are happening at such a fast pace that you can get left behind very quickly. Having a five- or ten-year vision is obviously important, but you need to have a dynamic strategy in place where you can achieve this vision within the timeframes set.

Disruptions in the marketplace are going to increase at an alarming rate and we are also moving into an area of what I call the 'conscious capitalism world'. The world is changing. The way that we operate now is going to be very different to the past.

We have huge global trends happening and within them, we've got technological disruptions taking place. We must start thinking differently. Business strategy has got massive challenges and should be reviewed every few months.

Is that something you would advise your clients?

Yes. We are telling companies to broaden their strategy by, for instance, increasing their number of management teams that give input to the strategy. In this way, strategy does not just

come from the members of an executive board. People at middle managements are starting to pick up new trends that they can give input to.

From a systems perspective, we excel in providing technology and systems that do not require constant training, and that can keep feeding back to the strategy.

What is your philosophy on leadership? How do you lead?

As a starting point, I have always believed that by empowering people, you get the best out of them. I allow people to take responsibility for themselves, which has been key to my personal success with my staff. Transparency and strong communication bring through trust and commitment from people.

I believe in learning organisations and encouraging people in their personal development. I see the importance of learning. I do not believe in an autocratic style of management, although in certain industries it might be appropriate. Every employee plays an important role, regardless of their status, in contributing to the success of a company.

In our organisation we give people flexibility in where they want to work. We do not expect them to come to the office, if they feel they would be more productive working at home. If there are measurable outputs in place, I believe if I provide the right lifestyle for my staff, I can get more from them. One's work is a lifestyle and a person's true potential comes out when you give them more space and responsibility.

I give my staff the right lifestyle and the space to grow and to be empowered and responsible for themselves. It works phenomenally well. ▲

Neil Lilford recognised the value of integrated system architecture, early on his career, which began at Old Mutual. Later Lilford started his own business running leadership development programs for organisations. From 2001 to 2004, he was group director on the Adcorp Holdings main board.

In 2010, Lilford completed his PhD at Sweden's prestigious KTH Royal Institute of Technology University. During these incredible five years of his life, he learnt a lot about himself, as well as about people and diversity. He brought back these world-class global learnings from Sweden and applied them to his business, which gave him insight into where he should focus for the future, and so his passion for market research and data analytics grew.

Lilford has lectured at many business schools in the past, and currently is involved with GIBS and Stellenbosch Business School. He has authored many research papers, some of which he has presented in the USA. He has also written a book on contact centre management.

Rising to the top

Nupen Staude de Vries Incorporated is a boutique law firm specialising in construction, mining and environmental law. The founders of the firm, Lili Nupen and Cameron Staude, have accumulated a vast amount of experience at both local and international firms.



Cameron Staude, Director: Construction Law & Dispute Resolution

Cameron Staude is a qualified attorney and specialist in construction law including litigation and alternative dispute resolution. He also advises on front-end negotiation and drafting of commercial terms and contract data. Leadership sat with Staude to find out more about the firm and his journey in law and business.

Please tell us more about your background.

I completed my articles at Eversheds, whereafter I continued to practice at Webber Wentzel for a few years. I specialised in dispute resolution, which lured me to the construction industry. I was fortunate enough to have the opportunity

to work in-house for a blue-chip construction company, as legal support to the commercial director in commercially managing its projects. This exposed me to a wide spectrum of construction projects from civil to mechanical and electrical to roads and building contracts. I have had exposure to construction sites and have had the pleasure of attending at the Kusile and Medupi power station projects in resolving disputes for contractors and sub-contractors.

Can you please take us through your daily responsibilities as one of the directors of Nupen Staude de Vries Incorporated?

My day starts with touching base with my support, an associate and candidate attorney and attending to the action items for the day. Once the team is up and running, I attend to various firm administration work before settling in to finalise the work my team has prepared. I also respond to emails and attend meetings with various clients.

What is your leadership philosophy and how does it play a crucial role in ensuring your team delivers services superseding client's expectation?

My leadership philosophy is a combination of both laissez fair and autocratic leadership styles. In that, I implore my team to take responsibility and make decisions, but at the same time I have a clear vision on how things should be done and I am ultimately held accountable, as I am the decision-maker.

I enjoy mentoring and training, so I take a hands-on approach when managing the team. I believe in delegation and empowering the team to take responsibility of our matters and run them as their own together with my oversight.

How do you overcome the challenges you face in the construction law and dispute resolution industry?

The dispute resolution process, especially adjudications, has gained significant traction in the construction industry since 2010. While there is minimal South African jurisprudence on the adjudication process, the United Kingdom is well versed in adjudications and so we seek direction and guidance from their precedents.

What strategy do you have in place to keep up with the latest legal developments in markets that allow you to advise and implement appropriate solutions to challenges faced by your clients?

The international construction law community is very active and with the help of social media; the latest case law, precedents and matters of interest are shared through a network that is widely accessible. I am a member of the Society of Construction Law and subscribe to various construction law publications as well as attend numerous construction law conferences. I run in-house and public lectures on the FIDIC suite and NEC suite of contracts and accordingly must stay abreast of all developments on these contracts.

What has been the highlight of your career?

Starting Nupen Staude de Vries Inc.

What should we hope to see from your boutique law firm in the near future?

Our construction law team is expanding to keep up with industry demands. Contractors and subcontractors are rapidly realising the need to become contractually compliant and so our skill-set is sought after. There is a considerable need to support up-coming contractors and subcontractors with legal resources for in house capabilities, which they do not have. Our flexible pricing arrangements combined with our ability to attend consultations on site or at our client's offices at short notice give us an advantage over the standard legal service being offered.



Lili Nupen, Director: Mining & Environmental Law

Lili Nupen is a leading South African expert and experienced attorney in all aspects of mining and environmental law as well as mine health and safety. Nupen has practical experience working on transactions involving both international and local mining and exploration companies throughout South Africa and Africa.

Please tell us more about your background prior to all this success.

I started my legal career as a candidate attorney at Bowmans reporting to Ezra Davids in the commercial law department. I realised very quickly, through advising various large local and international companies, that I knew very little about how a business is run and so I decided to study an MBA. I completed a dual MBA (WBS and HEC Paris), cum laude.

Through the MBA process, I was exposed to various sectors. However, given my passion for South Africa and some considered thought around a strategic sector within the South African space, I decided to specialise in mining law. My studies led me to Malan Scholes Inc. where I spent just over seven years (four of which I was a director in the mining and environmental law department).

In October 2018, I took a leap of faith and joined two partners to start Nupen Staude de Vries Inc, specialising in mining, environmental and construction law. Since then I have not looked back.

Can you please elaborate on the highly specialised legal services Nupen Staude de Vries Incorporated provides to its clients?

We have significant knowledge and experience with the applicable legislation relating to mining, environmental and construction law, particularly in the South African legal arena. We also have well-established relationships with the various regulators. In this regard, we provide a unique legal offering, where not only do we provide our clients with the legal advisory role required to ensure compliance with such legislative requirements, but we include an additional value-add where we assist mining houses with ensuring that they maintain good working interactions with the regulators. This helps companies with ensuring security of tenure within a rather divided industry.

What is your targeted niche market?

Whilst I really enjoy advising the majors and continue to do so with great dedication, I am drawn to the junior mining sector because they truly rely on my expertise to take them from exploration phase to full-scale mining. It allows me to be an integral part of their business, therefore, playing a valuable role in their development.

Your years of quality experience and expertise are highly sort after by both international and local clients. What do you feel differentiates you from your competition?

My well-established relationships with the various regulators from regional to national level, which I have built up over the past years is a differentiating factor.

With this in hand, I can provide clients with an enhanced offering to that of certain of my competitors. Furthermore, given that we are a niche practice, we are far more flexible and accommodating of clients' requirements and needs, ensuring our clients receive swift expert advice at an affordable rate.

Please enlighten us on some of the industry firsts that you successful devised.

The interpretational analysis of the Mining Charter 2018, which is being relied on by numerous South African mining houses through various channels of the Minerals Council. I am busy working on a rather groundbreaking project that will no doubt have a major impact on the South African mining industry in the future. This is unfortunately confidential at this stage so I cannot disclose any further details.

What has been the highlight of your career?

Launching Nupen Staude de Vries Inc.

How did your multiple qualifications efficiently prepare you for your current role, as a director of Nupen Staude de Vries Incorporated?

The law degree speaks for itself and the dual MBA has set me in good stead to understand how to run a successful business, which Nupen Staude de Vries definitely is.

What should we look forward to seeing from you in the near future?

Whilst we have consolidated our mining expertise, we are growing from strength to strength in the environmental space, with the addition of highly specialised professionals in this field. We are positioning ourselves as one of the leading firms with a specific focus on mining, environmental and construction law. However, watch this space. There is a new exciting complimentary addition to our repertoire of expertise on the horizon. ▲

Peace of mind, body and soul

Akeso clinics changing the narrative



Dr Sandile Mhlongo, managing director

With clinics located throughout South Africa, Akeso offers a wide variety of in-patient services for those dealing with mental illness, helping many patients and their families since the first clinic opened its doors in 2004.

Named after the Greek goddess of the healing process, Akeso Clinics was acquired by the Netcare Group in 2018. Since their inception, they have over the years built up their infrastructure for a total of 12 clinics across the country, employing over 500 people and offering both in-hospital and out of hospital services.

Though still heavily stigmatised, mental illness affects many people in the community. Programmes offered at the clinic aim to empower patients with coping skills to improve their daily functioning and to destigmatise psychiatric illnesses. These programmes include individual, family and group psychotherapy; occupational therapy; educational groups; exercise; relaxation as well as music and art groups.

Akeso Clinics offer treatment for a wide variety of mental illnesses like depression, bipolar mood disorder, anxiety disorders, post-traumatic stress disorder, substance abuse and eating disorders. They also have specialised treatment programmes for elderly patients and adolescent patients suffering from mental illness.

Their multidisciplinary team includes psychiatrists, psychologists, medical doctors, occupational therapists, social workers, mental healthcare nurses—all of whom are committed to providing the best patient care to ensure the best possible outcome for patients and their loved ones.

“We want to provide access to mental health services, with empathy and compassion, in a safe environment for patients and their family members; providing high quality interventions to help them assimilate back into their daily lives or at the more extreme end of the spectrum, to reduce their disability as much as possible,” says Dr Sandile Mhlongo, managing director for Akeso.



You're in safe hands



“Mental illness can be likened to a traffic officer, trying to manage a busy intersection when the traffic lights are not working. When there are too many signals coming through at the same time, it makes it difficult for a person to make the right decisions. This, in turn, creates internal turmoil for the patient as they are unable to escape the feelings of distress, and the overall impact is massive at the end.”

According to Dr Mhlongo, the cost of mental illness on society is often underestimated, but studies have shown that the overall cost of mental illness alone far exceeds that of cancer, cardiovascular diseases and diabetes.

“Mental illness won’t necessarily kill you tomorrow, but it is more likely to recur. We often see patients relapse because circumstances in their environment don’t change, so over time, mental illness causes the most amount of disability. Mental illness also isn’t just about psychosis, major depression etc; it can be burnout or stress at work. It’s anything that affects your normal thoughts, behaviour emotions and relations with others. Without intervention it often result in higher levels of productivity losses. Studies show that four out of five people will have a mental illness in their lifetime, be it anxiety, depression, or substance abuse,” he says.

“In the US, the economic loss as a result of mental illness equates to \$16 billion annually. The effect on families is also often underrepresented, but family life is definitely impacted and often becomes disrupted or worse, dysfunctional.”

The benefit of the hospital environment is that disorders can be treated effectively and doctors are better able to manage an acute crisis, like an attempted-suicide event, providing the patient with the tools to accept their current situation and cope with stressors in future.

“When it comes to certain mental illnesses, some people are just more biologically inclined to develop them, but it is imperative for doctors to understand the underlying causes of the patient’s illness. It could also be an imbalance in their brain chemistry, and that is where the medication comes in. Environmental factors play a role, and the patient must be able to understand which component has brought them to where they are. Once they understand what

led them there it is easier to help them build the skills to identify where it went wrong and cope better with their individual set of stressors in future. This will help the patient to form and maintain normal relationships and integrate back into a normal routine,” he explains.

“People assume that our focus is just on psychology and medication, but we look at both the mind and body. Physical therapy and diet are therefore also crucial to the healing process. We also play a role in helping loved ones identify when things are going wrong to properly channel the person before a crisis takes place. Our methods ensure that there is still help for the patient post-hospital stay as opposed to a revolving door approach, and we find that it is useful for patients to have access to out-patient services, and these are offered at no cost.”

Dr Mhlongo believes in the need for more general interventions to be made available in the workplace; ones that encourage a healthy lifestyle, be it physical exercise, as well as substance use-, misuse- and abuse-screening.

“The Employee Assistance Programmes (EAPs) commonly offered employers do not do enough to reduce or improve mental wellbeing. There needs to be more skills development in terms of line managers who should be better educated on the early signs of burnout. Teachers and schools also need better support and education on mental illness and substance abuse. To fight the stigma associated with mental illness, we need to change the narrative. We need more people in leadership positions speaking out about the impact of mental illness, where these leaders should talk about their own experiences. We must make it acceptable and understood as part of our society, rather than it being a sign of weakness,” he says.

Hoping to continue to build up the reputation of Akeso, Dr Mhlongo is focused on ensuring that their clinics are known as the leaders in mental health services and ensuring that their brand is associated with high quality, accessible services.

“I also think that it is important for us to ensure that we are able to demonstrate our value to our customers. To do that we need to break it down into simple terms that translate into improved wellbeing for patients, families and employers. It is also important that we

harness the power of being part of a large group. Netcare is one of the largest and offers a robust healthcare system with a unified patient experience,” he says. He intends to grow their footprint to see clinics in all nine provinces.

“The current healthcare model involves waiting for people to get sick. We must look at how we can think differently and be more involved in active case finding. There are digital tools now available, thanks to the 4IR to assist us in penetrating new areas without the need for additional infrastructure. We are potentially looking at using digital health tools to expand our reach,” Dr Mhlongo says.

“Healthcare is expensive, so when we talk access, it’s not just about geographic locations. We have got to be more innovative, and artificial intelligence (AI) opens new avenues for us in terms of understanding the population and connecting to people who need help.

“Tools like AI can help us to better predict relapse episodes and we hope to apply these tools in the future to prevent catastrophic events.”

Born with a passion for medicine, Dr Mhlongo was born and raised in Pietermaritzburg by a single mother. He studied medicine at the University of Free State and obtained his undergraduate degree in 2003. He also has an MSc in Health Economics and joined Akeso as managing director four months ago.

“From there, I thought I would specialise, but I changed my mind when I realised that I wanted to do something on a larger scale in terms of healthcare systems administration. I left internal medicine and joined Discovery in 2010, and that’s really where I was moulded,” he says.

“My new position at Akeso was a massive opportunity for me on many levels. I get to be closer to patients and have more influence on patient care and improving outcomes, contributing more to broadening access to mental health services and solving societal issues. I see this as a continuation of my journey. I believe that my experience means that I understand the perspective from funders as well, while I now focus more on providing vital healthcare to those who need it most.” ▲

www.akeso.co.za

The Inkomati-Usuthu Catchment Management Agency signs tripartite MoU with the Department of Water and Sanitation and University of Mpumalanga

There is one president of Africa of blessed memory who did a lot for education in his country and in one of his speeches emphasised the importance of education which was coined, not blasphemously, that “seek first the kingdom of Education and all things will be added.” Tata Mandela reinforced that statement when he said, ‘Education is the key to a better life.’

The IUCMA is a water management institution. We are a non-profit agency providing knowledge and skills based services to all our stakeholders. Which means our activities are based on the quality of the human resources we have. You will all agree with me that the water sector was originally dominated by Engineers (White males for that matter).

Some of us joined the water sector work force as far back as 1997 and I always say that you see the same old faces when we go for conferences and meetings. The water sector is very small. This is not only in South Africa, but a worldwide issue. International water conferences are all the same. You almost know everyone by name. The young ones have joined the ranks and one of these days with the older generation leaving the scene, they better prepare themselves to take over.

When the University of Mpumalanga (UMP) was established, I did not waste time to seek opportunities that can enhance water resource management skills and knowledge

Like minds always work towards achieving a similar or same goal. And they say once a teacher always a teacher. When I joined the

ICMA now IUCMA in 2013, the staff turn-over rate was quite high. I realised that we have quite a good team, knowledgeable and experienced. I quickly realised that we have to impart knowledge on the younger generation.

When the University of Mpumalanga (UMP) was established, I did not waste time to seek opportunities that can enhance water resource management skills and knowledge. Prof. Mbewe was also looking out for opportunities to enlarge and popularise his faculty so when we met the first time to discuss issues of collaboration in the water resources sector, we understood each other from the word go.

It continued and we were trying to chart a way. God being so good, the IUCMA was blessed with additional skills in the form of Dr Jennifer Molwantwa and Dr Tendai Sawunyama who are equally excited about continuous education and research. I always say a good manager is the one who employs able people to help him to do his work. I just pulled them in and introduced

them to Prof. Mbewe. I am sure Prof. Mbewe also roped in some of his lieutenants like Dr Gordon O'Brien with the support of the Vice Chancellor, Professor Thoko Mayekiso.

Our mother Department, Department of Water and Sanitation (DWS) came around with capacity development programmes, whose champion is Ms Petunia Ramunenyiwa.

And we saw this as an opportunity to rope them in. The Department was very enthusiastic as well and the small seed now germinated into a fully-fledged concept of a Memorandum of Understanding (MoU) for development of Curriculum.

We presented to our Governing Board who had been pestering me to get something like this going and they were all for it.

To cut a long story short, the purpose of the MoU, which we are here for today, was to provide the basis for the training of competent human resources for the water sector first for the region and for the country as a whole. So, the purpose broken down, includes as indicated in the MoU, that we as partners commit to;

- Facilitate the process of securing UMP accreditation as Skills Development Provider (SDP) for Water Resources Practitioner, Water Use Specialist, Water Regulation Practitioner and Water Liaison Practitioner qualifications with the Quality Council for Trades & Occupations (QCTO);
- Coordinate workplace placement in the sector for the "Workplace Component" of the curriculum;
- Engage UMP to facilitate training on the "need basis";
- Collaborate with UMP to support Education and Training;
- Collaboratively develop knowledge related to water resources, their structure and processes, through dedicated collaborative research projects;
- Collaboratively develop science to support policy and management plans related to water resources, their structure and processes, through dedicated collaborative research projects; and
- Collaboratively support in situ monitoring and laboratory based water resource experiments to validate existing knowledge and water resources management. ▲



Dr Thomas Gyedu-Ababio, Chief Executive officer, Inkomati-Usuthu CMA

The indelible image

Abstract aerial art photograph of a yellow river in the southern region of Iceland. These stunning volcanic rivers occur when glaciers and volcanoes convene. Iceland has been responsible for 30 percent of the world's lava flow. Pair this with glaciers that also populate the landscape, and you have the perfect storm of natural occurrences that make stunning aerial photographs like these possible.

Photo: Getty Images



Governance in IT

“Information technology and business are becoming inextricably interwoven. I don’t think anybody can talk meaningfully about one without talking about the other,” Bill Gates



Mention Information Technology (IT) governance, and you probably think that it is some or other computer security protocol or compliance issue best left to techies.

Far from it! As Carolynn Chalmers, executive director of Candor Governance, explained it to me, IT governance has evolved from referring to the organisation’s mainframe and what makes it work, to including all communications aspects. It includes networking, cloud computing, artificial intelligence, virtual reality, and machine learning.

“IT governance is best left in the hands of competent legacy builders, experienced governing body members, and considered innovators. It is a mindful and purposeful task which requires foresight and deep insight,” she said. IT governance should therefore fall within the ambit of the very top levels of management as a strategic function.

Carolynn has been interested in what computers can do since she first put her fingers on a keyboard in 1979. She was never really attracted to the gaming side of things, but rather how well and creatively computers could solve problems and present results. Around 2003 when working as a Group CIO, the company’s Chairman took Carolynn under his wing and provided her with her first insight into “impact investing” and “social responsibility”. It was a light bulb moment for her where she realised that leadership and oversight is not only about what one “must do” but, more importantly, it is all about what one “should do”.

Carolynn is certified in IT governance and has conducted certification training across the world. Her insights and knowledge on the topic are invaluable, especially as non-compliance carries massive reputational risks for organisations. I had a great conversation with Carolynn

to get to grips with IT governance. Here are more of her insights, in her own words:

“IT governance is more than just compliance. It is about doing its best and adding the most value to the organisation. IT governance is not management: it is about guiding the organization in the right things to do, not telling the IT department the right way of doing things.

I am a passionate advocate of the King IV definition of corporate governance and apply this to IT governance, so, to paraphrase...

IT governance is the ethical and effective leadership of information, technology and transition by the governing body for the achievement of governance outcomes.

IT governance is not about red tape. Poor IT governance looks and feels like compliance and red tape. It is stifling and can be very detrimental for the organisation. Effective or “good” IT governance brings certainty to the environment, confidence to investors, and opportunities for the organisation.

Effective IT governance brings role and responsibility clarity and clearly articulates delegated authorities, helping to speed up decision making. It encompasses performance management as well as consequence management and entrenches principles of learning organisations, thereby ensuring that the environment is continually improving. It provides parameters within which the organization’s personnel and leadership team can operate, guiding them on the right things to do so that they can focus on doing these things in the right way. These aspects collectively support organisational entrepreneurship and innovation, two extremely important characteristics in today’s Fourth Industrial Revolution (4IR).

IT governance promotes ethical behaviour in the use of technology and information and in the treatment of threats technology is posing to human rights. This will become increasingly critical as we move deeper into the 4IR. Cybersecurity, information security, and privacy impacts are just a taste of what we will face in future. We need to be ready; ethical and effective IT governance equips organizations for this.

Three non-negotiables for IT governance:

1. Ethical and effective leadership, by
2. Legacy builders and appropriate risk-takers, who are
3. Passionate about, and invested in, guiding their organizations to do the right things, minimize value leakage, and steward the world’s limited resources responsibly.

IT governance carries enormous reputation risk, and opportunity. Technology provides organisations with the ability to access vast arrays of data, but its ability to rapidly and widely distribute data also has the potential to destroy organisations. While we have seen several newsworthy reputational disasters relating to the unintentional exposure, or nefarious use, of data, some South African companies have successfully leveraged the benefits of data effectively responding to the threats. They are using data optimally to reduce costs and outrun competitors.

It’s not only about the technology or the information; it’s mostly about the people. Today my efforts are directed to Business Relationship Management and minimizing value leakage that occur as a consequence of poor human behaviour and dysfunctional organisational relationships.

Active listening, negotiation, convincing and motivation are hard knocks for traditional IT people like me who are most comfortable sitting behind a device. In tomorrow’s world I believe these skills are going to be core differentiators as technology increasingly automates the repetitive tasks. It is a problem we must tackle head-on as these relationship skills are precisely those we are losing touch with as we increasingly interact and communicate through our devices.”

In today’s world, IT has infiltrated every aspect of business. It is not just ‘the computer guy’s’ responsibility anymore. Organisations that struggle with IT governance may see real business impact in the form of missed market opportunities and lost competitive advantage, and even extinction. The good news is that, for those with sound IT governance, ready to take Industry 4.0 by the horns and evolve with the digital age, a whole new world awaits. ▲

REGINE LE ROUX



Regine is a corporate reputation specialist. She completed her Communication Management Honours Degree Cum Laude at the University of Pretoria in 2001 and completed her MCom within a year. Regine founded Reputation Matters in 2005 specialising in reputation research. She is very proud of the team’s most recent accolades of winning SABRE Africa awards in 2018 and 2019 for research and evaluation. Regine is the author of: Reputation Matters, Building blocks to becoming the business people want to do business with.

Regine is a Fellow member of the Institute of Directors (IoDSA) and currently part of the Western Cape’s regional advisory committee. Over weekends you will find her either donning her pink skort for the Hout Bay Harriers or on her bicycle getting ready for the next long distance cycle race.

You can follow her on Twitter @reginelerox

Polo in the park

Standard Bank Polo in the Park announces big name host for first event on the continent

“**E**legance is the only beauty that never fades” is the best way to describe the Official Host of the inaugural Standard Bank Polo in the Park, set to take place in Joburg next month. Renowned actress and globetrotting South African-Swazi influencer Amanda Du-Pont, has just been revealed as host for the 2019 event.

The first ever Park Polo on the African Continent is set to take place at Joburg’s most renowned mixed-use lifestyle resort, Steyn City, on Saturday, 16 November 2019.

Amanda Du-Pont, an acclaimed actress and confirmed globetrotter that needs no introduction, oozes confidence, intelligence and sophistication, which makes her the perfect choice for this spectacular African first, backed by Africa’s biggest bank.

The theme for the 2019 event has also been announced as “Polo through the Ages”, and will showcase the iconic countries and cities that polo first became famous in, from Persia, where it all started 2000 years ago, to Shanghai, Jaipur, Barcelona, Buenos Aires, and of course Johannesburg, which makes the well-travelled Du Pont the perfect choice.

The authentic, vintage décor elements and experiences that guests will get to experience on the day will be juxtaposed against a modern form of ‘action polo’ never seen in SA before. Action Polo has taken off like wildfire globally, in various forms, such as Snow Polo, Beach Polo, Gladiator Polo and of course Park Polo. The theme will take a look at the narrative of polo through the eyes of its very rich cultural history.

The Standard Bank Polo in the Park will be the most spectacular polo event in SA this year, and a perfect way to end off the year in style, whether it is to celebrate the arrival of Summer, or celebrating your year-end party in the ultimate style.

Combining a sensational polo line-up in a brand-new format of polo with spectacular hospitality, riveting entertainment and a programme of luxury lifestyle experiences that will showcase the City of Gold like never before, this is an event you won’t want to miss.

The Standard Bank Polo in The Park is not only about polo, but about the lifestyle that accompanies the sport of kings. The event boasts an Aspire Art Pop-Up Gallery, a Bulgari Jewellery Lounge, a luxury fashion emporium (including sunglasses by Freckle Eyewear and a showcase by Sandton City’s Diamond Walk), entertaining jazz and hip hop performances, and a luxury car showcase.

Standard Bank decided to partner with South Africa’s most formidable luxury events and marketing company to make its first foray

into polo, The African Deluxe Company, who is committed to moving South Africa forward and to showing the world that South Africa can seamlessly, and repeatedly, host world-class, iconic luxury events that are worth travelling for, and that South Africa is a country worth investing in.

One of the African Deluxe Company partners, Anina Malherbe-Lan co-founded the iconic Veuve Clicquot Masters Polo Cape Town 10 years ago, so excellence and world-class hospitality is to be expected.

The event will be attended by top South African business people, local and international celebrities, VVIPs, and media, and offers a scenic day out in the City of Gold, filled with beautiful people, unforgettable experiences, chic fashion, and art and jazz on the sidelines. ▲





Amanda Du-Pont

For more information about the event, the various ticket options or press inquiries, visit the official website on <https://joburgpolointhepark.com> or contact Rasheda at rasheda@vividluxury.co.za

EVENT DETAILS

Date: Saturday, 16 November 2019

Time: 12:00 – 17:00 (after party details to be advised)

Venue: Steyn City Parkland Residence

Theme: Polo Through the Ages

Hashtag: #SBPolointhePark

Tickets: Various ticket options for sale on Computicket.com or for lounge requests email Naeemah on naeemah@theafricandeluxecompany.com, or call 021 465 2312

NB: Event Not Open to Persons Under the Age of 18 years

The Tintswalo story

A conversation with Tintswalo Lodges' co-founders, Gaye and Ernest Corbett, will indubitably include more than a few tales of the family's adventures into Africa. Pioneering spirits and curious by nature, the Corbett family has been undertaking exploratory expeditions for decades, developing a great love of the African bush. Much to the delight of Gaye and Ernest, the entire family caught the travel bug from a young age, which laid a fertile foundation for the future of the family-owned and managed luxury lodge collection as it is known today.



It started in Mpumalanga where for a number of years, Gaye and Ernest Corbett had been instrumental in the development and management of shopping centres in upcoming rural areas, one of the largest ones being located in the bustling town of Bushbuckridge. During its construction, Corbett's youngest daughter, Lisa, undertook to run a study programme within the nearby community, assisting teachers to improve their skills. It was through this successful involvement with the local community that the family was introduced to the Manyeleti Game Reserve.

Thanks to the success of this empowerment programme, and an introduction via the builders involved on the Bushbuckridge construction, the Corbetts were approached by the local community and asked to tender on a concession

within the Manyeleti Game Reserve. Having already proven their spirit of philanthropy and entrepreneurship, the family won the bid and thus were christened into the tourism industry, with little more than a dream of a safari lodge yet to be realised.

Having cultivated an appreciation for luxury and experiential travel, daughter Lisa Goosen (nee Corbett) found herself convincing her parents to upgrade their tented camp dreams to a five star safari lodge that would offer travellers the opportunity to enjoy every modern comfort and luxury, in the heart of wildest Africa. Residing in a tent in the Manyeleti camp, Lisa and her game ranger husband, Warwick Goosen, broke ground and Tintswalo Safari Lodge, incorporating Tintswalo Manor House was born in 2002.

Overcoming the challenge of entering a new industry, it wasn't long before the Corbett-Goosen family discovered their natural affinity for hospitality, and another opportunity presented itself when a secluded piece of paradise became available on Chapman's Peak Drive, just outside Hout Bay (Cape Town). Once the family set eyes on this unique location, they made a wish for it to become another Tintswalo property. Wishes do come true and in 2007 flagship lodge Tintswalo Atlantic was born. It has since survived two devastating fires and had gone from strength to strength to remain the crown in the Tintswalo collection. The Corbett-Goosen family believes that its good fortune should be



Lisa Goosen CEO

shared and so, every guest is invited to make a wish before they leave this special place.

Without actively seeking them, opportunities do seem destined to find their way to the Tintswalo family. In 2018, Lisa Goosen received a call from her cousin, an estate agent, urging her to view a house overlooking Boulders Beach in Cape Town. It was indeed the perfect location for a Tintswalo and combined with the fun fact that the property was located on Gay Road, Gaye



and Lisa grabbed this fortuitous opportunity and started converting the house into the luxury villa it is today, the second Tintswalo property in Cape Town, and once again in a unique location—this time, overlooking the resident colony of endangered African penguins.

Almost simultaneously, Tintswalo Lapalala too was born in 2018. A family friend who deals in game lodges and hotels contacted Gaye out of the blue and told her about an untouched, unimaginably beautiful private nature reserve three hours' drive out of Johannesburg, called Lapalala. The reserve is dedicated to sustainable conservation that emphasises the

interconnectedness of man and nature, providing a safe habitat for rare and threatened animal species, whilst creating employment and upliftment opportunities for surrounding communities, and working to educate and empower future generations to become champions of sustainability. During their site visit, this vision combined with the priceless unspoilt location took a hold of the hearts of the family and they set out to make it a reality as the fourth Tintswalo property—and one of only three commercial lodges within the vast 48 000 hectare reserve. Gaye and Ernest's eldest daughter Tracy Henley (nee Corbett), has now also joined the

family business to be involved in the safari products where she is very passionate and provides a welcome back up for Gaye.

Tintswalo Lodges swept the boards in the 2018 Lilizela Tourism Awards, beating stiff competition to win the national award in each of the three categories it had qualified for as regional winners in Mpumalanga and the Western Cape respectively. With the opening of the two new Tintswalo properties—Tintswalo at Boulders Boutique Villa and Tintswalo Lapalala, the Tintswalo team continues to work towards raising the bar to further establish the Tintswalo brand as 'just out of the ordinary'.



Tinswalo Atlantic recently re-opened after a devastating fire 8 months ago. Lisa Goosen gave *Leadership Magazine* her take on the refurbished and refreshed new lodge.

How are you feeling after re-opening given the context of the fire tragedy

We have worked hard to rebuild the lodge within seven months and we are really excited to open our doors and bring the new Tinswalo Atlantic experience to our guests!

What have you changed and what can guests expect?

We have kept the Tinswalo signature look and feel that we are known for, and the interiors therefore reflect a high standard of luxury and comfort, but the redesign is a little more contemporary. The amazing views of the Atlantic Ocean and surrounding fynbos mountainside along Chapmans Peak remain our greatest attraction. Sunset is the highlight of every day at Tinswalo Atlantic and we like turning it into a celebration by inviting our guests to the deck where we offer them the complimentary sundowner cocktail of the day to be enjoyed with canapes as the sun dips into the ocean. It's a magic Tinswalo moment!

What sets you apart from the rest?

Tinswalo is a family business, we have incredible people on our team and we are very service orientated. Our style can be described as unpretentious opulence and we are proud to offer authentic, warm South African hospitality. Our lodges are all located in very special locations, including Tinswalo Atlantic of course. I can guarantee that there is no other destination in the Western Cape as close to the sea, nor within such a unique national heritage site like the Table Mountain National Park. ▲

Evans Manyonga



Luxury in motoring redefined

Created by Land Rover Special Vehicles, SVAutobiography Dynamic Edition is the most powerful and luxurious Velar yet. It features a 405kW 5.0-litre supercharged V8 petrol engine and beautifully crafted interior and exterior enhancements.

When the Velar debuted in 2017, it brought an enhanced dimension of glamour, modernity and elegance to the Range Rover family. Designed to fill the white space between the Range Rover Evoque and Range Rover Sport, the Velar offers levels of luxury, refinement and all-terrain capability never before seen in the mid-size SUV segment.

Simply put, it's an elegant, luxurious and powerful beast. This SUV is in a class of its own and seems to emphasise the power of Land Rover in the world of motoring.

In South Africa, the Range Rover Velar is available with a selection of four- and six-cylinder diesel and petrol engines, but now it also comes as a range-topping Velar SVAutobiography Dynamic Edition with V8 supercharged power.

The exclusive Range Rover Velar SVAutobiography Dynamic Edition has been developed by Land Rover Special Vehicles. Powered by a 405kW and 680Nm 5.0-litre V8 supercharged engine, the new addition features a range of design enhancements and will be available for one year only.

The powerful new model accelerates from 0-100km/h in 4.5 seconds and is capable of 274km/h, while cossetting customers with traditional Range Rover refinement and comfort.

Up-rated brakes and suspension components, plus bespoke settings for everything from the powertrain to the safety systems, ensure the SVAutobiography Dynamic Edition mixes the personality of a performance car with the go-anywhere capability of a luxury mid-size SUV.

On the outside, the award-winning mid-size SUV features include a new front bumper with larger air intakes to feed the V8 Supercharged engine and cool the up-rated braking system. A new grille and lower side mouldings combine with a revised rear bumper featuring integrated quad exhaust finishers.

The exterior changes combine with a transmission tunnel undertray to ensure the fastest Velar in the range cuts through the air more efficiently.

Even the Range Rover lettering on the bonnet and tailgate has been enhanced, with a knurled finish on the metal element of the two-piece letters adding a fresh degree of sophistication to the exterior. The SVAutobiography Dynamic Edition is also the only Velar available in Satin Byron Blue – a unique metallic paint finish from Special Vehicle Operations – and all models feature a contrast Narvik Black roof as standard.

The lightweight 21-inch forged aluminium wheels weigh the same as the 20-inch rims on the core model, but customers can also specify optional 22-inch rims with a unique Silver Sparkle finish and diamond-turned edging or with a Dark Grey finish. Larger diameter 395mm front and 396mm rear brake discs feature two-piece construction to optimise weight and dissipate heat more effectively while red brake calipers with Land Rover lettering also feature. Gloss Black calipers are also available for a more discreet appearance.

Inside, the carefully curated combination of trim finishes includes twin-stitched, perforated and quilted Windsor leather and the SVAutobiography Dynamic Edition features 20-way adjustable heated and cooled front seats



with memory and massage functions as standard. Special touches include a unique sports steering wheel and a sophisticated knurled finish for the rotary gear selector and Touch Pro Duo infotainment circular control dials.

Calibrations for the AWD system, Active Rear Locking Differential, eight-speed transmission, steering and air suspension have all been honed and are all bespoke to the SVAutobiography Dynamic Edition; delivering a more focused driving experience. Engineers at Land Rover Special Vehicle Operations spent 63,900 hours fine-tuning the unique calibration to optimise the ride, handling and responsiveness.

They focused on delivering increased breath of capability, maintaining Land Rover's renowned all-terrain expertise while providing

new levels of dynamic control and performance. Aside from far-reaching electronic tuning, upgraded anti-roll bars reduce body roll during hard cornering and the revised set-up for the Continuously Variable Dampers works in combination with firmer air springs for the air suspension to deliver the ultimate balance of composure and comfort.

The AWD system has been uprated too with a transfer box capable of withstanding the higher loads generated by the 5.0-litre supercharged V8 engine.

The advanced Intelligent Driveline Dynamics system precisely and imperceptibly distributes engine torque to suit the conditions. The set-up can direct as much as 100 per cent to the rear depending on the conditions.

The unique character of the Velar SVAutobiography Dynamic Edition is also reflected by its bespoke exhaust set-up, which provides a soundtrack to match its performance. SV's Variable Active Exhaust System features valve technology to optimise the exhaust note, depending upon the driving conditions, and provides Velar with an unmistakable V8 rumble. The system is 3.5kg lighter than the standard design and its increased gas flow helps to unlock some of the flagship model's increased performance.

Available to purchase for one year only, the SVAutobiography Dynamic Edition is priced from R1,743,325 including VAT and CO2 tax. ▲

Evans Manyonga



Mixed messages on alternative care causing more harm than good

SOS Children's Villages South Africa calls for an ongoing and constructive debate with government and civil society on improving alternative care in South Africa.

We know, without any doubt, that a supportive family is the best environment for child. If children are loved, respected and secure then they have an opportunity to thrive, regardless of the type of family or its social and economic standing. Research proves this, but it is also something that we know instinctively. We do not need to be told that a family is important to a child's development.

Therefore, all of us should be deeply concerned about the increasing pressure that families are under in South Africa. Substance abuse and sexual violence are on the rise, and the safety net of the extended family is under tremendous strain. We see this in our communities, and we read about it every day in the news.

Family breakdown has become a familiar feature of our social landscape. We are seeing more children removed from their families and placed in "alternative care" within a foster home or a Child and Youth Care Centre. This is an absolute tragedy, and there is a responsibility for government, civil society and communities (you and me) to do something about it. When a child loses parental care, it affects all of us who look to a brighter future for South Africa.

We are complicit if we stand by and do nothing. At SOS Children's Villages, our dream is for all children to belong to a family in which they are loved, respected and secure. However, we accept the current reality that many children are neglected, abandoned and abused, and in

The caregivers provide constant support to children who have experienced upheaval in their lives

need of alternative care. Given this necessity, we strongly promote the provision of family-like care as a suitable option.

SOS Children's Villages pioneered this approach 70 years ago, and has since adapted the model across South Africa providing a family home within a village, for children who have lost their parental care. The model is in line with South Africa's Children's Act, and influenced by the UN Guidelines for the Alternative Care of Children.

STEPHEN MILLER



Stephen Miller is National Director of SOS Children's Villages South Africa. Miller is passionate about improving the lives of children who have had difficult upbringings.

A key principle is stability for the children. The caregivers at SOS Children's Villages do not work in shifts; instead, they provide constant support to children who have experienced upheaval in their lives. Siblings stay together in the same family home, and every effort is made to integrate the villages into surrounding communities.

As with other forms of alternative care, this model is not without its faults, and requires regular scrutiny and evaluation to ensure its efficacy, in the best interests of the children. There should always be a focus on quality and improvement.

Every child has a right to a supportive family environment. This means, among other things, greater investment in strengthening families and communities. It also means individual South Africans playing their part in standing up against the abuse and neglect of children, and supporting quality alternative care in a family-like setting. This is how we ensure a better future for all of us.

But for now, there is an overwhelming need for suitable alternative care for children separated from their families, and we should strive to re-create as best we can the components of a loving and supportive family in our Child and Youth Care Centres. ▲



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