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INTERVIEWS • INSIGHTS • INTELLIGENCE

Professor Mandla Makhanya

Advocate of higher education
and servant leadership

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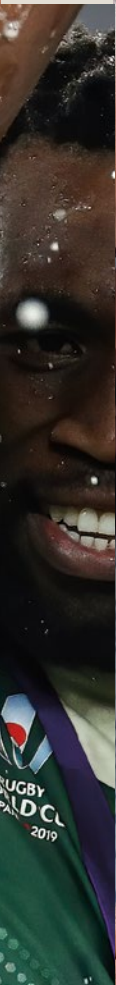
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28 Contents

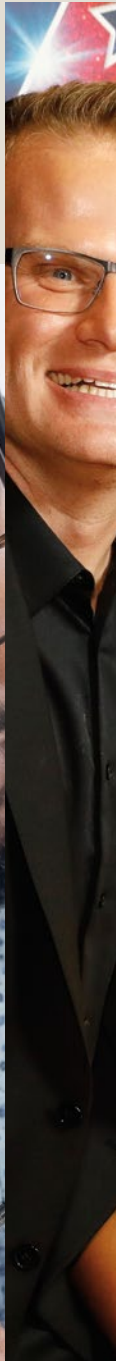
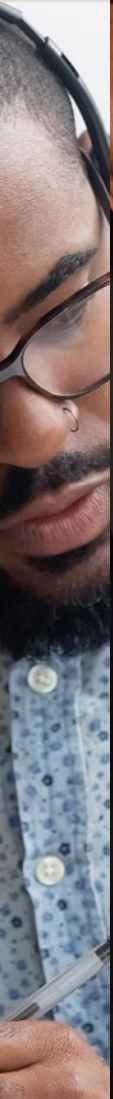
08



16



24



- 08 **PROFESSOR MANDLA STANLEY MAKHANYA**
LEADING UNISA WITH EXCELLENCE
- 16 **RUGBY WORLD CUP 2019**
SPORT, HONESTY AND THE NATION
- 24 **TECHNOLOGY**
USER PRIVACY IN A TECHNOLOGICAL AGE
- 28 **NDLOVU YOUTH CHOIR**
A DREAM SANG TO REALITY
- 30 **WATER**
THE POWER AND IMPACT
WATER HAS ON OUR LIVES
- 33 **MINING**
WASTE MANAGEMENT IS NOT AN OPTION
- 38 **YOU SAID IT**
- 62 **TIME OUT**
- 64 **CARBON TAX**
OUR ROLE TO PLAY IN
RESPONDING TO CARBON TAX



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Professor Mandla Stanley Makhanya, has been leading UNISA with excellence since January 2011.

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Pre-eminent engineering company leads the way in digital transformation

In April 2019, WorleyParsons and Jacobs' Energy, Chemicals and Resources division, two global leaders in engineering, technical and professional services, came together under a new name, Worley. The integration of the two organisations has created a global company of nearly 60 000 people across 50+ countries, offering full lifecycle services for customers across energy, chemicals and resources.

"As a result of the merger, Worley is arguably the world's pre-eminent engineering company, with the global technical and financial strength to support our energy, chemicals and resources customers as they navigate a changing world," says Robert Hull, Vice President, Mining, Minerals & Metals (MM&M) Africa at Worley. "Our new organisation has fully transitioned from two companies to a single entity and we have completed the first quarter as a joint company. Our latest global financial results indicate that the business is operating well, with our key metrics within target ranges, and we are receiving positive feedback about our expanded capabilities from our customers across the globe. As one of the biggest one-stop-shops in Africa for professional services in energy, chemicals and resources, our customers can expect greater efficiencies, more services, and a greater diversity of skills," says Hull.

With an increasing demand for digitalisation, the global project and asset services provider is leading the way in digital transformation in the energy, chemicals and resources sectors. "Worley has always strived to embed innovation into every aspect of the business, and keep up with new technology. The South African operations in particular has been active in digital technology for almost a decade, and is at the forefront of introducing digital transformation to the mining world." He adds that Worley is one of the only professional service providers in the industry to offer fully integrated Building Information Modelling (BIM) compliant designs. The company has for some time been applying BIM principles and systems in the mining and minerals processing sectors and its customers are starting to see the value in how a simulated operational facility model, or a 'digital twin', could improve productivity and reduce much of the risk associated with construction and commissioning.

"While there are many third party providers offering 3D modelling services to the mining

sector, Worley is one of the few companies with in-house digital capabilities, and the know-how and technology to take BIM from 3D modelling right through to 7D, creating an intelligent and integrated project scope that runs from the design phase right through to operation and decommissioning," says Hull.

The company is also driving digital transformation across the global organisation to offer customers cutting-edge digital capabilities, through collaboration between locations – especially South Africa, Mumbai and Perth – to share digital knowledge. A new division is purely focusing on digital technologies, and the organisation is also investing in independent software companies that are pioneering digital tools that can be applied to provide valuable data. This data will be incorporated into the BIM process which will enable customers to make statistical projections about things such as the highest risk phases of a project lifecycle.

He says that while it will take time for the benefits of digital transformation to be realised, Worley has the knowledge and expertise to harness the power of technology to address the ongoing challenges that energy, chemicals and resources customers continue to face.

"Our digital offering goes beyond engineering and design, to operations, safety and efficiencies," says Hull. "The digital technology that we are bringing to the table will help our customers reduce costs and operation risk, improve productivity, reduce risk to the asset and the environment, and reduce risk to human life."



Robert Hull

Vice President, Mining, Minerals & Metals (MM&M) Africa

Leadership

Contributors

Professor Owen Skae

Skæ 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.



Regine le Roux

Le Roux is a Corporate Reputation Specialist and completed her Communication Management Honours degree Cum Laude at the University of Pretoria. She is currently a Fellow Member of the Institute of Directors of Southern Africa (IoDSA) and is on the advisory committee for the Western Cape branch. She founded Reputation Matters in 2005.



Luyanda Mafungo

Mafungo was recently named the new Client Relations Manager at Black Beard Technology, rocketing her to the front of the line of the group of the most influential women in South African tech.

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.



Chris Waldburger

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.



Tavonga Jacqueline Manyonga

Manyonga graduated from the University of the Free State, with a BA in Governance and Political Transformation. The Editorial Assistant for Reignmakers believes words have the power to inform and transform. Her creativity radiates in her work as a storyteller, Social Media Content Creator and her various outfit choices. She is a creative writer with a fiery energy and deep passion for fashion.



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Carys is an experienced, HR leader with experience in the technology, financial & professional services sectors. Experience to date spans across leading HR functions in large complex multinational businesses to a small fin-tech organisation focused on driving culture change and business transformation, leadership capability & development, reward management and top talent attraction.



Babington Maravanyika

Maravanyika is a Journalist with diverse experience, having worked for daily newspapers, weeklies, magazines, a news agency and a number of non-governmental organisations. He is a graduate of the Harare Polytechnic School of Journalism and the Nordic SADC Journalism Centre, and holds a Bachelor's degree in Politics and Public Administration from Unisa. He is also a fisherman at heart and loves camping and music.



Wela Mlokoti

Mlokoti holds a Bachelor of Laws from the University of Cape Town and a Master of Laws from Duke University School of Law in North Carolina. She has clerked at the Constitutional Court for Justice Chris Jafta and currently works in a corporate M&A practice in Sandton, Johannesburg. This month, she discusses cybercrime.



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Leadership

A round of applause

The image of Siyamthanda (Siya) Kolisi and the Honourable President, Cyril Ramaphosa lifting the Webb Ellis Cup -(named after William Webb Ellis who is credited as the inventor of Rugby Football), after winning the 2019 edition of the Rugby World Cup left an indelible mark in the psyche of the world. Perhaps even more significantly on South Africans as a whole.

It was a defining moment. A moment of pride, a moment of priceless joy and most importantly a moment that served as evidence of what South Africans are capable of when they work together. Unity is the hallmark of any successful society. The Springboks with Siya Kolisi and Rassie Erasmus at the forefront achieved what seemed unattainable just a few months ago.

What can we learn from this historic sporting feat? South Africa is going through turbulent times economically and perhaps even socially. The ethos of sportsmanship are encapsulated in virtues such as self-control, courage, fairness, persistence and an unfaltering respect for both opponents and authority. I have listed four elements below that capture the spirit of sportsmanship in respect and tribute to the Springboks, and most importantly to us as society, a reminder of what we can use as an aid to progress as South Africans in particular and Africans in general.

Discipline - This is arguably the most important element in the sporting world. Without discipline in their lifestyles sportsman/sportswomen cannot rise to the occasion when it matters the most. Discipline in diet, lifestyle and during actual game times is essential. This element influences who wins a game/sporting moment before even stepping out on the pitch or arena.

Focus - The ability to totally focus on the task at hand and ignore everything else that is not relevant during sporting moments is a key tenet towards competitiveness and winning. Without focus the chances of victory are near impossible.

Commitment - Total commitment is the hallmark of any champion/champions. When one is committed they go the extra mile and give up other interests and hobbies in order to ensure all energy is pushed towards the ultimate goal, which is being a champion.

Adaptability - In a world constantly in flux adapting to various conditions is non-negotiable in order to win. Put curtly, one has to adapt to the flow and bend the motion to suit their ultimate aims.

As we reflect on the Springboks' win let us also introspect and look at how we can improve our nation and continent using the Rugby World Champions blueprint. Read, enjoy and most importantly, reflect.

Editor's Note



A stylized, handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the right.

EVANS MANYONGA
Editor



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Despite a demanding schedule, Professor Makhanya maintains active scholarship through regular publications in accredited journals

Leading with excellence

Servant leadership, humility, foresight, togetherness and innovation are constant themes that came up in my discussion with Professor Mandla Stanley Makhanya

Professor Mandla Stanley Makhanya has been at the helm of the University of South Africa (UNISA) since 1 January 2011. Professor Makhanya is a prominent proponent of higher education leadership and advocacy, nationally, continentally, and globally.

A staunch advocate of open distance and e-learning, he is a past President of the International Council for Distance Education (ICDE) and Treasurer of the African Council for Distance Education (ACDE). He holds the post of President of the Higher Education Teaching and Learning Association (HETL) – which is an international body for higher education professionals.

Scholarship and civic engagement

Despite a demanding schedule, Professor Makhanya maintains active scholarship through regular publications in accredited journals. He serves on the advisory board of the JRODel (Journal of Research in Open, Distance and e-Learning). In addition, he is a Referee for the National Research Foundation (NRF), specialising in refereeing applications for funding, grants and postgraduate scholarships (Sociology, Development Studies, Business Administration and Social Work), and he is an external examiner for the University of Fort Hare, the University of North West and the University of Johannesburg. He is also a trainer for trainers of adult basic education. As a sociologist, Prof Makhanya is occasionally invited by the media to provide

analyses and write articles on various political and socio-cultural issues.

I had the pleasure of sitting with Professor Makhanya on behalf of *Leadership* Magazine. The insights he articulated left me with a positive feeling about the future of South Africa and the continent of Africa at large within the education space, and indeed academia in general.

In addition to your many other hats, you became the head of the International Higher Education, Teaching and Learning Association. Can you tell us more about your academic background?

I am originally a sociologist and my background is primarily in industrial sociology. After completing my studies, I worked for Bata Shoe Company. Interestingly, my former university, Fort Hare University, tried to recruit me back to the university to work as a lecturer. Year after year they sent me offer letters. Eventually, UNISA offered me a post which I took up. I notified my previous university and they gladly accepted the news, encouraging the new path I was about to take. Their words were: "We always wanted you to teach, even though it's not with us, we are happy for you,". Eventually, I tendered my resignation at Bata. They jokingly said they were not going to accept my resignation, which I found remarkable; leaving a job and being told that I can't resign.

Bata's head office was in South Africa, where I worked. Unfortunately, they had to leave the country as there was a call for disinvestment in South Africa. This made it easier for me to leave.



“Despite a demanding schedule, Professor Makhanya maintains active scholarship through regular publications in accredited journals”

From there I enrolled for a Master's Program at the University of Natal.

The Executive Director of Human Resources at Bata at the time agreed that I could enrol at the University of Natal as I had intended; and I was allowed to go and meet my professor every week on a Wednesday. No one believed it at the time and yet that's exactly what happened.

Every Wednesday I would go to my office, like everyone else but at midday I would leave my workplace to go to the university. It was a very interesting arrangement. It was not documented anywhere (on my contract or officially), but I was given that special permission which really aided my academic growth. That is why the transition between industry and becoming a lecturer worked very well when UNISA recruited me at that stage.

Fortunately, I did not struggle with that transition, and I settled down almost immediately. I went on to complete my research while I simultaneously continued teaching. It was just a few years down the line that I then considered enrolling for doctoral studies that I went on to pursue at the University of Pretoria and completed in 1997.

Interestingly, just two years down the line I was then appointed a Dean. I happened to have been the first black person at that stage, and at this university to be appointed as a Dean. The process at that time was extensive as the staff of the faculty also had to vote for the Dean of their choice amongst the candidates. It was an exceptional honour to be appointed and I view it as “grace” because you don't choose to lead, you actually get thrust into these positions of authority.

The tenet that has kept me going is understanding the value that you can deposit in a person's life through teaching in a university such as UNISA, where the majority of students work and study, and don't necessarily have enough time to dedicate to their own studies. For that reason, it makes a huge difference for them to hear how you, as their lecturer, can facilitate the understanding of the subject matter and simplify it for them.

Please elaborate on some of the current solutions that are uniquely provided by UNISA throughout the world?

We said to ourselves that the future of higher education, particularly on our continent, is never going to see the light of day unless open distance learning is the driver. We knew that to

succeed we had to get other universities across the continent on board. Knowing very well that we are the only open distance learning institution in this country, it was incumbent upon us to drive the agenda of ensuring the success of open distance learning. To that end, I must say that the developments on the continent have been unbelievable with regards to open distance learning.

We now have a number of universities that are open distance learning universities on the continent. Even the universities that are, strictly speaking, still contact residential universities have units that are dedicated to open distance learning, and we are part and parcel of that drive. We partnered with countries such as Botswana, Zimbabwe, Mauritius, Tanzania and Nigeria, who today have fully-fledged open distance learning universities.

Wherever we are providing higher education in the world, we also still seek the support of our government. One requirement of the work that we do, is that we hire venues where examinations can be taken. As examinations have to happen simultaneously across the globe, we largely use the facilities of our own government. So, you find that our examinations take place at embassies, because our government kindly assists us with the necessary facilities.

In addition to that, we made a huge investment in our Florida Campus, which we refer to as the Science Campus, during the mergers of Higher Education institutions, when we re-established as an open distance and single dedicated comprehensive distance learning university. This was from 2004 onwards after the mergers of UNISA as it was and Technikon Southern Africa and the incorporation of the Vista Vudec component of Vista into that outfit. For the first time we had the experience of having engineering as part and parcel of our institution.

Your key areas are research, innovation, teaching, learning, community engagement, governance and sustainability. How has UNISA evolved in these key areas?

The pass rate was hovering around 45%, 50%, 52%, 53% in the previous decade. It started moving up to about 55%, 56%, 58%, 60%, and at that point things seemed to be moving in the right direction. By the time we got to about 2013, 2014, 2015; I discovered that we were now hovering around 64%, 65% which was

great up until 2016, 2017. Moving onwards, the percentages dropped in some way, but in 2018 once again they began to take an upward trajectory. Joining the university came with its own set of challenges.

As a university, we invested in our learning and teaching facilities, creating a conducive environment particularly for young students who don't go to work and are solemnly focused on their studies. Now people will notice students walking in and out of UNISA facilities on a daily basis. We are successfully integrating

all these commitments on innovation that we are looking forward to will ever see the light of day. We have positioned ourselves in playing this role in this area, and the support that we as a university are receiving from our government has helped bring our vision to light. It's important to note that we are publicly funded, meaning we are a public higher education institution.

We are an accredited quality assured university and we have an opportunity that many universities don't have, of having operated since

“We have the biggest number of students taking their doctoral studies with us from virtually everywhere else in the world, which says a lot about the university because people are proud of studying with us”

technology with our teaching staff, and we automatically allocate e-tutors to students when they enrol.

The beauty of e-tutors is that you don't have to be physically present. You can be anywhere and secondly, you do your e-tutoring as and when time permits. This is why we have begun to see something very interesting: the degree success rate is now beginning to take an upward course.

Our highest investment is in research. Our professors and individual researchers are allocated research funds to conduct their research. They have funds that are designated towards them attending local and international conferences.

This has been effective as we have witnessed the research output of the university flying through the roof. We have seen the NRF ratings of our staff going up, though this was initially resisted before we explained the necessity. We have now noticed a shift with our peers. They are doing exceptionally well, and we have significant numbers of our own scholars who have now been rated. In all these areas we have really taken off in a very interesting fashion and there is no turning back.

One thing we realised was, failure to educate the masses would result in stagnation and we would be foolish to even begin to think that

1873 as a premier distance learning university. It is for that reason we are known across the world. So we then have an opportunity that many universities actually are struggling to find themselves. Claiming that kind of opportunity makes things easy for us as we grow our presence beyond our own borders.

Over the years you have had many successes, evidently highlighted in your multiple reviews since 2011. Can you tell us more about the trends you have identified over the years between 2011 and up to 2019?

The trends have been very interesting, I have started to see that we are consolidating our level of competition in relation to our outputs at virtually all levels. I was so excited to discover that our outputs in terms of graduates just last year alone went beyond 55 000. It's good because eight per cent of our graduates are from beyond our borders. However, I feel we can do much better. We are looking at drastically increasing the number of students that produce both Master's and Doctoral level qualifications.

How has UNISA successfully contributed to the Higher Education landscape between 2011 and 2019?

We have done exceptionally well, and we have consistently maintained our space of providing a third of the outputs in the higher education environment, both at the level of our graduates, as well as research and community engagement work. If UNISA can actually double its outputs in this country, things will settle down in terms of where we are going within the higher education space. The current investments that we are making in the ICT domain are supposed to help us get there.

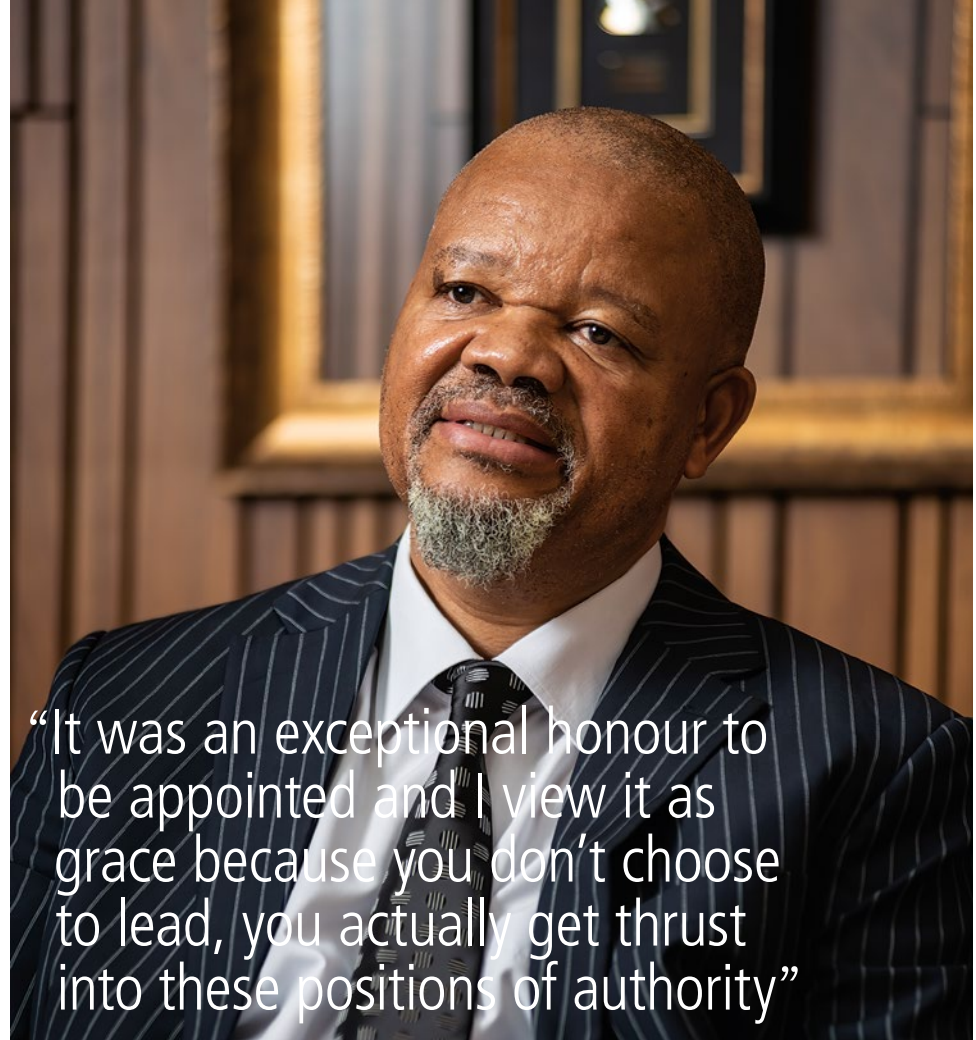
The economic status of our country has had its challenges as we have seen, ranging from the high unemployment rate, the percentage of unemployment actually sits at 29% right now. With regards to providing free education for the poor and also the working class, how much did UNISA set aside for bursaries?

We have done extremely well in that area. For a period of almost three years post-2011 we have invested between 60 to 80 million Rands on an annual basis to support the students who are studying with us. From around 2013 to almost 2017 our investments in that area exceeded a hundred million Rands. It was only for this year that we invested just above 80 million, and it reaches almost 87million when you consider the number of students that we had actually identified as NSFAS funded, who were around 80 000 in total.

One of the highlights your institution had in 2017 was when His Excellency, Thabo Mbeki, was inaugurated as the Chancellor of UNISA. How has his presence positively affected the institution?

In an extremely significant way. I always refer to him as a towering intellectual, for the simple reason that he is one of the best of what you can get out of the intelligentsia in our country and continent. He is a revolutionary in terms of his individual thinking capacity.

He is a well-read intellectual and a very grounded scholar. He understands and appreciates this continent better than anyone I've ever come across because he knows virtually each and every country across the continent. He has helped ensure that the way in which we train students does not limit their thinking to one simple career, by ensuring their thinking is driven by a principle that says there are multiple opportunities of careers once you exit the institution. This helps reduce the unemployment rate because if there is no job opportunity in what a student is trained to do, then they



“It was an exceptional honour to be appointed and I view it as grace because you don't choose to lead, you actually get thrust into these positions of authority”

can easily adopt a new career or start their own business.

In fact, I could add that this close proximity of His Excellency Thabo Mbeki to our institution has solidified even more strongly a project of extreme importance to me, the project of the transformation of the academic culture and practice in the direction of epistemic justice. The transformation of university culture has been one of the best and also most challenging moments of my tenure as Vice Chancellor wherein one has had to drive to anchor African indigenous knowledges in a space where the Eurocentric culture was the centre of everything. The hardest has been the reality that we were all groomed in the Eurocentric mode but as the 2015/2016 #FeesMustFall/#RhodesMustFall movement brought the matter of epistemic injustice so clearly to the open, it became evident that African knowledges systems, the African cultural modes do need to be accorded space in the prevailing westernised education system. To me epistemic liberation is the most essential level of liberation after political freedom.

As the Principal and Vice-Chancellor, what is your current issue of concern and how do you plan to overcome that issue?

My main issue of concern is the developments that we have witnessed in the country. To see the country starting to disintegrate, largely as a result of greed, destroying virtually everything we have is of grave concern. I am seriously concerned because I have simultaneously discovered that whatever is happening in our society tends to find itself, manifesting at our universities. We therefore find a situation where the instability that is in society then begins to happen also at universities. We are stewards of our own resources so if we start destroying property that was going to serve future generations in a plight against something or in an expression of anger, we would have failed.

As the principal and Vice Chancellor, how do you build momentum amongst your staff and students?

I spend time with both my staff and my students and I schedule meetings with them on a quarterly basis, without fail. In between that, there are meetings that happen at various intervals because I don't want to get surprises. When I walked into this office I galvanized the entire university community on a new ethos, of 11Cs plus one, that translates simply to the fact that I said I am building a community and

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a community means that whoever you are, wherever you come from, once you are here you are part and parcel of this entity, and therefore being a community means that you have an interest in another.

If individuals have an interest in one another it means that they will without fail be supportive of one another and they will build the university together.

There has been a significant rise in private tertiary institutions. How do you hope to stay ahead of your competition?

UNISA has a distinct advantage when it comes to Open Distance eLearning (ODEL). While many private tertiary institutions plan to offer courses online, those in South Africa do not have university status nor are their courses quality assured and accredited as in the case of UNISA. This places all public universities in SA who offer online courses, in an advantageous position.

Private higher education in South Africa is governed under a different Act to public universities. At the moment they may not call themselves universities, and they receive no public funding from government. Obviously, they are mostly purely profit driven and that makes a seminal difference when it comes to university education, including ODEL. We have a legislated mandate: Teaching and Learning, Research and Innovation and Community Engagement.

They have a mandate to make a profit which just happens to be through teaching. That is a very significant advantage. Since UNISA's business model is ODEL and since we have run successfully for many, many years, we have the experience and we have learned the hard lessons that such experience brings. For many, online education is new and they are learning as they go.

You provide tertiary education to inmates in South Africa's Correctional Facilities. Can you please elaborate on how you successfully achieve this?

UNISA is probably the most successful educator of inmates in the country and we are very proud of that. I have explained before that we no longer call them prisons in South Africa, but rather, correctional facilities because we genuinely believe that they should offer hope and the reality of an opportunity to change and grow positively, during incarceration and to contribute meaningfully to their communities

once they are released. Perhaps UNISA became best known for this aspect of our education via our liberation fighters who were incarcerated on Robben Island, who were all educated through UNISA, most of whom went on to become very accomplished human beings. Their UNISA education equipped them for the lives they would need to lead once they were released.

UNISA was, in fact, the only hope of an education for hundreds of thousands of black South Africans who had no other means of getting an education. And this is why you find that so many important people in our history and even now, who were incarcerated, or in exile, too poor, or not able to attend so-called "white" universities, are UNISA graduates. The University of South Africa has always been a safe harbour for those who have been deprived of social justice and the means for social mobility.

UNISA and the Department of Correctional Services (DCS) concluded a memorandum of understanding (MoU) to continue to provide tertiary education for inmates in South Africa's correctional facilities. The formalisation of this fruitful and long-standing relationship—one that has produced thousands of graduates over decades—took place on 9 June 2017. The primary task of the DCS is to detain inmates in safe custody whilst maintaining their human dignity, developing their sense of social responsibility and promoting the general development of all inmates.

Further education and training were introduced in correctional facilities in 2010 and since then more than 500 offenders have successfully completed their matric examinations with a number of distinctions in different subjects.

What has helped you avoid isolation and maintain relevance in a rapidly changing global environment?

UNISA has a brand that is globally recognised. Wherever I go people know and respect UNISA and our graduates. However, in the current context of global transformation and our own socio-economic and political dynamics at home, there can be no denying that all of our universities have suffered in terms of the world view and reputation. Obviously we cannot rely on our reputation, brands and the goodwill of our peers to carry us forever. We have to take steps to ensure that we restore and entrench our brand and our reputation as a quality institution that is producing quality and relevant graduates. That process is well underway at UNISA.

What has been your career highlight and that of the University?

I have been in the very fortunate position to have enjoyed a number of career highlights. I need to say up front, as a word to the wise for those who will follow on, that this was mainly as a result of hard work, dedication and a genuine commitment to education and to our students, who lie so close to my heart.

I think my career really matured when I was appointed as the Pro Vice Chancellor of UNISA. Having formerly been a Dean and later Executive Dean at UNISA, exposed mainly to the academe and its operations, it was in this position that I became exposed to the broader complexity of the university and the various aspects that would need to be dealt with as a Vice-Chancellor. I could say that the period of Pro-Vice Chancellorship was the calm before the storm! I have been at the helm of South Africa's largest university, as Vice Chancellor, during what is possibly one of the most turbulent times of South Africa's higher education history and it has been both a steep learning curve and an immense privilege. As someone who believes in servant leadership, it has been such an honour to serve this university community and our succeeding generations of students. Being the Vice-Chancellor of UNISA will likely be the highlight of my career.

I was also very privileged to have been elected and to serve as the President of the International Council for Distance Education (ICDE) from 2015–2018. During this time UNISA hosted the 26th ICDE World Conference, in October 2015, which is deemed to be the most successful and enjoyable by most participants. I made so many good friends during this time and, at the conclusion of my term, I was left with a deep appreciation for the work that is being done across the world, to promote the best interests of ODEL.

What do you look forward to achieving in the near future?

For me, that answer is quite simple. I look forward to a UNISA that would have made the transition into a fully-fledged ODEL university and that will enjoy the support and respect of staff, students and the higher education community alike, for the quality of its courseware, the excellence of its teachers and researchers and the calibre of its students and graduates. ▲

Evans Manyonga

IT TAKES A LITTLE MORE THAN A

DREAM

TO KNOW WHAT THE

FUTURE HOLDS

IT TAKES

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Sport, honesty and the nation

Many of us want our Rugby World Cup win to have lasting impact and continue the feeling of goodwill it generated amongst millions of South Africa. We felt it in the lead up to the final, and strongly during the game, with people gathered throughout the country watching it. We felt it even more so as the final whistle blew, and again at the Springboks homecoming welcome at OR Tambo, followed by the victory parades.





Cyril Ramaphosa, President of South Africa lifts the Webb Ellis Cup with Siya Kolisi after their side win the Rugby World Cup 2019

The joyous impact of the win was the best feeling of national pride our country has experienced in a long while, but there were two cautionary voices, none other than the captain, Siya Kolisi and the coach, Rassie Erasmus, two incredibly likeable, humble, honest, servant leaders. As the victory whistle was blown, they thanked the nation and expressed the beauty of celebrating victory as one diverse country, then they emphasised the need to move beyond the win, to put structures and programmes in place to create equal opportunity not only in rugby but in our society.

On arriving at OR Tambo, as quoted in the *SA Rugby Mag*, Rassie said: “We have to focus on making sure that everybody gets equal chances of playing, everybody gets good nutrition and everybody gets a fair chance. There are so many things that we have to fix...There are so many other things that can help the Springboks win consistently. There are so many bigger things that we have to fix. Let Siya and the boys enjoy today, but let’s keep it going.”

By ‘let’s keep it going’ he meant, ‘let’s keep unifying the nation with practical, tangible processes and changes that everyone can feel and from which everyone can benefit’.

It got me thinking and researching about sport and national pride, and I came across an interesting article titled: How to influence national pride. The Olympic medal index as a unifying narrative. The authors are Ivo van Hilvoorde, Agnes Elling and Ruud Stokvis, all members of the WJH Mulier Institute in the Netherlands.

It looks at Dutch national pride, but there are some useful lessons for South Africa about what international level or ‘elite’ sporting achievement can do for national pride. In the article they cite the results of a survey that looked at which aspects contribute to a sense of national pride in Dutch adults. Sporting performance came out tops, with 75%, followed by scientific and technological performance (74%); system of social security (56%); performance in art and literature (53%); economic performance (51%); democracy (47%); and honest and equal treatment of all groups in society (38%).

Many countries put sport at the top or high up on the national pride list and this offers a strong motivation for countries to invest in

sport, achieve at an international level and boost national pride. If we think of the 1995 Rugby World Cup, we saw how President Nelson Mandela went out of his way to embrace the Springboks as a way of nation- and unity building at a time when the whole notion of being a Springbok was controversial. Many lauded Mandela for doing so but many others were of the view that in doing so he was perpetuating white domination rather than equity through a sport.

There has always been controversy around rugby and transformation in South Africa.

Some of you might recall that the Springboks were the only sporting code that retained the Springbok emblem. Prior to 1994, if you were selected for any sport at an international level, you became a Springbok. However the emblem of the Springbok was seen to be divisive by millions of South Africans.

Rugby took the view it had to retain the Springbok emblem as it was a known and respected brand in the rugby world, in the same way that the All Blacks are.

And so it was that the Springboks won the 1995 Rugby World Cup, much of the country



Siya Kolisi and Archbishop Desmond Tutu during the Rugby World Cup 2019 Champions Tour on November 11, 2019 in Cape Town, South Africa.

celebrated and the movie *Invictus* was made about the role of the game, President Mandela and Captain Francois Pienaar at this critical time. Twelve years later, in 2007, we won again. Once again it was controversial as many people said rugby was not transformed enough.

This continued into the 2015 World Cup. I wrote about this in a *Leadership* column at the time, quoting Oregan Hoskins, the then President of the South African Rugby Union (SARU) who wrote in an open letter to South Africa before the 2015 World Cup that: “No one needs to lecture us about the importance of transformation—we got there long ago.”

In the same letter he wrote that in KZN, Limpopo, North West and Mpumalanga, only 3% of boys have access to rugby to school, and that the statistic is not much better in the Eastern Cape, Gauteng, Free State and Northern Cape, where only 5% have access. “If you don’t start at school you will never become a Springbok,” he says.

“Our game thirsts for outstanding players and whether one emerges in a township school or from a traditional rugby school you can be sure the system will find him and nurture him.”

backdrop of transformation. About whether the side was transformed enough and what transformation in South Africa means. And when we won, we left this behind for a moment

Singular events have a greater storytelling capacity than any medal counting could

My question then was; ‘Who is the system?’ Who is taking responsibility for this? The system was clearly not doing its job if in the 2015 World Cup squad of 31 players; as only eight black players were considered good enough to be selected. Which is why statements like “we got there long ago”, even if well intentioned, was highly arrogant and not honest.

Come 2019, discussions about the performance of the Springboks ahead of the Rugby World Cup, were once again against the

and celebrated, in the same way that we would celebrate if Bafana Bafana had taken first place in the world. In this regard, rugby enjoys a particular status as a multiple World Cup winner, and millions of South Africans feel huge pride about this.

Going back to the Olympic medal article, the authors ask and try to answer an interesting question: Can national pride be regarded as the effect of sport-related pride or does a sense of belonging to a nation precede, instead, the



Players of South Africa celebrates a try during the Rugby World Cup 2019 Final between England and South Africa



Photo: Dan Mullan/Getty Images

Makazole Mapimpi of South Africa breaks through to score his team's first try during the Rugby World Cup 2019 Final

possibilities of sport in order to have 'nationalistic effects'?

In other words, if our sports teams do well, can it give rise to a sport-related pride that has a positive effect on national pride? In the research they did, they take the view that a sense of national belonging is a necessary condition that precedes sport-related pride rather being as a result of it. This view is not inconsistent with what Rassie says. He says that when you win a major event it manifests in sporting pride at the time, but people soon go back to living their lives, and so one needs to be careful of making the link that winning on the sports field has a direct relation to increasing national pride.

Following a longitudinal study conducted in the Netherlands, the authors write:

Policy makers tend to endow top-level sports mainly with integrative power, based on populist notions, such as 'sport bonds'. Geographical and civil dimensions of national identity are supposed to 'overwrite' other social markers of identification, such as gender, ethnicity/race and religion, at least temporarily. For example, both white and black South Africans recognised that winning the World Rugby Championship in 2007 and the organisation of the World Football

Championship in 2010 were important symbolic milestones in the construction of national unity and reconciliation, even though rugby was deemed a symbol of Apartheid.

At the time of winning the 2019 Rugby World Cup, South Africa needed a win, and to an extent the notion that 'sport bonds' was true, and it did feel like a moment of national identity that could overwrite all our troubles. We were facing being downgraded to junk status, the country's power utility is completely unstable, gender-based violence is out of control and there was little to feel euphoric about. We needed Siya and Rassie, we needed a good story.

The authors bear out the power of a good story in the article. They write: Singular events have a greater storytelling capacity than any medal counting could. For many Dutch spectators, the gold medal of long distance swimmer (10 kilometre marathon swimming) Maarten van der Weijden was one of the most cherished moments of the Beijing 2008 Olympics. Not only was the race itself worth watching and ended in a spectacular sprint, but the entire story of Van der Weijden, who beat leukemia in 2002, gave his victory heroic elements that transcended the popularity of the specific swimming event itself.

Winning the 2019 Rugby World Cup is our singular event. But once the parade was over, then what? Do we continue to feel national pride, or does it fast dwindle if it is not a constant condition? The authors came up with a number of hypotheses in this regard, and I'll discuss a few of them.

In the first hypothesis they found that Dutch sporting success in four large-scale international sporting events showed clear increases in sporting pride and some positive effects on well-being. Increases in general national pride were less clear cut.

Sports achievements could not be directly linked to 'orange' feelings [the colour of Dutch national pride] but they do seem to be important for national 'identity work' ... as small ripples in a rather stable pattern of national identification.

This was further confirmed in the second hypothesis, in which the claim that national sports success is of greater influence on feelings of well-being and national sporting pride than on more general national pride, was confirmed. Watching international sport events, for most fans and consumers, is not only related to sport-specific aspects such as the drama and outcomes of the games, but also an important



Photo: Michael Sheehan/Gallo Images/Getty Images

Fans during the Rugby World Cup 2019 Champions Tour on November 09, 2019 in East London

social event. It relates to pleasure and feelings of belonging with family and/or friends and appeals to other forms of social identification ... citizens who may be 'neutral' or even 'negative' about national sport success may be drawn into a—short-lived—euphoria, without effecting more stable feelings of national pride.

In South Africa we felt the strong influence on well-being and national sporting pride during the Rugby World Cup.

We saw groups gather around the country to watch the game at big screen venues, in shebeens and homes. Even people who are not interested in rugby got caught up in the euphoria of the day. For that moment, the tensions in the country were largely set aside.

In the fourth hypothesis the authors write that differences were expected for gender, ethnicity and sports participation. The outcome is that general figures about national sporting pride were in fact equally high for women as for men, which may be explained by a (partial) feminisation in both elite sporting success and sports audiences.

They explain that in the recent Olympic Games (Sydney, Athens, Beijing), for example, most Dutch medals were won by female athletes.

However, they further found that men still seem to be more involved in- and prouder of football results than women.

The fifth hypothesis confirmed that the extent of national pride determines the sporting pride experienced more than that sports achievements lead to an increase in national pride. At the same time, international top-level sports achievements would certainly contribute to

feelings of national pride, belonging and international prestige.

In other words, if you are already proudly South African, and we then go and win the Rugby World Cup, it has a much stronger impact on sporting pride, more so than if you have lower feelings of national pride and we win the Rugby World Cup.

The message is that a country cannot think that by focusing on sporting achievement it will lead to an increase in national pride, especially when its coming from a low base.

It's most certainly an important component of working towards achieving national pride, but as Rassie emphasises, to achieve this we need to make sure that we have the structures in place. We have to ensure that all our children have access to a good education and, in this

We have to ensure that all our children have access to a good education and, in this case, to well-run sporting academies to create a culture of possibility, and a better, more equal country for all

case, to well-run sporting academies to create a culture of possibility, and a better, more equal country for all.

At the same time we need to be cautious about how we position sporting achievement. If it is pursued in a formalised, almost authoritarian way, it puts excessive pressure on young people to perform. It detracts from the love and enjoyment of the sport. Those who did not achieve at the highest level feel like failures while the stories of a few individuals who achieve are lauded.

It's a complex balancing act with a range of possible unintended consequences but there is only one starting point. It is imperative that South Africa puts in place the long overdue broad base of well-run rugby and other sporting academies. We have to nurture talent and give all young people an equal chance rather than aiming for 'miracle heroes' who rise like Siya to top international sporting achievement despite their lack of opportunities.

Rassie says we cannot rely on the resilience of a few individuals who defy adversity. We are in a situation where the majority of youngsters don't see a future. They don't see their chance in life and many turn to violence and adverse behaviour. With academies in place they will have role models to whom they can actively aspire. They have to have opportunity and access to structures that help them be the best they can be.

The question has been asked whether someone like Siya would have been hungry

enough to succeed if there had been an academy to nurture him? He might well have, some people simply have it in them, irrespective of their background. But this is not the issue, the issue is, as Rassie puts it, there are so many bigger things we need to fix in South Africa, and let's use the impetus of the victory to keep going.

The core quality required on this journey is honesty and servant leadership. It's the bedrock of Rassie and Siya's success. Tendai 'Beast' Mtawarira, the third most capped Springbok of all time says that in his 11 years of international rugby, which includes 116 test appearances, Rassie is the most honest and open Springbok coach he has ever played under.

South Africa desperately needs honesty and servant leadership, and the 2019 Rugby World Cup team epitomised this: an honest coach, honest captain, honest players, and an honest message about the hard work that needs to be put in to succeed as a team, organisation

or country. Rassie has worked hard for this victory all his life: he has paid his dues in all the rugby structures and ranks, as both a player and coach.

Out of the nine winning rugby world cup coaches, three were international rugby players themselves, and Rassie was one of them. What it emphasises is that you need to go through the ranks if you want to be the best. Rassie has done this. We hope that with him at the rugby management helm now, there will be an opportunity to take rugby through all the structures, from the ground up, for all players. But he cannot do it alone. The same applies to all the structures in South Africa. President Cyril Ramaphosa cannot do it alone. If we want to develop a strong, successful nation, we need to start developing national pride by creating opportunities for the whole nation to shine. ▲

Professor Owen Skae, Director of Rhodes Business School



Crowds gather to watch the Springboks during the Rugby World Cup 2019 Champions Tour on November 11, 2019 in Cape Town, South Africa



User privacy in a technological age

Arguably the most pervasive technology conspiracy is that your smartphone is listening to your private conversations. We have all felt some discomfort with the types of advertisements that pop up on our phones. Have you ever had a conversation or searched for a certain product on your browser, only to start seeing ads that correspond exactly with that conversation or browser search? Do you ever get the distinct impression that your phone is tailoring pop-up and SMS ads for you and your specific interests, without you knowing how it got that information? And it is an “open secret” that your mobile device uses your personal information in order to tailor your user experience. But to what extent? And with whose permission?

Earlier this year, the Guardian published a report which revealed that Apple was secretly paying human contractors to listen to recordings of customers talking to its Siri digital assistant in order to improve the service. Siri is Apple's voice-controlled personal assistant and it uses speech recognition and natural language processing technologies to process voice commands that operate the mobile device and its apps.

Although not explicitly disclosed in consumer-facing privacy documentation, it was discovered that a small proportion of Siri recordings were being passed onto Apple's contractors around the world so that they could grade the responses based on various factors including whether the activation of Siri was deliberate or accidental, whether the query was within the range of what Siri could expect to assist with, and whether Siri's response to the query was appropriate. As part of their job of providing quality control, Apple's contractors were regularly privy to private material including confidential medical information, crimes being committed and couples having sexual intercourse.

In the aftermath of that report, Apple issued a formal apology for its privacy practices, noting its failure to "fully live up to its high ideals". In its statement, Apple announced that it would suspend the grading program along with other changes including the discontinued retention of audio recordings of Siri interactions in favour of computer-generated transcripts; the option for users to opt into the use of audio samples of their requests, and if opted in, the deletion of any inadvertent triggers of the Siri assistant. However, Apple was just one of several major tech companies that were caught using paid human contractors to review recordings from its digital assistant.

Who else is listening in?

Google faced controversy earlier this year when a report by Belgian Public Broadcaster VRT NWS revealed that Google employees are systematically listening to audio files recorded by Google Home smart speakers and the Google Assistant smartphone app. While clearly stated in Google's terms and conditions, not everyone is aware of the fact that everything you say to your Google smart speakers and Google Assistant is recorded and stored. What people don't know—because it isn't mentioned in its terms and

conditions—is that Google employees can listen to excerpts from those recordings. In response to the report, Google admitted that it works with language experts worldwide to improve speech technology by making transcripts of a small number of audio files – about 0.2% of all audio fragments. The company added that these transcripts are not linked to any personal or identifiable information, but are "of crucial importance to develop technologies sustaining products such as the Google Assistant".

Similarly, a report by Bloomberg in April this year revealed that Amazon.com Inc employs thousands of people around the world to help improve the Alexa digital assistant powering its line of Echo speakers.

The team listens to voice recordings captured in Echo owners' homes which are then transcribed, annotated and fed the recordings back into the software. This work is done as part of an effort to eliminate gaps in Alexa's understanding of human speech and to help it respond better to commands. According to Amazon's website, no audio is stored unless Echo detects the wake word or is activated by pressing a button.

While Alexa does sometimes appear to become activated inadvertently, thus triggering transcription, Amazon maintains that it has strict technical and operational safeguards in

place including that employees do not have direct access to information that can identify a person or account; the use of multi-factor authentication to restrict access; service encryption and audits of the control environment.

Facebook has been denying for years that it listens to user conversations in order to generate targeted ads. In early August 2019, *Bloomberg News* published a story showing how Facebook had contracted an external company to transcribe audio conversations conducted through the Facebook Messenger app.

This was done to test the accuracy of an automatic transcription algorithm that Facebook would be rolling out, and the company claimed that all of the users who opted in to the transcription service were aware of the potential human review system. However, Facebook maintains that it does not use your phone's microphone to inform ads or to change what you see in your news feed, but instead shows ads based on people's interests and other profile information.

Debunking the theory

Recently Wondra, a mobile cyber security company, conducted an experiment to test the "phone snooping" theory. The experiment was to place an iPhone and a Samsung Galaxy in a room, then play an audio loop of pet food ads





Though your phone may not be spying on you by randomly taking useless pictures or recording pointless conversations, it has the capacity to track you in many other ways

for 30 minutes per day, over three days. The user permissions for a large number of apps were all enabled and the same experiment was performed in a silent room with the same phone to act as a control. The experiment was to see whether pet food ads would suddenly appear in any streams after the three days, and the phones were observed to track data consumption, battery use and background activity. The results were clear: no pet food ads showed up on any app following the test and there was no difference in data consumption, battery use and background activity between the audio room tests and the silent room tests. This was significant because had an app been accessing a microphone and sending the audio to a cloud server for analysis, there would have been notable traces of data consumption.

A disconcerting truth

In 2017 Jingjing Ren, a PhD student at Northeastern University, and Elleen Pan, an

undergraduate student, designed a study to investigate whether smartphones were eavesdropping on conversations without users' knowledge. The study quickly showed that there were no audio leaks as not a single app had activated the microphone.

However, the team started to note unexpected things. Apps were automatically taking screenshots of themselves and sending them to third parties. In one case, an app took a video of the screen activity and sent that information to a third party. Out of over 17 000 Android apps examined, over 9 000 had potential permissions to take screenshots. And a number of them were actively doing so.

Though your phone may not be spying on you by randomly taking useless pictures or recording pointless conversations, it has the capacity to track you in many other ways. And it is this trackable data that enables companies to serve you targeted ads that appear to be unnervingly accurate.

The reality is that everything that makes your phone useful, like knowing where you are in order for Waze or Google Maps to operate, taking photos, enabling online shopping or banking, is exactly where all of the vulnerabilities are.

The more useful your smartphone is to you, the more data you will provide that entices opportunistic third parties such as advertisers and hackers.

The reality is that companies do not need to listen to your conversations because they have tons of data on you, they can tell where you are at any given moment, who your friends are and what they are interested in, track you on all your devices, and even watch you type and delete something that you never actually send. All of this data can be processed by an algorithm that can then predict your current needs and tailor ads for you at the exact moment that you need them. ▲

Wela Mlokoti

A dream sang to reality

They wowed the judges and became fan favourites on the prestigious show, 'America's Got Talent' with their exceptional vocal cords. Resulting in the Ndlovu Youth Choir being the first ever South African choir in the history of the show to get through to the semi-final.

Founded as an after school fun activity in 2009, 10 years later it has been signed by the remarkable Record Producer, Media Personality and Businessman who is famous for his harsh, direct and critical comments on the show, America's Got Talent (AGT), Simon Cowell.

Leadership Magazine sat with Ndlovu Youth Choir Composer and Director, Ralf Schmitt. Who is a renowned African Choral Music specialist, with an immense passion for preserving traditional South African music. He has succeeded in using art to create employment in a remote rural village in the Limpopo Province. The choir serves as a reminder to all that excellence is not limited to background, through hard-work and determination anything is possible.

Schmitt gave detailed insights on their defining moments such as getting through to the semi-finale, as well as some of the challenges they faced such as getting documentation for choir members to travel abroad. The choir first broke onto the International scene when they performed a cover of the Ed Sheeran Track 'Shape of you' which landed a million hits, this got them noticed and an opportunity to audition for AGT. The choir didn't look at their journey on the show as a competition but rather an opportunity to perform, proof that intention separates winners from losers. When you do something for the love of it, you do it with love and the positive energy it exudes can't help but be felt everywhere.

Whose idea was it to form the choir?

It started when we opened our theatre ten years ago, it was a community theatre which was meant to be a gathering for the community, at the time the focus of the care group was on HIV and Aids prevention and awareness, I did

the music for the opening and afterwards we looked for a group that could be based at the theatre. Everybody sings and South Africa is a nation of song and so the obvious choice was to start a choir. The choristers initially came from the Orphan and Vulnerable Children's Program, and also some of the local schools, as we developed we started accepting kids from all over the village so now everyone that is in the choir has come from a local school at some point and some have progressed and are still in the choir as adults, young adults but we take all our choristers from the surrounding areas, mostly within walking distance of the theatre.

How did they develop into a world class choir?

We rehearse twice a week, rehearsals are intense but I mean it's obviously a lot more than that, there's choreography, at the moment they are performing and rehearsing almost every day, so it's just a lot of hard work, a lot of dedication from the production team as well as the choristers.

Once formed and performing was there always an intention to enter AGT?

No there wasn't, AGT contacted us, they found a video of ours online and asked if we would send some more videos, which we did and before we knew it we were in LA.

AGT journey, training and setting up the trip?

Well once initial contact was made, we had to make a few more audition videos and once they were convinced that we could actually sing it was a huge logistical challenge putting this whole thing together, getting the visas, getting the passports, getting unabridged birth certificates. Remember you're dealing with kids in

a community that very few of them live with both parents and in today's world you need an unabridged birth certificate, so we literally had to drive a crisscross in the country getting all that stuff. I always say the music of AGT was fantastic but the logistics was an absolute triumph.

Where did the build-up and momentum come from?

I must say we never really built up wanting to go through any stage, we just wanted to give a good account of ourselves throughout the whole thing. The first performance, which was the audition we just wanted to get out there, then hear the guys say to us, "look guys that was lovely but you're not going through, congratulations for making it this far it was a beautiful, moving performance," that's what we expected, but we got through.

And that's what we expected for each round so to us it was never really about the competition it was just about getting the opportunity to perform and every time we went through it was just another opportunity to perform and nothing more than that, so I think that kept everyone in a good space and that was our thinking, in short that we're the first choir in the history of the competition to get through to the final.

Getting through the semifinal has been a highlight of yours and members of the choir?

Yes getting through the semi—we were blown away because after the quarter final you know we still had to get millions of votes, my understanding is there's more votes in America's Got Talent than there are on the South African National election, we had to get millions of votes to come in sixth or fifth from the quarter finals where we did and the judges saved us to get

us through to the semi's, and at that point we were just like, 'well, you know we're going to give a guest appearance at the semi's, you never know,' but we had it very much in our minds that we were going home after the semi's.

In fact the bags were packed, I even told my five year old son daddy is coming home and then we came up with Higher Love and it was a serendipitous piece because we didn't choose it, South Africa was going through a very tough time that week and when we performed it we realised we had just done something huge, something beyond our performance which is far greater and bigger than our performance. It was a hugely emotional week for us, not only going through but seeing the impact we had on South Africans.

Where to now, I believe Simon Cowell has signed you up?

He has signed us up, we're working on an album which is going to be released shortly.

How does this affect the lives of the many that are still in school?

Well that's the challenge that we have, we have got older singers, and the challenge is that the

ones that are really old, in their late twenties, we have got to re-skill them so that when they stop singing in the choir, they are able to enter the job market.

Then those in their early twenties, late teens will hopefully be doing the bulk of the performing and touring, for those at school to ensure that the money that is generated through this whole process is spent responsibly and that we appoint tutors and uplift their education through the process. We haven't made any firm decisions yet, and we have only been home for a few weeks and we're making a great effort to go through this very slowly and meticulously.

How will this affect the lives of the many choristers still at school? Do you have any exciting projects in the future and abroad?

Well we pretty much booked up almost every day between now and when we close for holidays in December.

It's exciting because we're also going to Germany in December, we've got a performance in Berlin, we also have other invitations from all over the world, so it's working through those and making sure that we manage the whole

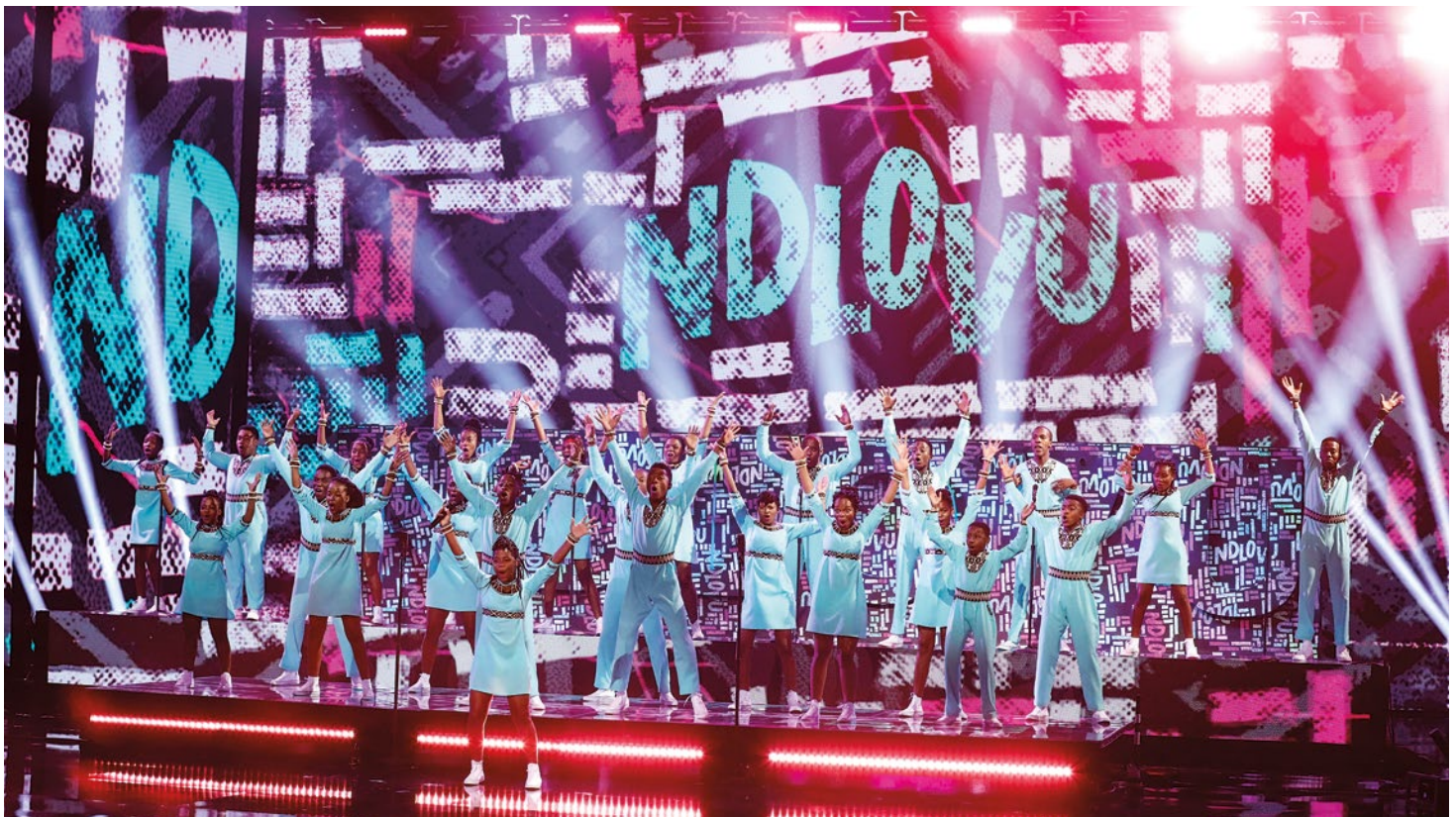
thing responsibly. The whole time one has to remember that you're dealing with singers and young people and it's not just a professional group of performance machines you're dealing with, you're dealing with humans here that in most cases are young and have had a very difficult upbringing, so there's a lot of exciting enquiries but everything is being dealt with in a responsible manner.

I was at Drakensberg Boys Choir as a young man and studied music in Pretoria and I've just always had a love for music, and a love for South African music particularly, and working in a rural community in Limpopo is fantastic, because it takes you to the source of the music, it takes you where the music started and where it comes from and I thoroughly enjoy my time with the choir.

Future plans for the choir?

Well my dream is to make sure that everyone in the world knows about them, and that all their lives are positively impacted for the better, that is what we are working towards and that is what motivates and drives me. ▲

Evans Manyonga



H2O

W12 Congress is not another talk shop or trade show but rather a dynamic partnership that is action-oriented and results-driven, culminating in the creation of the W12 Framework, which will be for ongoing collaboration across sectors, reflecting the common understanding of participating cities. This framework will include shared principles and goals, as well as plans for the development of resources for cities facing water shortages.

People generally underestimate the power and impact water has on our lives; though this does not include people from Cape Town (Capetonian's) among others. When you consider Capetonian's instant reaction and willingness to change their habits in a short space of time when Cape Town was confronted with a water crisis, not so long ago. A lack of rainfall resulted in the city facing intense water shortages, and all individuals were urged to carefully monitor their use of water.

If humanity could react that way towards water and its preservation on a daily basis, instead of treating water issues as a foreign concept unless threatened with possible demise. The environment and its resources will be sustainable for future generations to come. Studies conducted by scientists on the Cape Town drought, show that climate change causes water shortages. The climate models they used, indicate that the likelihood of that drought reoccurring, although still very rare, will increase with further global warming.

Perhaps, as humanity, it is about time we take a step back and re-evaluate our carbon footprint and its effects on generations to come, with the intention of changing and creating better habits that positively affect the environment, ensuring generations to follow can make use of those

same resources we are so privileged to have. When applied correctly, good actions expand towards becoming good habits. Interestingly, the main factor attributed to the Cape Town drought, and consequent water shortages, was below-average rainfall rather than surface evaporation which is caused by high atmospheric temperatures.

The latest United Nations Intergovernmental Panel on Climate change predicted that global temperature could rise between 0.3 and 4.8 degrees Celsius by the late 21st century. Certain countries, like India, are most likely going to be confronted by serious global warming, which will result in them receiving bad weather and ultimately causing drought. This will put a strain on the agriculture output affecting food security for their nation. Climate change, pollution of water in rivers and lakes, over-extraction of groundwater from industries like mining and expansions of populations, are among some of the factors threatening one of humanity's key sources of livelihood, water.

Cape Town was the first major City to face what has become known as "Day Zero" a day in which water resources are completely depleted and taps run dry. The W12 Conference which will be held in January, from the 27th to the 31st 2020 in Cape Town is a huge step towards reshaping our perspective towards environmental concerns, particularly water. South Africa aims to be the first global movement

featuring the major work of city governments facing water crises.

The Congress will bring together city officials, academics, business executives, water experts from the major cities in the world that risk facing a Day Zero scenario in the future. This International Event will look at and share strategic actions to mitigate the water crisis. The recent drought, increasing population and expansion negatively impacted Cape Town's economy, citizens and enterprises across industries and communities. Thanks to concentrated efforts from all sectors Day Zero was averted for the time being.

Leadership Magazine got some insights on two exceptional individuals who will be speaking at the Conference. Arnold Schwarzenegger, who was first known to the world as a famous bodybuilder and a Hollywood action hero, is a keynote speaker.

He was the 38th Governor of California, is an environmental crusader, a successful businessman and a generous philanthropist. Another keynote speaker is Sam Katiela, who was awarded the middle east event Award for Outstanding Contribution to the Middle East Industry for his work.

Katiela is considered a pioneer in International Strategic Communication and the Live Marketing Industry. He was born in Germany, where he studied Economics, Psychology and Media Sciences.

The objective of the W12 Conference is to dissect information and knowledge, through assessing the issue of water crises, using six expert task teams that will be focusing on Politics, Economics, Technical Sciences, Natural Sciences, Social Sciences and Civil Society. The aim of these task teams will be solemnly aggregating knowledge within and across thematic areas, sharing their best practices from different Geographic's, with the intention of ultimately developing the W12 water framework for major cities. Solutions will be achieved through collaborations, networking, Q&A sessions and other participatory approaches.

Themes covered will include the following: *Current Situation of Global Climate Change (This will be the Keynote Speech Focus). Impacts of Climate Change in Cape Town- the "Day Zero" scenario, Mitigation and Adaptation, Renewable Energy, The Importance of Water both in Business and daily life beyond the obvious.* Water is vital to business. Poor water quality or insufficient supply can curtail or even shut down business activities in business operations and the supply chain.

So, how did Schwarzenegger's passion for the environment first emerge? He was the Governor of California from 2003-2011, in 2008 Schwarzenegger declared the first statewide drought in 17 years when California's water crisis intensified, setting the stage for drastic cutbacks and for diverting supplies from the

relatively water-rich to the water-poor. He called for a 20 per cent reduction in water use statewide, urged local agencies to bolster conversation programs and to work with federal and other authorities to help, farmers who were suffering huge financial losses and abandoning crops in droves.

"There is no more time to waste because nothing is more vital than to protect our economy, our environment and our quality of life," Schwarzenegger said. At the W12 Conference, he will share his insights and experience on dealing with the California Water Crises, with delegates from the 12 cities that will face, or are currently facing, similar challenges with drought and water resource management.

It's no secret that people in the Middle East are already being affected by climate change in dire ways. Katiela's unique and creative approach to developing strategic content, effectively translates messaging through interactive technologies, smart experiences, branded content, different shows and community experiences, that have been featured across the Middle East, Europe and in the entertainment capitals of Los Angeles, New York and Vegas. He also developed his own intellectual properties that focus on environmental and climate change issues, including MIYAH-World of Water, ALZAD- World of Food, Samiera Earth Expo and the upcoming European Summit of

Megatrends (ESOM). He plays a crucial role in the W12 mission.

He is a regular speaker in event and sporting industry meetings and conferences in the Middle East, as well as at TEDxRamallah, the very first talks that were held in Palestine. In addition, he is also internationally recognised for his sporting innovation, Beach Polo, which has earned numerous regional & international awards, including the Order of Merit of the HH Sheikh Mohammed bin Rashid Al Maktoum Creative Sports Award.

Katiela's presentation will focus on his experiences in creating sustainability pavilions and experiences. It will also touch on the way innovative experiential forms of communication are key elements in educating the public on water issues. These experiential forms of communication promote positivity, rather than fear, so that people will enjoy to listen, understand and ultimately to act on vital issues.

The magnitude of the global freshwater crisis, and the risks associated with it, have been greatly underestimated. One billion people are without reliable supplies of water, and more than 2 billion people lack basic sanitation, the world needs to wake up. If this realisation comes to communities across the world too late it will result in conflict between nations for scarce resources. ▲

Jacky Manyonga

W12

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The guide to Leadership in the mining industry in Southern Africa

Mining FOCUS SECTION



Mine Closures in South Africa

The world is going through a relatively radical shift, which has put special emphasis on the concept of Sustainable Development across multiple industries. This has significantly affected the way we do business and the legislations we are governed by, requiring us to change our attitudes. Mining can be viewed as diametrically opposed to the tenet of sustainable development, however, it's no exception to this new reality which is why mine closures and mine rehabilitations need to be conducted well.



South Africa is a mineral-rich country that has a long economically established mining sector, which dates back to the 1860s with the discovery of significant diamonds and gold. Over time there have been a number of commodities exploited such as iron ore, manganese, platinum, chromium and coal.

In 2017 mining contributed R334 billion, in 2018 it contributed R351 billion to the country's gross domestic product (GDP) employing a total of 456,438 people in the sector. From the second quarter of 2019 GDP from mining increased from the 2284480.61 ZAR million which was identified in the first quarter to 22090755 ZAR million in the first quarter of 2019. Between 1993- 2019 the GDP from mining has averaged 233780.85 ZAR million. Evidently, this proves that even though the numbers have gown down

over the years, mining makes a significantly large contribution to the country's GDP.

The nature of the mining territory is characterised by temporary land use, meaning once it reaches its viable economic production, a mine needs to be closed. It is at this stage that principles of sustainable development take centre stage. Successful closure of a mine should positively contribute to the surrounding area and community. However, the process of successfully closing a mine is a rather lengthy and complex one, involving various pieces of legislation. If observed diligently frameworks guiding the process should ensure mine closures contribute positively towards sustainable development.

Mine closure and rehabilitation is the process of transforming an active mine into a safe and stable landform that is non-polluting and able to provide various economic support activities

to potential land users. It occurs at the end of the mining process, a process which starts with exploration then development and lastly mine operators close the mine.

Through the intentions are noble, successful mine closures and mine rehabilitation pose several ethical challenges. Historically closures and rehabilitations have been known to have lasting negative consequences on the environment. Some of these key challenges will be discussed below but for now, we need to understand what proves to be a successful mine closure and rehabilitation process.

The main object that stands as evidence of achieving this goal is the acquisition of a closure certificate. For a mining company to get this document it means it would have adequately rehabilitated the mine site they were operating on, to the satisfaction of the regulator. Closure certificates allow the mining company to



relinquish the mine, making provision for the land to be used for other productive purposes.

Even though they are several advances that have been made in rehabilitating mine sites, many types of mining activities will, unfortunately, sterilize some of the land surfaces rendering them infertile and difficult to rehabilitate. This then brings us to the physical impacts of closed mines on the environment: Closed mines generate environmental hazards such as acid mine drainage, decreased soil fertility and ecological degradation, surface instability, airborne PM10 dust and flooding of mining shafts which increases damage to the mines.

The social impacts of mine closures and mine rehabilitation are as follows: Mass loss of employment, most communities are not prepared beforehand for the upcoming loss of employment, causing emotional shock. Furthermore, mine workers lose their houses when the mine closes, so the houses are left unoccupied and end up being occupied by illegal occupants.

This affects the social structure of those left in neighbouring houses, particularly their safety. Inadequate funding of and poor cash flow

management of the closure process results in long term remediation's being sidelined because of budget constraints.

Deterioration of social groups, this stems from mineworkers being forced to change their lifestyles in order to adapt to their newly acquired state of low- or no-income predicaments. Depression and feelings of hopelessness caused by job losses, health problems such as insomnia, hypertension. It also affects the well-being of mineworkers children because prior to mine closures some families have access to higher middle-class lifestyles. Any change, especially negative changes affect the education of children. Households also face food security challenges and polluted water left untreated by the mine owners can be poisonous.

Leading us to the question of what needs to be done for mines to successfully close, avoiding severe social and environmental devastation? The answer is not that simple but it starts with planning, there needs to be better planning and enforcement. When mines conduct operational monitoring of water and soil quality, they should make use of highly functional systems. This can only be achieved by investing more in the

rehabilitation process. There is a need for better regulations in place monitoring how mines are maintained.

Companies need to be transparent and make use of Open Data Portals which will ensure better monitoring of mine closures. The state needs to increase liability for mine closures, this will ensure mining companies are motivated to rehabilitate mine sites.

The government needs to formulate a clear approach, led by mineral authorities and oversight bodies. Because mine closures are a serious problem in South Africa, with less than five thousand ownerless and abandoned mines. Another key area that needs to be re-visited is up-skilling mine workers, as this will help prepare them to work in other industries when the mine closes.

In conclusion mine closures and rehabilitation need to be designed, planned and managed in a way makes them adhere to the principles that uphold sustainable development while at the same time carefully taking into consideration the communities they operate in. ▲

Jacky Manyonga



3 - 6 February 2020 | Cape Town, South Africa

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Partnership key to serving community

UIGC continues to make good on their promise of empowerment through job creation

Accelerating empowerment through sound and sustainable investments and partnerships in mining UIGC Mining has concluded a partnership with a community-based company in the Lebowakgomo area, Duisend Mining and Logistics.

The partnership resulted in the formation of Duisend-UIGC Mining Consortium (DUMC) who's sole purpose is for the mining of Waste rock from Sibanye Stillwater's Baobab Platinum Mine in the Lebowakgomo area.

The main product offering incorporate a range of aggregate products which include: Rail Ballast, Base course Materials (G1-G4), Crushed stone (75mm, 375mm, 20 mm, 14 mm, 6.7mm), crusher sand and dump rock. An independent laboratory is procured to ensure the quality on all the products is in accordance to the COLTO and SANS specification.

UIGC has stayed true to its local empowerment promise, with creation of local employment and procurement of three local trucking companies contracted to load and haul the raw material from the Mine dump. Through this project UIGC Mining aims to bringing hope to the community while creating a lasting legacy and add-value for the local communities through employment creation, support to local businesses.

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Dr John Mudau (CEO)

SOLLY PHETOE, Cosatu's Deputy General, in his response to South African Airways (SAA) impending retrenchments said:

"While we are busy trying to find solutions to our economic challenges, state owned enterprises continue to retrench. Where is the commitment that was made at the summit to protect jobs and create jobs?"

TLALI TLALI, SAA spokesperson, speaking in a media briefing at OR Tambo International Airport, with regards to the national strike caused by SAA announcing that it was going to retrench 945 people said:

"All of us must understand how serious this is. We are exposing ourselves to revenue loss of R52m a day. If this continues there will be no winners."

BUSISIWE MKHWEBANE, Public Protector. In her latest affidavit responding to the courts granting president Cyril Ramaphosa's application for an interdict alleging that she had fudged her report said:

"To simply make wild claims that correct and accurate information was unlawfully obtained is a disappointing explanation by a head of state who should demonstrate exemplary conduct and ability to take responsibility for conduct that is less than what is expected of a person occupying the office he occupies. No other person would be allowed to get away with that kind of obfuscation obtained in the president's affidavits. If all are truly equal before the law, it should not be permitted by any court."

"You said it!"

JULIUS MALEMA, EFF Leader, in his proclamation and support for Nigerian Artist Burna Boy who faced major public outrage against him performing in South Africa, following his announcement to boycott the country because of xenophobic attacks says in a tweet:

"There is no mascot that can stop him from performing, he's one of our own and we will protect him."

SIYA KOLISI, Springboks first black Captain, reflecting on the historic moment when South Africa won the 2019 Rugby World Cup:

"I honestly can't explain how I was feeling at that time, but to see the joy in my teammates faces that was the best thing for me because I know how hard they have worked and how hard the coaches have worked. The way we played was because we wanted to say thank you to our coach who came in and changed a lot, on the way that we saw rugby. I'm really grateful that we could do this for him and the coaching stuff and everyone in management."

Mark Alexander, President of South African Rugby, in his response to both Springboks Coach Rassie Erasmus and Captain, Siya Kolisi after they claimed two coveted SA Sport Awards in Durban said:

"We are bursting with pride and would like to congratulate Rassie and Siya on the awards they won in Durban last night."

MMUSI MAIMANE, Former DA Leader, following his unceremonious departure from the party, expressed that his journey with politics was far from over:

"After thinking harder about the country's future, I realised that a new party that would be led by the people for the people will be formed. The first question we should ask ourselves as citizens is does our current formulation work? I love this country; I love the vision that I have articulated of the non-racial South Africa."

CEO OF DOMESTIC AIRLINE MANGO, in response to two unions at South African Airways (SAA) embarking on a planned strike told media at OR Tambo:

"I think for us, it is business as usual."

PULE MABE, ANC NEC member and national spokesperson, speaking at the memorial service for murdered ANCYL member Lethabo Nkoana said:

"We want a youth league that is going to contribute towards the creation of jobs. It is not the responsibility of Tito Mboweni to create jobs. No. Mboweni might come with jobs that were relevant in 1994, but there is Facebook, WhatsApp and Twitter and these things were not there when the ANC took power."

Leadership

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42

Contents

- 42 PILARA SOLUTIONS ACCOUNTANTS
- 46 THE SOUTH AFRICAN INSTITUTE OF MINING AND METALLURGY
- 48 DURBAN UNIVERSITY OF TECHNOLOGY CENTRE FOR EXCELLENCE IN LEARNING & TEACHING
- 50 SANOFI SOUTH AFRICA
- 52 SIBANI LODGE
- 54 CRANEFIELD COLLEGE
- 56 MUNICH REINSURANCE COMPANY OF AFRICA
- 58 PERSUADE MARKETING
- 60 FACT SA



46



48



50



52



56



58

LEAVING A LEGACY - MAKING THE FUTURE COUNT

Against the backdrop of escalating unemployment and a critical skills shortage, the performance of South Africa's Sector Education and Training Authorities (SETAs) should be of keen interest to all South Africans. Not least among these are SASSETA's key stakeholders including business, educators and most crucially, learners.

The Safety and Security SETA (SASSETA) aims to be the leader in skills development for the safety and security sector, and with Mr Vukani Memela at the helm, is well on the way to achieving this vision.

Acting Chief Executive Officer since 2017, Mr Memela frames his vision for the organisation as "Leaving a Legacy - Making the Future Count" and his decisive leadership has led SASSETA out of a dark administrative period to the SETA's first clean audit outcome in 2019.

While SASSETA celebrates this achievement, Memela knows that challenges remain. He will need to continue to lead with agility, constantly refining his tactics as he guides the organisation on a path of reinvention.

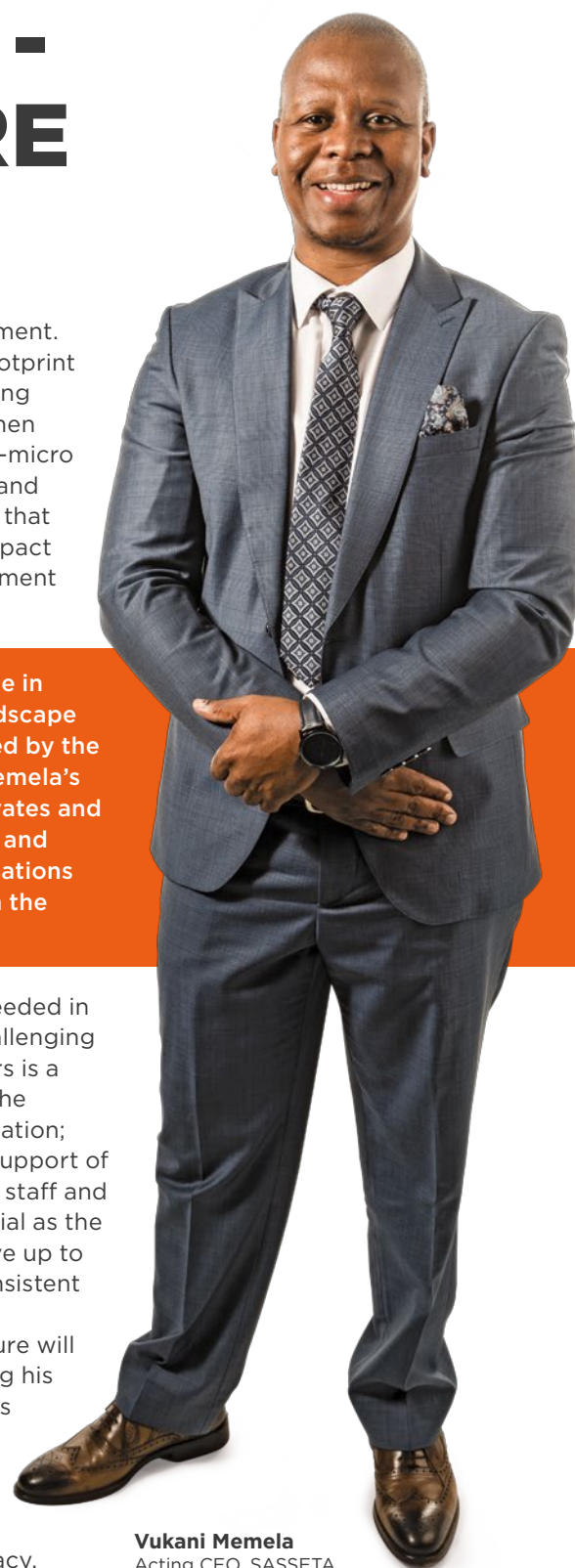
Memela believes a leader should support and guide a team to find the best solutions. And further that when organisations are built, not on implicit mechanisms of fear, but on structures and practices that breed trust and responsibility, extraordinary and unexpected things start to happen. And they have.

SASSETA is set to further elevate its game with a focus over the next five years on strategic partnerships and collaborations, strengthened research and development, career development, marketing and communication,

and stakeholder engagement. An expanded national footprint with programmes targeting rural, young people, women empowerment and small-micro enterprise development and cooperatives, will ensure that SASSETA has a direct impact on positive skills development interventions.

SASSETA's leading role in the broader SETA landscape has not gone unnoticed by the sectors it serves as Memela's leadership team innovates and defines new practices and occupational specialisations that will be relevant in the future.

That SASSETA has succeeded in walking the long and challenging path of the past few years is a tribute to the quality of the leadership of the organisation; however, the continued support of the Board, Management, staff and stakeholders will be crucial as the organisation strives to live up to its recent legacy and consistent vision. And, guiding the organisation into the future will be Mr Memela, harnessing his keen strategic mind to his deep-felt passion for educating the young people of South Africa, in the service of progress and democracy.



Vukani Memela
Acting CEO, SASSETA

One bold leap is all it takes!

Pilara Solutions Accountants is a SARS Registered Tax Practitioner, the company focuses on delivering tax compliance and bookkeeping services to SMEs

Six years ago, Olebogeng Percy Wagae walked away from what seemed at the time like a solid career to most people. Looking in from the outside, one would have been convinced leaving his current job to start his own company was probably the biggest and worst career move, he would soon regret. But years of deeply seeded assertiveness, self-awareness, previous work experience from companies he had much respect for and drive to start his own company gave him an adrenaline rush like no other, which resulted in him boldly taking the plunge.

He started Pilara Solutions Accountants with no savings from his previous job, all he had was his vision and determination. The company has achieved much, since its conception, it is only headed up from here. Leadership Magazine sat with Wagae who gave us detailed insights into his exciting entrepreneurship journey, he serves as living proof that sometimes dreams that sound impossible to accomplish to the rest of the world, only need you, the dreamer to prove that your dream is attainable.

Years of accredited training and expertise in a wide range of fields led you to start your own company. Can you tell us more about your background prior to Pilara Solutions Accountants?

In high school, I loved accounting and business economics very much. I did very well in both subjects but I never thought I would end up becoming an accountant or selling accounting services in my future. I have always had this intense desire to have my own business even in high school, but I never had an idea as to what kind of a company/business I would like to run in the future.

After matriculating in 2006, I went to study BCom Accounting at the University of Johannesburg. It was only then that the dream of one day becoming an accountant was born. Big four accounting firms and other companies



Olebogeng Percy Wagae, Director

would come to the campus to recruit students for vacation work. I attended my first vacation work at PWC then I went to KPMG I think it was in 2010.

In 2011 I got a job at Standard Bank South Africa as a general banking consultant. I then joined Discovery in 2012 as a vitality consultant. I loved discovery with all my heart. It's a good brand and those guys know how to sell their brand to their employees. When you are there you literally fall in love with the company.

Their induction program is well designed. I learned a lot about business in Discovery because sometimes I would go to other accounting departments like Discovery insure to buddy up with senior accountants and see how all the business units of Discovery jell in together. I learned the whole history of Discovery and the founder Adrian Gore. He is a very powerful man with strong leadership and business skills. Things that I learned about Adrian Gore were just too inspiring for me to continue working for Discovery.

I then decided to also start my own company to test my business acumen. I believed in myself so much that I literally resigned without any savings or any job prospects. I registered my company, Pilara Solutions in January 2014.

I started assisting start-ups to register companies. Then I assisted individuals with their tax returns. Then as the business expanded, I started investing in accounting software to assist companies with bookkeeping services and financials.

The first professional body that I registered with is the South African Institute of Tax Professionals. I subsequently then registered with the Southern African Institute of Business Accountants as a Business Accountant in Practice. I am a recognized and registered tax practitioner at SARS. I have now been in the field for almost six years and I have employed one accountant, one assistant accountant, one practice assistant and one cleaner. We are looking at hiring two interns through our professional body and FASSET in January 2020.

Please elaborate on the accounting services provided by Pilara Solutions Accountants, that directly cater to your client's individual needs?

At Pilara Solutions we are obsessed with tax compliance and we believe most companies go out of business due to tax non-compliance. We have therefore focused our attention on Bookkeeping services for SMEs with a turnover of less than R500mil. Tax services for SMEs and individuals. We don't offer labour services or CIDB services. All other services that don't fall within our scope, we refer to other accountants.

What is your leadership philosophy?

To always listen more to those I disagree with, to better understand their world. I believe in conducting continuous research that focuses on the latest developments that will affect those that we exist to serve. Respect and honesty, particularly tolerance and respect for those who hold different opinions and beliefs from my own. Listening with a pure intention to understand and caring more about the quality of input than the results. And lastly to inspire those around me with a strong work ethic.

What characteristics differentiate your service delivery from that of your competition?

We exist to solve a problem and not to compete. We add value through our tailored services by using world-leading technology as our leverage. We deal with hardcore accounting problems and tax non-compliance. Our team consists of well-experienced accountants and support staff who are dedicated to the quality of output.

How has your background helped prepare you to run your own business?

I have always had a passion for business. In high-school I used to sell biscuits in the hostel and even at tertiary level I had a burning desire to start a business but because of my workload at the time I couldn't. So, this burning desire for business became a reality when I joined

Discovery because that is where I learned how Adrian Gore turned the health insurance industry around with his limited experience and just an idea that a lot of experienced professionals did not believe in. To this day I still believe in the beauty of my dream and I know that all that you need to run a successful business is to be stubborn on your vision.

What has been the highlight of your career?

The highlight of my career was being able to employ qualified staff with the experience to service our clients better. For me, it was the biggest thing because six years back this would have sounded impossible but here we are. We haven't achieved much but the small difference that we made has had a positive impact on the lives of those we serve.

What advice would you give people that look up to you, particularly the youth who may hope to one day follow in your footsteps?

Everything that you see around you was impossible at some point. I mean everything we see today was once an idea that many people thought it is impossible to invent. Work hard and don't accept an average life. Great achievements are a true reflection of the quality of input.

What should we look forward to seeing from Pilara Solutions Accountants in the near future?

We are now working on establishing a new office in Johannesburg to operate as our digital office. We will be running a 100% digital practice. That means we will be employing more people to work in Johannesburg but they will be running a paperless practice. We are planning to narrow our scope in our Kuruman office to mining contractors and farmers. We are also planning to expand our individual taxes to high-net-worth individuals. ▲

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Master of the trade

Leadership magazine speaks to Mzila Mthenjane, President of the South African Institute of Mining and Metallurgy (SAIMM), about bringing the art of the possible into reality in the form of a mining operation

Prior to 1994, you were already working in the mining industry—could you talk to us about the transformation that has taken place since the end of apartheid within the sector?

The mining sector is no doubt a primary proxy for transformation in South Africa, largely due to its role in the apartheid history of mining and the South African economy. The industry has been in the media in relation to transformation ever since the leakage of the 1992 Mining Charter. This attention has not receded and is likely to persist over the next decade. A few noteworthy changes include: -

- In terms of education, black mining engineers were amongst the rarest of human species. In my final year at Wits in 1992, there were no more than 20 mining engineering students and seven to eight were black, with no females of any race present. Today, the School of Mining Engineering at Wits boasts amongst the most diverse student and staff complement, in terms of race (more than 80 are black), culture, gender and country of origin. In relation to the workplace, there has certainly been some progress, particularly at the professional levels from entry management roles to senior executive. Black people were not allowed to obtain a blasting certificate, a primary requirement for entering the supervisory level at a mine until a few years before I started working. The removal of this legislation has since provided for many career opportunities for both men and women. Structural challenges remain, in terms of access for women as well as below-management levels in terms of skills and education for those employees on the 'coal face'.
- Improving education and skills development remains a major opportunity for the transformation of the industry; this is no surprise given that the industry, in particular, deep level hard rock mining, was built largely on the premise of a large population of the workforce not requiring a high level of education

and skills. ABET (Adult Basic Education and Training) programmes were an attempt to address this challenge, however, they have not been sufficient or adequate. The systemic impact of this structural feature of the mining industry prevails to this day.



Mzila Mthenjane, President

- It's worth noting the legislative changes that have taken place, such as the Mineral and Petroleum Resources Development Act and related Mining Charter, which is a key feature of the transformation of the mining industry. The requirement for mining companies to invest in local communities, and those communities and employees to own a share of the economic benefits, was genius.

What we have achieved after 25 years has only been to arrest the decline in the development of black people and the South African nation as a whole. I believe that a better working relationship between business, government and communities, and an honest intent at implementing legislation as well as business strategically embracing transformation and

implementing it for its spirit, rather than the letter of the law, holds more prospects for South African progress than we have witnessed so far.

What are the biggest changes that have taken place within the sector, globally, over the last two decades?

I witnessed the fundamental restructuring of the South African mining industry in early 2000, unleashed by the dawn of our democracy in 1994. One of the first changes I observed took place at the JSE, where individual mine shafts were listed.

The influence of the international capital markets was felt with the consolidation of these mines to establish focused and pureplay mining companies that we know today, such as AngloGold, Amplats Gold Fields and some of the first BEE transactions, the most notable being the acquisition of interests in JCI and Harmony by a consortium of black investors. Further, the disaggregation of conglomerate companies such as Anglo American, Gold Fields of South Africa and Gencor provided for a restructuring of the South African economy and the creation of several independent companies across various sectors.

The commodity boom, driven by demand from China is a notable change in the sector, but the most alarming outcome of this event is that South Africa totally missed it. There is no evidence of the share in the spoils of that boom in terms of increased exploration and mine development with the concomitant benefits of employment creation and GDP growth in that period. Such is the evidence of the impact of some aspects of the mining legislation which were and remain disingenuous for investment and economic stimulus.

The recent three to five years have seen an increase in investment in technology and innovation development. The disruptions to business models are affecting every industry—the mining industry is no exception. As resources and reserves deteriorate in quality due to increased depth and lower grades, technology, and



SAIMM
THE SOUTHERN AFRICAN INSTITUTE
OF MINING AND METALLURGY



innovation, in addition to operational excellence best practice, are key to ensuring continuing competitive advantage and reduction of input costs.

The benefits of technology adoption include the integration of value chains compared to previously siloed operations. This seamlessness in business operations increases the volume and quality of information available, at an instant, for quick decision-making, thus providing for opportunities to identify constraints and develop immediate responses that can be executed within a much shorter period of time than was possible before.

Sustainability and sustainable development concepts have become mainstream, spurred by climate change risks and the increasing shift of power to stakeholders from business. In the same manner that disruptive technologies have had an impact on our lives, climate change is indiscriminate in its impact. The result has been and will be, a systemic change in business models, to varying degrees depending on the structure of the mine operations and nature of the commodity being mined.

What does the post-mining use of rehabilitated land entail and how does it benefit the mining industry?



Komatsu HD785 truck dumping ore into crusher at Phoenix Nickel

Ideally, as a conscious and deliberate activity, post-mining use of rehabilitated land should be designed into the mine development and operations programme such that it takes place seamlessly from mining economic activity to the succeeding economy. Mining is a temporary economic activity and as such, revenues earned should be wisely invested in current and future socio-economic developments to ensure sustainable livelihoods.

The succession economy can also take advantage of relevant mine infrastructures, such as office buildings, roads, and utilities. There are great opportunities for mobility (movement of people, goods, and services) for communities within mining operations with rail infrastructure.

Opencast mining lends itself easily to this concept, but underground mining also provides different opportunities—there are many answers to the question of what can you do with holes and tunnels underground—storage, including water and energy. There are old underground mines that are used for document storage—we still treasure our documents.

As a post-mining and succession activity, post-mine land use provides the opportunity to unlock the several billions of Rands trapped in mine rehabilitation funds. Whilst rehabilitation

provision remains a necessity, how this money is used for mine rehabilitation can be in such a way that it creates a new economy—we need to think differently of how we will turn our mining communities into thriving locations of economic and cultural activity that will be a drawcard for domestic and international tourism

The mining sector plays an important role within the South African economy in terms of exports but also job creation—how can the industry still improve in order to ensure more sustainable jobs?

South Africa is well-endowed with minerals in the ground—but as one wise geologist said, “whilst it’s in the ground, it’s rock”. Without the required legislative support and investment to extract these minerals, this mineral endowment will not distinguish the country as an investment destination. Hence, employment creation in the industry will require that there be better co-ordination of legislative requirements to attract the necessary investment from both local and offshore investors. Further opportunities to invest in technology and innovation in the development of new mines will also create jobs for the many unemployed graduates.

What are your goals within your role as the President of SAIMM?

In my inaugural speech, I spoke about the concept of mineral succession planning as an opportunity for future economic development beyond mining. Rather than speak of mine closure, we need to leverage from exhausted mineral reserves and mine sites and create new industries for local economic development. There are several examples of where this has been done both locally and overseas, such as Eagle Canyon Golf Estates in Johannesburg, Eden Project in Cornwall, UK and the Sunken Gardens (Butchart Gardens) in British Columbia—the latter are an international tourist destination. The possibilities are endless with the right business and political leadership. Seeing a take-up of this concept and translation into real opportunities, even beyond my Presidency, will be a key achievement.

Transformation, especially in terms of gender and youth diversity, provides scope for growth and sustainability for the SAIMM. Current statistics are in the right direction, but additional and deliberate effort is required. ▲

The Future of Learning in Higher Education

Embracing change is the key to success



Professor Thengani Ngwenya, Director of the Durban University of Technology Centre of Excellence in Learning and Teaching

In the fast-paced world of today universities play an ever increasing role of importance. Online learning/courses are becoming more prominent and the custodians of our universities have embraced this concept of being able to reach more students. We sat down with Professor Thengani Ngwenya, Director of the Durban University of Technology Centre of Excellence in Learning and Teaching to find out more about the problems universities grapple with and how they are flourishing in a new age.

Could you please give us a bit of background on yourself with regards to your education and working history?

After matriculating from Mlokothwa High School in Nongoma in 1980 I enrolled at the University of Zululand, but could not complete my studies due to my involvement in student politics. In 1986 I enrolled at the University of Natal (Durban Campus) and was appointed as Junior Lecturer in the English Department in 1989. During the three decades of my involvement in higher education I have taught at various universities including Vista University (Soweto Campus), the University of Durban-Westville and the University of KwaZulu-Natal (UKZN). I was promoted to the rank of Associate Professor in 2003 by UKZN. Over the years, I have taught English Literary Studies and Education Leadership & Management both at undergraduate and postgraduate levels. I was appointed to my current position at DUT in 2009.

As the Director of the DUT Centre for Excellence in Learning and Teaching, what is your ultimate goal that you'd like to achieve?

As a leader of an Academic Development Centre my goal has always been to make a demonstrable contribution to student success by providing support to academic staff and students. Our ultimate goal as a Centre is to contribute to the nurturing of students who will be life-long learners and be able to adapt to the swiftly changing work and social environments in which they will be located after graduation.



Our work covers curriculum design and development; staff professional development; student support and development as well as the development and implementation of academic policies.

Strategy is key to most things in life; could you tell us about your strategies for promoting the quality of teaching?

We have tried to capture the essence of our approaches for promoting quality learning in the DUT Learning and Teaching Strategy which resonates with the new strategic directions of the university, commonly known as the DUT Vision 2030. We have chosen to foreground problem-based learning because our goal is to produce graduates who are original and creative thinkers and who can use their knowledge and skills to solve real problems facing our country.

Along with the improvement of teaching quality one would imagine student success will follow—what are your other strategies with regards to the enhancement of student success?

We have designed very pragmatic strategies for promoting student success—these include academic advising, tutorials, mentoring and focussed support for first-year students who often struggle with adaptation to the university environment. The Centre for Excellence in Learning and Teaching (CELT) also runs a very successful tutorial programme for all students in DUT residences.

At the core of our student support and development interventions is the philosophy of collaboration with all stakeholders who play different roles to promote student success. We therefore work very closely with the office of the Dean of Students, the Library, the Writing Centre and other professional support departments. The ultimate goal is to support and develop students holistically instead of approaching this delicate task in a fragmented or siloed manner.

The Fourth Industrial Revolution (4IR) has had an effect on every industry and sector, how much has 4IR changed the way teaching and learning takes place?

One feature of the 4IR that we are currently grappling with as universities is the ubiquity of information which is becoming increasingly available from many sources. The task of Teaching and Learning Centre like the one I lead is to ensure that students have sophisticated information-processing skills and techniques as this will make it possible for them to transform information into usable knowledge in a variety of contexts. This is in line with the notion of life-long learning which we seek to inculcate in our students.

At the core of our student support and development interventions is the philosophy of collaboration

What positive impact has 4IR made at your institution and do you believe there are any negatives attached?

The prominence of the 4IR in contemporary educational discourses has prompted us to review our curricular with a view to promoting soft skills which are needed to survive and thrive in a digitised world, characterised by high levels of uncertainty. As a university we are consciously moving away from the approach of training technicians to nurturing professionals who are adaptable and critical thinkers. The 4IR has made it imperative for universities to re-think the very notion of preparing students for the world of work. Instead of work-ready graduates we are preparing future-ready graduates. And the future is not as predictable as it used to be.

Talk us through the phrase ‘problem-based learning’ and explain how you tackle the subject at the Centre.

From a pedagogical perspective it can be argued that PBL (Problem Based Learning) is

a productive way of approaching teaching at university because teaching sessions revolve around a problem which students need to solve as individuals and as a group. In the process they master concepts, facts and approaches which could be used to solve problems in different contexts of learning or professional practice.

As discussed with 4IR, digital is taking over. The world is changing at a speed seldom seen before which brings other aspects into play, such as online learning—what role do you believe online learning plays and how much will it still grow?

Online and blended learning are becoming more and more necessary for the success of our higher education system. By making courses available online universities will be able to reach students who, for a variety of reasons, cannot attend face to face lectures. Online learning has the potential to become a major social justice initiative as it can be used for the professional development of teachers, health workers, technicians, etc.

Is online learning the future and will we see more tertiary institutions adopt online learning on a larger scale in the near future?

This is a clear possibility and a developmental imperative for our country in order to make higher education programmes accessible to more students who meet the requirements. The brief answer to your question is yes, online learning is the future.

What is the role of universities in promoting sustainable development goals?

Universities should be leading the global campaign to promote sustainability by ensuring that the principles and values underpinning environmental and other forms of sustainability are embedded in all their learning programmes. Development should not happen at the expense of the environment. Ideally, all institutional teaching and learning strategies should contain explicit techniques for merging the loaded concepts of sustainability and pedagogy. ▲

Innovation at heart of pharmaceutical multinational

In the three years that Frenchman Thibault Crosnier Leconte, country chair of Sanofi South Africa, has been in the country, his team has achieved pioneering results in the provision of drugs. Sanofi has collaborated with Government, the private sector and start-up companies

South Africa has a unique disease burden being communicable diseases, however non-communicable diseases such as diabetes and mental health are on the rise. Diabetes is the 2nd leading cause of death in South Africa. Adding weight to this healthcare burden, the IDF Africa region has the highest percentage of undiagnosed people—3 in 5 people living with diabetes do not know that they have it. People with diabetes are at an increased risk of developing cardiovascular disease.

Here lies the challenge for South Africa: health conditions such as diabetes and cardiovascular disease are not isolated to an income group or geographic region. Patients require treatment throughout South Africa. Government, already strained with the task of delivering healthcare to the masses that are not on a medical aid, faces a dilemma. Only 16.4 percent of the South African population (9.4 million people) had medical aid scheme cover in 2018, according to the 2019 General Household Survey (GHS) by StatsSA. Therefore, it is imperative for the private sector to partner with government because government on its own cannot address the challenges of inequitable access to healthcare.

Thibault Crosnier Leconte, country chair of Sanofi South Africa, shares his 'realistic optimism' about the future of South Africa. "While the economic situation is tense, there is a massive potential for growth," he says. "The new administration is bringing in reforms and is focused on attracting investment to stimulate economic growth."



Thibault Crosnier Leconte

Continuous investment

Sanofi South Africa is comprised of the South African, Botswana and Namibian divisions. The seven-storey structure in Midrand, Johannesburg, is strategically located: directly opposite Gautrain Grand Central Station. Besides being one of the largest employers in the pharmaceutical industry, Sanofi is one of a few multinational companies with a local manufacturing plant. The company prides itself on being socially and economically relevant to South Africa. The Pretoria factory, recognised as

a global centre of excellence in the production of tuberculosis (TB) products for the South African and global markets, employs 250 people from nearby Mamelodi, also a strategic decision.

"Our long-term vision is to educate employees and develop their skills. Our employees are key assets," shares Leconte. "We have on-boarded 193 learnerships, of which 122 became permanent employees. Sanofi is particularly proud that 10 have become first line managers." Sanofi regards the recognition of gender balance and diversity as essential to successful

transformation. In the past three years, Sanofi South Africa has increased the gender balance at top management level from 14 to 35 percent.

Leconte cautions that transforming an economy and developing a skilled workforce is a long journey.

“Sanofi has taken a conscious decision to invest in skills development and training to have a meaningful impact on the transformation of the workforce. The long-term impact should be transforming the economy. The pharmaceutical industry is used to long-term cycles”, he adds. “This is among the reasons that Sanofi is so successful. To have a sustainable impact you must create value consistently.”

A multitude of solutions

“We have a big portfolio, addressing TB, diabetes, cardiovascular disease and other heavy burden diseases, mental health and consumer health. Sanofi provides a broad spectrum of medicines, including treatment for oncology, rare diseases and multiple sclerosis.”

Sanofi South Africa is the number one multinational in the South African pharmaceutical industry. “Our presence brings many different solutions. We bring innovative and affordable products. In the public sector our TB and mental health drugs are affordable, and we ensure continuity of supply.”

“Mental health is also a high disease burden,” Leconte explains. “Seventy percent of the local population is not diagnosed with mental health. This year we engaged with the Department of Health to roll out a mental health education programme to upskill healthcare workers including medical officers and nurses nationally.”

Innovation is essential. This includes finding a way to ensure that TB patients complete their course of treatment. TB remains the number one killer in South Africa. The country is presented with a unique situation. This is no longer the case elsewhere in the world. Leconte is very proud of a new product that Sanofi has developed to treat TB. “Rifapentine is going to be a game changer. Whereas TB treatment used to take over 12 months, Rifapentine will reduce treatment to once a week over three months. This is significant.”

Children are especially vulnerable. As country chair, Leconte is proud of the inroads the pharmaceutical company is making to ensure that South Africans have access to affordable vaccines. “Partnerships are crucial. Creating value for health professionals, the healthcare system, the company and employees. We have several



partnerships; including transferring technology to Biovec for our Hexavalent vaccine. This is a six-in-one vaccine for several diseases including diphtheria, tetanus and polio.” The long-term partnership brings innovative vaccines to protect children from infectious diseases. The multinational has changed its approach in

recent years. Digital health is revolutionising the industry. It kills inefficiencies and extends reach. “Now a rural doctor facing a patient can exchange questions with a specialist in urban areas. This reduces the number of cases needing physical referrals to specialists. The questions act as a filter to help doctors make the correct assessment. Cases can be solved at primary or secondary level. If needed, there will still be referrals to specialists.”

Shift from curative to preventative care

“Sanofi South Africa is dedicated to healthcare beyond supplying drugs at an affordable level. We are building new skills and careers within the industry. There must be a shift from curative to preventative cure.”

As the man at the helm of Sanofi South Africa, Leconte has the expertise gained from almost 20 years with the pharmaceutical multinational, including supply chain. Prior to heading up the South Africa operation, he worked in Russia for nine years and before that, Northern Europe and the UK. “I studied business and engineering and realised very early on the impact that healthcare has,” Leconte shares. “Now in top management, as I learn, I gain more responsibility. I have a passion for having the unique opportunity to make a difference into the lives of people – on so many different initiatives.”

Blessed with a suave appearance and a sharp intellect, Leconte is attentive and polite. “Listening is a key fundamental of leadership,” he shares. “The world is changing so quickly. A leader needs to consult to make the best decisions. When an organisation is big, you must unleash talent and empower people.” Leconte encourages staff to offer solutions for out-of-the-box innovation.

Sanofi South Africa has had the honour of being certified as Top Employer in the country for 14 years consecutively by Top Employers Institute.

What is the secret? Excellence in working conditions, development of talent and continuous improvement of human resources practices. The company differentiates itself as an innovative and progressive organisation. “We look forward to more health breakthroughs.” ▲

Into the light

There is a beautiful tranquil nature reserve in an exclusive Wilderness Lodge tightly nestled in Mount Savannah



This serenely exquisite place has transformed the life of General Manager, Karin le Roux and the guests who have had the pleasure of spending time there. Le Roux, hails from Jan Harmsgat Country House, Swellendam, in the Western Province, where she worked for five years.

In July 2018 she was transferred to Sibani Lodge from Swellendam. The move to Johannesburg with its natural challenges, such as, a different climate, some dry lips and location change was rather daunting in the beginning. However, the

fact that hospitality was in her blood made it all possible. Le Roux shared more about her journey and the paradise spot she is currently managing.

Sibani Lodge is an exclusive Wilderness Lodge nestled in the idyllic nature reserve of Mount Savannah. Can you tell us about your background prior to being the General Manager of the lodge?

I am originally from Cape Town and I started out at Jan Harmsgat Country House in Swellendam in the Western Cape. I worked there for five years and was then transferred to be the

General Manager here at Sibani Lodge, in July 2018. Although moving to Johannesburg has been a major adjustment for me; I have been in hospitality my entire life. The blood in my veins is hospitality, which makes being the General Manager of such a breathtaking lodge amazing.

As General Manager of the lodge, what is a day in your life like?

Anyone who finds themselves in my position, where we take care of guests and ensure that they are satisfied, would agree with me in saying the guests are my number one priority. My entire day revolves around ensuring that they are happy and enjoying their experience at the lodge. My goal is to ensure that they have the best safari experience ever. Although my guests are my main priority, a day in my life also includes a lot of administration, mainly to ensure that our standards are upheld and consistent. I am also involved in the general up keeping of the lodge and take care of the staff and planning of the food menus.

Is the accommodation at the Sibani Lodge specifically categorised?

Yes, we have Sibani Lodge, which has five rooms at the lodge itself. Sibani Hills, a 5-bedroom villa which is mainly allocated for large groups of people, although these rooms can be booked out separately. We also have the Sibani luxury tents, which are three kilometres from the lodge. There are four tents at this accommodation site, which includes a beautiful Boma—where all the food is served from breakfast to dinnertime. It's one of our most luxurious accommodation sites as everything guests may need is right there for them. Every room has its own bathroom with bedroom that perfectly compliment it, along with an array of animals on your doorstep and breathtaking views.

Our most recent accommodation site, which we've added to Sibani Lodge, is Sibani Urban Safari tent camp. It is the perfect getaway for a family who would like to experience what the bush has to offer, but do not have their own gear. Everything guests would need for a camping



trip is at their disposal, making this camping experience unique.

What sets Sibani Lodge apart from its competitors?

We pride ourselves in offering our guests a home away from home experience. We've included family style cooking into our kitchen, where we offer each member of our kitchen staff the opportunity to share a family traditional meal into our menu. We also have the Boma, where we specifically host braai evenings—where our staff show the guests how to make traditional pap and the chakalaka that goes along with it. All these elements allow our guests to sit back, relax and have a real family-like breakaway. We've also introduced interactive cooking sessions, where guests are able to help with the preparation of their own meals. This adds to making guests getaway experience far different from any other.

Being a female in a male-dominated world of business, what has been your greatest challenge while being the General Manager of Sibani Lodge and how have you overcome it?

Although it's tough in this industry, I feel as if females these days no longer feel the need to step back in order for a male to take charge. Yes, it may be tough and it is at times, but my drive, motivation and passion makes any challenge I face in this industry worth it in the end.

Physically there are things I do not have the strength to do on my own, such as changing a flat tyre and taking guests on game drives.

But I never feel the need to remove myself from the situation completely, because I am a female.

Please share with us some details regarding the Amplify African Summit, which was recently held at Sibani Lodge?

I've had the privilege of catching up on a few of the beautiful stories from powerhouse women that were shared that day. The event was held at the Boma area, right in the middle of the Savannah with amazing speakers, such as Amy Kleinhans (owner of Sibani Lodge and former Miss South Africa), who shared her journey. It was emotional yet powerful. I left the event feeling so inspired by the number of women who were present sharing their stories of determination in making their chosen career paths a success. We catered for 60 women and we hope in future to have a lot more women present, as there is so much to take away from the Amplify African Summit event.

What is Sibani Lodge doing to ensure that it successfully integrates technology?

We are very focused on our guests having the most amazing experience, but before they arrive we try to find out as much information about them as possible in order to meet their needs. I've implemented a WhatsApp group where I add all the guests checked in, in order for us to have a clear line of communication. Mainly because some accommodation sites are quite far apart, this helps me help guests with any queries, concerns and requests. We are thinking of creating an App for guests to be apart of Sibani, however they will only be active once they have checked in. But, whenever anyone would like to see what's happening at the lodge they are able to log in as a member on the App and stay informed.

We feel this is the best way to connect with guests who have previously visited the lodge in order for them to remain up to date and informed with what is happening on the ground at Sibani Lodge.

What can we look forward to seeing from Sibani Lodge in the near future?

We are constantly growing and learning here at Sibani. We will in the future develop more low-footprint accommodation units. This is very important to us at Sibani—to care for the environment.

Sibani is in the Cradle of Humankind listed as a World Heritage Site. Sibani means "*into the light*" so in future, we hope that Sibani Lodge's beauty can shed some light on Johannesburg. ▲



Cranefield leads in 4IR education

Disruptive key enabling technologies such as artificial intelligence, cobots, robotics, and augmented reality are the cause of major organisational transformation and change in the Industry 4.0 economy

This inexorable change demands comprehensive reshaping of leadership, management, governance, and business models. Moreover, it requires collaboratist leaders and cross-functional virtual network partnerships to enable organisations to perform optimally. A collaboratist approach is vital for sustainable productivity and growth in 4IR.

‘Collaboratism’, which is seminally discussed in an award-winning article by Professors Pieter Steyn and Brane Semolic in March, 2017 (PM World Journal), essentially involves multi-organisational collaboration platforms that espouse a philosophy of open innovation and operate as virtual networks of local, regional, interregional and international supply and value chain business partners. Importantly, the creation of virtual networks focusses firstly on engaging local and regional partner organisations to satisfy key competency needs, and then extends the network of partners internationally when competencies cannot be found locally or regionally.

Although technology presents an important challenge in 4IR, leadership and management are even more challenging, since most executives are trapped in outdated 3IR and even 2IR mindsets.

Whereas 3IR was the era of participative servant-leaders, 4IR requires super-transformational collaboratist leaders who make decisions for the common good of all stakeholders. Such leaders intuitively know ‘why’ things are happening, ‘how’ to proceed dealing with it, ‘what’ needs to be done, ‘who’ should do it, and “when”, to achieve organisational performance. Organisations that are blessed with such leaders can ensure that they maintain a sound value system and exceptional ethical behaviour to meet the challenges of 4IR.

Collaboratist leaders are thus the guardians of the organisation’s value system, acting as role models who motivate employees and encourage positive mindsets for collaboration, coordination and team-based success. Moreover, they ensure innovative governance and create productive organisational structures that combine with virtual networks of partners to deliver collaboration and synergy.

Aspects most affected by 4IR are customer expectations, product and service enhancement, collaborative innovation, and organisational forms. Project and programme management acumen, which is a pivotal catalyst for 4IR organisational success, delivers the methodology to lead, manage and govern the cross-functional processes of new organisational forms and associated virtual networks of partners. In the 4IR economy, organisations must focus on their core competencies while partners should perform non-core activities.

In the light of the above, it should be highlighted that collaboratism effectively constitutes a collaborative form of capitalism, where collaboration with partners occurs for everything that is done outside an organisation’s core competencies. It leads to improved organisational performance and competitiveness for the initiating organisation as well as its partners. As mentioned in the introductory paragraphs above, in partnering, organisations first seek local partners closest to them before moving regional, national or, if necessary, global. A significant advantage of this is that it stimulates growth of small and medium-sized enterprises, as well as job creation. This is profoundly more desirable than the situation that has prevailed in terms of traditional capitalism where large entities have tended to predominate and hamper the development of smaller enterprises. Promoting small and medium-sized businesses is vital for job creation, economic growth and global prosperity.

Cranefield College’s academic courses prepare students for a collaboratist leadership, management and governance paradigm. Cranefield’s academics have been at the forefront of development in this regard, having advocated many key 4IR principles well in advance of the advent of 4IR. Since before the turn of the millennium, Cranefield’s programmes have centrally addressed the need for organisations to replace rigid, bureaucratic ‘silo’ structures with cross-functional, flexible value chains that are programme-managed.

Cranefield College is ISO-9001-certified, and all its academic programmes are accredited by the Council on Higher Education. All programmes, ranging from the Advanced Certificate in Project Management to the PhD in Commerce and Administration, are offered through technology-enhanced distance learning. Classes are streamed live from Cranefield’s auditorium in Midrand, Gauteng, allowing local and international students to interact with lecturers in real time, regardless of their geographic locations. All students can subsequently also view online recordings of the classes.

Cranefield’s academic qualifications enjoy top recognition in Germany and many other countries. In addition, Cranefield offers a wide range of short courses for senior professionals that can also be customised for corporate in-house purposes.

Cranefield College teaches its students how to develop the mindset and behaviour to be collaboratist leaders, with the knowledge and skills to manage successful strategic organisational transformation and change. Also central to their learning is how to achieve organisational performance excellence through programme-managing cross-functionally structured supply chain and projects portfolios of the organisational value chain. Feedback from students is that what they learn from Cranefield today, they can apply in their work tomorrow. ▲



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Steering cyber security

Munich Re is a leading solution provider for cyber (re) insurance globally and is committed to the development of cyber insurance in the South African market. Leadership magazine speaks to Nico Conradie, CEO of Munich Re of Africa

Could you please give us a rundown of your educational and working history?

After obtaining an MSc in Physics, I worked for a couple of years as a research scientist. I did not plan to have a career in financial services and landed in reinsurance by accident so to speak. Looking back on nearly 30 years in reinsurance, I am pleased with the outcome and thoroughly enjoy being part of the insurance and reinsurance community.

Reinsurance is an ever-evolving industry, in which one has the privilege of working with a diverse group of professionals ranging from engineers to actuaries and from occupational therapists to lawyers. It is a truly global business, affording one an opportunity to be exposed to cultural diversity on a world-wide scale and of collaborating on projects spanning several continents.

You were appointed to your position as CEO in February 2016 —please tell us a bit about the last four years at the helm?

Given that Munich Re of Africa serves sub-Saharan Africa, it goes without saying that the recent couple of years have been filled to the brim with socio-political and economic challenges. Africa is a wonderfully diverse continent with insurance needs ranging from providing access to the most basic financial services via innovative technology platforms to serving sophisticated customers, demanding first-world products and services.

Munich Re is at the heart of these developments, helping to develop new products; training and development of human capital; leading-edge risk and capital solutions and so forth. Together with a superb team it has been a great journey thus far, steering our organisation towards growth and profits whilst serving the needs of diverse customers. Boredom has certainly not been a key feature of the last couple of years.

What achievements are you most proud of during this period?

We see ourselves as being in the business of enabling peace of mind through the provision of risk solutions. This is done in practice through innovation, whether such innovation is focused on new insurance products, new distribution solutions, data analytics, training and development of, say, underwriters and claims managers, or through highly complex capital and risk management structures.

I am always humbled and delighted when I see colleagues who joined us in relatively junior roles, grow and develop eventually to take up senior executive roles in our wider group or somewhere else in the industry – knowing that Munich Re of Africa has made some small contribution to their growth and success, and thus to the wellbeing of the wider community we serve.

Before we climb deeper into cyber security, please speak to us about the term and how prevalent is it today?



Nico Conradie, CEO of Munich Re of Africa

Cyber security is a general term which refers to securing digital assets for its confidentiality (only the authenticated user can access), availability (accessible to authenticated user whenever required) and integrity (can be modified only by authenticated users with appropriate rights). Although cyber security is prevalently used to refer to Information Technology (IT) security, cyber security also includes the domain of both IT security and Operation Technology (OT) security. With the advent of Industry 4.0 and the different cyber incidents in different industrial control systems, the importance of OT security is gaining momentum.

The increasing dependency on digital infrastructure and digital assets for both businesses and private individuals has increased the necessity for awareness on cyber risk as well as the importance of having basic cyber security measures in place. Cyber insurance is one of the key risk management measures to be seriously considered.

Africa is a wonderfully diverse continent with insurance needs ranging from providing access to the most basic financial services via innovative technology platforms to serving sophisticated customers

Should a business or a government face a cyber incident, just how damning could it be for that organisation?

The impact of a cyber incident on businesses or a government can be catastrophic. Cyber-attacks can potentially lead to several types of losses, including damage to tangible and intangible assets, losses related to business disruption and theft, as well as various forms of liability to customers, suppliers, employees and shareholders.

The major losses related to cyber incidents are incident response and data restoration costs, which includes costs associated with repairing affected systems, networks and devices; costs of restoration and recreation of data and computer malware decontamination costs. These costs have a high correlation to the size, complexity and heterogeneity of the digital infrastructure. Business interruption due to cyber incidents may result in significant financial loss or loss of profit.

Organisations hold a large amount of private data that is housed for various reasons, which include personal records ranging from banking details, residential addresses, contact numbers etc. Furthermore, organisations may store third party data arising from business transactions, which may be sensitive in nature.

Unauthorised access to this private information by cybercriminals often results in damages i.e. theft of data for malicious use and aid in fraud. Cyber-attacks may have legal consequences on organisations in instances where there is failure to comply with data protection and privacy laws.

The reputational damage for an organisation that has suffered a cyber-attack can strain the relationship with suppliers, investors or any other parties that have vested interest in the business. The effects of a cyber-attack could tarnish the organisation's brand, which may be eroded if the incident is not well managed.

Any business can face this threat at any time. What would you say is the best form of risk management considering the great losses this could cause?

Cyber incidents can devastate even the most resilient organisations. However, a proactive approach to cyber risk management should enable organisations to survive major incidents. Cyber risk is the responsibility of the Board and senior management of organisations to ensure that the risk assessment and effective planning for controls is upheld to the highest standards. Over and above the implementation of IT security technologies and processes, a key component to cyber security requires awareness training of all employees.

The first step is to ensure there is strategic planning and budgeting for cyber risk management, then allocate responsibilities amongst key individuals for the implementation of such plans. Policies and procedures for addressing cyber risk and incorporating cyber onto the risk-based audit plan. Organisations must report at Board level on their risk profile as well as the effectiveness and progression on the cyber security plan to mitigate cyber risks.

What options does Munich Reinsurance have on offer for potential or existing clients?

We have been actively enabling our clients (primary insurance companies) by providing holistic cyber solutions which include cyber product design, original policy development, underwriting training and granting access to a network of service providers ranging from incident response and forensics—to crisis management and legal support—and ongoing support on single risk assessment. In other instances, we provide tailored solutions which allow our clients to offer bespoke solutions to their policyholders.

In addition, we offer IT solutions that will assist our clients in cyber underwriting, risk assessment, portfolio monitoring and reporting features. We are committed to the development of cyber insurance in the South African market.

Are you happy with the company's growth in Africa and what are your long, short-and medium-term goals you'd like to achieve as CEO?

We are not focused on market share or top-line numbers. Having said this, it is a sign of a healthy company if it is growing profitably. We are generally satisfied with what we have achieved over the many years that Munich Re has been doing business in Africa, especially if one also considers the many challenges facing our continent.

"We are never complacent, and thus "happy" is probably a word I would not have used. We are working hard to find additional opportunities to add new business to our portfolio, provided that this new business contributes positively to our bottom line.

Our business is all about helping our primary insurance customers grow and succeed. It sounds overly simplistic, but precisely this has always been my goal: working with our customers to find ways of helping them succeed and in doing so ensuring our own growth and success. I don't think this will ever change.

"Naturally, I am not wishing to imply that we do not also focus on other aspects of running a successful business: the winning in the proverbial war for talent, the need to improve efficiency through, for example, digitalisation, and making sure we employ our skills in topics such as data analytics and cyber insurance to the benefit of all our stakeholders. ▲

Taking your business to the next level

Turning leads into clients is what Persuade Marketing specialises in

Marketing is one of the key factors to any business and even more so when you hit tough economic times. Unfortunately, it's the area of the business where you are likely to find the most cuts and often the least qualified people for the position. *Leadership* sat down with Jared Koning, owner of Persuade Marketing, to see how they get the job done considering the company's rapid growth over their two years of existence.

Their client base includes leading JSE-listed companies. They also have business overseas in Australia and the UK, however Koning attests that their focus is predominantly on South African business.

Sales is the predominant force of most businesses. Many companies rely on call centres to make their sales, however, how effective are these call centres? According to Koning, the reason so many companies struggle with call centre sales is because emphasis is placed on the number of calls rather than the quality thereof which creates its own issues.

Koning says that most companies' sole focus is on the call quantity output of each call centre agent. "This is not the correct way to go about it," elucidates Koning. In sales, engagement is key. The ability to speak to your prospective client at their level of understanding creates an atmosphere in which a sale is possible.

Getting off the ground

So how does Koning do things differently to ensure that Persuade Marketing continues their upward trend, despite the sometimes-dire economic outlook? Koning admits that growing up, he was fortunate to have his father's guidance, a father who has vast business knowledge, which allowed him to gain practical knowledge firsthand. Starting his own business was always the goal and in order to get the finance for it, he worked on cruise ships for three years, and saved the required capital.



Jared Koning

Koning then started his own education company which grew to over 17 000 students, in multiple countries, in under a year of operation. This is where he got the idea of outsourcing business processes that led to the creation of Persuade Marketing. A brief stint as the marketing

manager at Media24's educational division followed before he co-owned another business. After this he started Persuade Marketing.

"My love of marketing stems from my love of interaction with people and understanding different personas and cultures; the psychology

and triggers of how people think, what motivates their decisions, how they react, what influences them or persuades them into action. Marketing is about connecting with people and guiding and educating them on a journey through touch points; using emotion, authority and trust towards a deliverable,” explains Koning.

Building relationships

In keeping with his principles regarding marketing, Koning refuses to go the general route many competitors take. Generating leads is the starting point of every sale, but it is how you deal with those leads that make the difference. “At Persuade, we go further and offer the full circle: from correct market research to lead nurturing and acquisition to give our clients all the necessary tools and insights to increase the chances of closing on every lead we generate.

What makes our company different is we operate in a human-to-human element as a specialised consultancy that can leverage technology but integrate numerous personal touchpoints; to engage, nurture and acquire and even retain when required,” says Koning.

This method has clearly worked for Koning. He is proud of what he has achieved in only two years with offices in Cape Town and Johannesburg and 30+ employees and part contractors. Persuade Marketing has already generated R20 million in returns for their clients this year.

Passion is something Koning clearly has for the business. He has overseen the transformation of numerous companies from what was once a numbers-based call centre to a fully functional, sales driven environment. These are key elements to what Persuade Marketing can do, by simply offering a service beyond just producing leads for the client.

Technology

And some advice for those companies that have harnessed the digital age by using machines to sell their products—stop, it does not work effectively. While technology should be embraced and used, the human-to-human element remains

the most effective way of operating. Marketing has largely embraced the Fourth Industrial Revolution (Industry 4.0), more so than many other industries. It has largely benefited the industry in terms of tracking numbers, finding good leads and sifting through data.

“New technologies have radically altered the way we do business,” explains Koning, “primarily because of the vast amounts of data that takes software beyond Microsoft Excel and traditional methods. To make sense of all of this data. With social media and even more advanced data from sources, such as Statistics South Africa, we can now really micro-target prospective leads and really capture who is a serious lead and who just has an interest by using sales funnels.

Anyone can buy a list of names and call around. Using proprietary machine learning and Artificial Intelligence (AI), we can now organise this vast amount of data to really dig deep, and before we even make calls, we can tell with a certain probability, statistics-wise, which is a serious lead. Of course, all the tech mumbo-jumbo is useless without establishing a genuine rapport with the client, or prospective client. Old-fashioned face-to-face customer service is important, more than ever, in such a competitive field. We work with our clients to achieve their goals. They need to understand our process, so they trust us to give them genuine customers, not just leads.”

Many of Persuade Marketing’s competitors have branded themselves as remote full-service marketers and lead generation specialists, but there is so little emphasis on face-to-face communication, which has actually become more important. The ‘onesize fits all’ model doesn’t work and the promise to work miracles for your client does not work either.

“At Persuade Marketing, we meet with our clients and I personally get to know them very well. We talk about their goals and opportunities as well as barriers they have had. From there, I go through our process, and show them how they can achieve success through traditional techniques, but also how to swiftly parse through the vast amounts of data available

today to find those customers who want to buy today, not some time in future.”

The human touch is what Koning believes plays the biggest role in setting Persuade Marketing apart from their competitors. His clients know and trust him, his methods and his ability to adapt without egotistically claiming he can achieve the unreasonable.

Data

But how exactly do they attain these results for their clients? Gaining over R20 million in turnover for his clients is not something to be scoffed at. What techniques does he use to achieve this? For obvious reasons Koning is reluctant to share all his secrets, who would, but data and ability to use that data effectively comes up regularly during the interview.

“It is no secret that there is a treasure trove of data out there. But it is challenging to sift through that data to find out what is relevant and what it means. We explain to our clients how we do that.

Some of the tools include using custom algorithms to sort through the data using machine learning and artificial intelligence, but those are already the tools of today.”

In conclusion we speak about outsourcing and the importance thereof. Across the board, outsourcing has increased drastically in recent years and will continue to do so.

“With more and more people making their living by becoming entrepreneurs, outsourcing parts of their business is essential. But whether you are an entrepreneur or a large multinational corporation, you simply can’t set up a market research and statistical analysis lab and convert leads into customers when you want immediate sales.

“We have already put into place a lab that is not only using today’s bleeding edge algorithmic technologies but experimenting with new potential techniques—and therefore you must outsource today. We have prospered as a business because we have evolved and are nimble and are constantly inventing and testing new techniques in finding customers for our clients,” Koning concludes. ▲

SD WAN is a revolutionary technology now in africa with FACT

SD WAN & Edge Computing is among towering topics

Today SD WAN, defined as Software Defined Network (WA) is travelling at warp speeds and together with EDGE computing is among the towering topics in the IT Networking Space. With an estimated business of 225 Million \$ in 2015, the sale of SD WAN is predicted to reach above 4 Billion \$ at the end of this year and crossing beyond 8 Billion \$ by 2021; these are estimates predicted by the research firm IDC. Businesses are regularly and increasingly moving to cloud environments with a focus on being mobile first and at this stage there's a definite advantage of utilizing SD WAN to adapt to the changing landscape as compared to comparative technologies in the market.

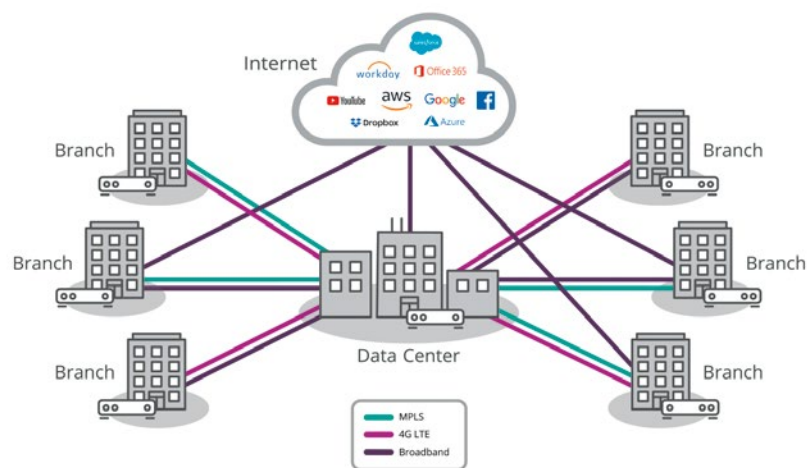
Software Defined Wide Area Network is a virtual WAN architecture that facilitates organizations to control and leverage any mix of transport services in order to securely connect users to required applications. In classical infrastructures, WAN's are comprised of multitude of routers talking to each other on long distances. There is a data and a control plane within each router. The information that is being sent or received is being held in the data plane while the direction of the information flow is being determined by the control plane.

Here, there is an extensive programming required at the control plane with defined rules on how to divert the network traffic data. This is carried out by entering commands into the command line interface of each router. There is an exceeding demand for data with each passing year and real time data is always expected by users. In a nutshell there is an expectation to use software to reduce costs and get the IT work faster and smarter and SD WAN is a great way to construct and manage long distance networks.

Today Africa has one of the most expensive internet worldwide with majority of the population still relying on Mobile Networks. There is a reluctance from operators to invest in long term solutions and with an ageing mobile infrastructure the growth is a challenge and would stay if we do not address this issue. SD WAN offers an ideal solution to take on the requirements of addressing real time applications at an affordable cost while offering a comparatively robust solution. There is cost saving, reliability and easier setup and management in the long term.

With a legacy in training and development across Africa, FACT is launching an extensive training and deployment of SD WAN Services in the Sub Saharan African Region. We are committed to the long-term development of the Telecom and IT Sectors across Africa and are utilizing our infrastructure and expertise to introduce new technologies to the region said Esmail Gani, Managing Executive at FACT. We have made further strides to ensure that up to date technology is available to our partners.

SD-WAN Architecture



Esmail Gani, Managing Executive

The services would include:

1. Lab Design and Proof of Value
2. Planning, Deployment, Integration and Optimization.
3. Automation Services Agile Development
4. Training and Development ▲

Stay tuned and connect with najib@factsa.co.za for more information

We make telecoms better

FACT brings cutting edge tech to Africa

With the evolution of technical services and demands from regional operators, FACT has introduced new services to connect people, things, processes and knowledge to enable collective awareness, efficiency and better decision making through Remote Intelligence and Control.

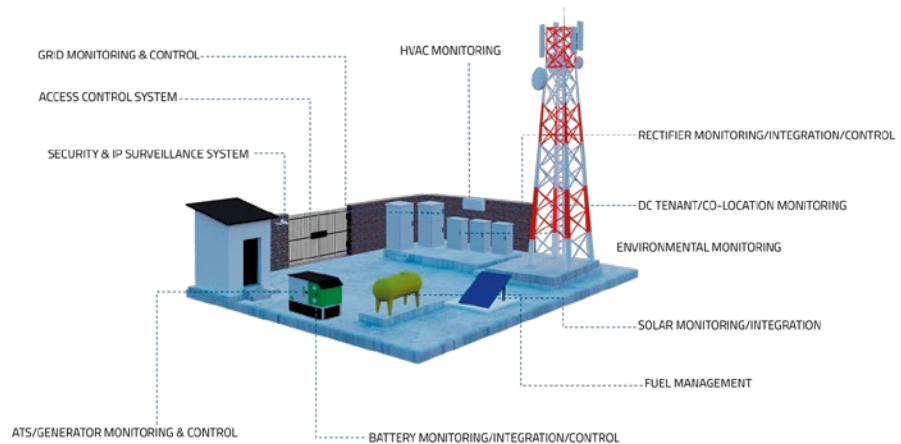
Industrial business challenges include evolving market dynamics, technical complexities and the pressure to perform with less resources. To overcome these challenges, we are leading and driving Industrial Internet of Things (IIoT) technologies and strategies for customers in telecommunications along with smart energy management (advanced metering infrastructure), transportation and logistics, and datacentres.

The broad mission is to transform and modernize existing legacy, isolated systems along with fractured operations into a highly agile, unified software defined operations yielding lower OpEX and higher efficiency through central command and control functions.

Leveraging decades of deep telecom operations experience along with ability to engineer electronics, modern software development, technical consulting, investments and an incredible desire to constantly innovate, we are challenging the industry in umbrella management systems, redefining the envelope of OSS, asset sweating, connected O&M, supply-chain and pragmatic, controlled, digital transformation. All technologies are based on industry standards such as TMF, 3GPP, ETSI and other well-defined structures.

We are data centric and believe in consolidating all critical functional areas into a common industrial IIoT Platform supported by a flexible workflow engine built on microservices architecture and open APIs.

The implementation provides insight into all operations in real-time (NOC, O&M, supply-chain, departments, etc.) from a single command centre for network performance, fault identification, real total cost of ownership



(TCO), future precision investments based on real-world KPIs, real-time SLAs, sub-contractor performance, audit functions, software defined power, software defined workforce, just to name a few.

Prime markets

Energy & Infrastructure

We provide energy management solutions to all the industry verticals; we have engineered state of the art energy & infrastructure management and metering systems (smart meters – sophisticated MDMS).

Systems allow industries and consumers to manage their energy consumption more efficiently through remote monitoring and control systems.

Industrial

Industries are facing the challenges of managing their infrastructure and reducing the operating expenditure (OpEx). We have engineered tailored solutions to provide real-time visibility to enable remote business intelligence. Our Remote Intelligence & Control M2M Platform provides insight to all the industry verticals on a single platform.

Utility

We are an expert in providing smart solutions for smart homes and smart communities. Our

system is equipped with advanced solid state electronic ‘Smart meters’ that collect accurate time-based data which is perfect for utilities.

Network & Data Centres

Data centres are power hungry beasts and our Data centre Infrastructure Solution introduces a centralized monitoring and management system. Our solution provides visibility into Data centres and provides the highly needed insight into the Data centre.

Buildings

Electricity generation has increased by 58% from 1985 to 2014 this is mostly due to building energy demand. Our Integrated Building Automation & Management System is an advanced distributed control system designed to monitor and control mechanical, electrical and lighting systems in an intelligent building.

Transport

Our smart transport management solution is perfectly suited for fleets of varying sizes and types—from large Dump trucks to light waste dumping vehicles and from motorcycles to dumpers.

For more information on FACT Services please contact najib@factsa.co.za



The indelible image

South African Springbok players celebrate during the award ceremony following the Rugby World Cup 2019 Final between England and South Africa at the International Stadium Yokohama in Yokohama, Kanagawa, Japan. There were tears, cheers and dancing as South Africans at home—and around the world—celebrated the Springboks victory over England. South Africa's Springboks out-gunned England 32-12 to win the trophy for the third time. A fact not lost on rugby fans was that the players to inherit the left-wing jersey of Williams–Makazole Mapimpi—and the right-wing jersey of Small–Cheslin Kolbe—made history in becoming the first two players to score tries for South Africa in a World Cup final.

Photo: The Asahi Shimbun via Getty Images)



Carbon Tax

It's a sobering thought, but South Africans have a serious climate change problem. As the world's 14th largest emitter of carbon dioxide, we have a massive role to play in responding to climate change, and a duty to the planet to shift to a lower-carbon economy.

As a signatory to the 2015 Paris Accord, United Nations member countries agreed to hasten their transition to a low-carbon future. Our first step in combating climate change has been the introduction of a Carbon Tax.

Gazetted in May this year, the Carbon Tax Act places a liability on carbon-intensive industries producing greenhouse gas pollutants above a certain threshold, with the aim of driving behavioural changes across industries. Instead of meeting the new liability with resistance, industries should embrace the opportunity to reduce their carbon output and tighten up their value chains to optimise costs by creating circular economies and exploring alternative, sustainable energy sources.

Climate change can no longer be ignored

Because of its severe impact on agriculture, water resources, human health, infrastructure, ecosystems and energy, climate change is an environmental crisis that can no longer be ignored. Given that most of South Africa's carbon emissions result from energy generation and the industrial use of energy, and the fact that as much as 80% of South Africa's primary energy is powered by coal, our future prospects are scary. Greenhouse gas emissions like carbon dioxide trap heat in the atmosphere, contributing to devastating environmental outcomes like severe drought, heatwaves, flooding and wildfires.

Regulating climate change response

More than eight years in the making, the Carbon Tax Act is anticipated to result in a 33% reduction in emissions relative to the baseline by 2035<https://www.researchgate.net/publication/333643662_Greening_the

[South_Africa's_Economy_Could_Benefit_the_Food_Sector_Evidence_from_a_Carbon_Tax_Policy_Assessment](#)>. However, ensuring we get this right means that we can no longer afford a "business as usual approach" to manufacturing



and energy generation. So, what does this new legislation demand of businesses?

Certain industries (like mining, cement production, fuel and the like) will be liable to pay a Carbon Tax if their activities emit pollutants above a certain threshold.

The Act takes an incremental approach to change, with two phases running from 2019 to the end of 2022, and onward. It is worth noting that there is no blanket tax on carbon emissions, and the first phase gives businesses the chance to find their footing.

Furthermore, businesses will be able to offset their emissions through certain allowances, which could result in a potential reduction of up to 95% of the Carbon Tax payable. This provides motivation for industries to examine their processes, by-products, inputs and outputs to minimise their carbon footprint while stimulating associated industries.

Consider the future impact

At this stage of the game, South African companies are advised to make full use of the first phase of the Act to reduce their emissions in order to effectively reduce their tax liability in the next. From 2023 onwards, the tax rate is likely to increase while the allowances fall away. This means that industries have a limited window in which to explore opportunities to reduce, reuse and recycle as much as possible in order to create circular economies in which no by-products are discarded.

Sooner rather than later

Now is the time for every business - small-to-medium enterprises included - to reduce reliance on fossil fuels and investigate alternative energy sources, like solar and wind energy.

Companies that are unsure how to approach their obligations under the Carbon Tax Act would do well to enlist the assistance of a reputable, environmentally-minded carbon management organisation that can provide everything from carbon analysis and foot printing, to a workable strategy on emission reduction, while providing guidance on the transition into a cleaner, lower-carbon future. ▲

The National Energy Regulator of South Africa (NERSA) makes a valuable contribution to the socio-economic development and prosperity of the people of South Africa, by regulating the energy industry in accordance with government laws, policies, standards and international best practices in support of sustainable development.

NERSA is a regulatory authority established as a juristic person in terms of Section 3 of the National Energy Regulator Act, 2004 (Act No. 40 of 2004). NERSA's mandate is to regulate the electricity, piped-gas and petroleum pipelines industries in terms of the Electricity Regulation Act, 2006 (Act No. 4 of 2006), Gas Act, 2001 (Act No. 48 of 2001) and Petroleum Pipelines Act, 2003 (Act No. 60 of 2003).

NERSA's mandate is further derived from written government policies as well as regulations issued by the Minister of Mineral Resources and Energy. NERSA is expected to perform the necessary regulatory actions in anticipation of and/or in response to the changing circumstances in the energy industry.

The Minister of Mineral Resources and Energy appoints Members of the Energy Regulator, comprising Part-Time (Non-Executive) and Full-Time (Executive) Regulator Members, including the Chief Executive Officer (CEO). The Energy Regulator is supported by staff under the direction of the CEO.

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