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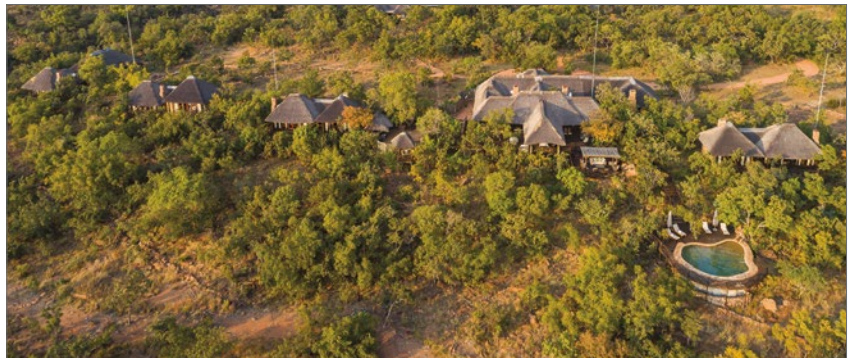
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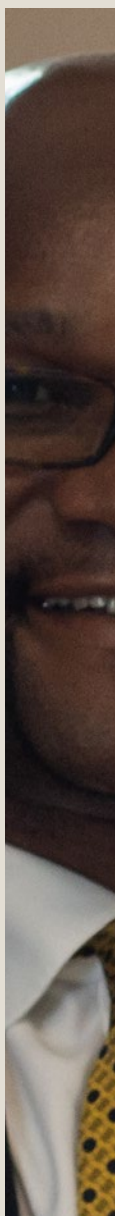


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Leadership

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The Minister of Arts and Culture, Nathi Mthethwa, is championing the struggle for African liberation through his own brand of servant leadership

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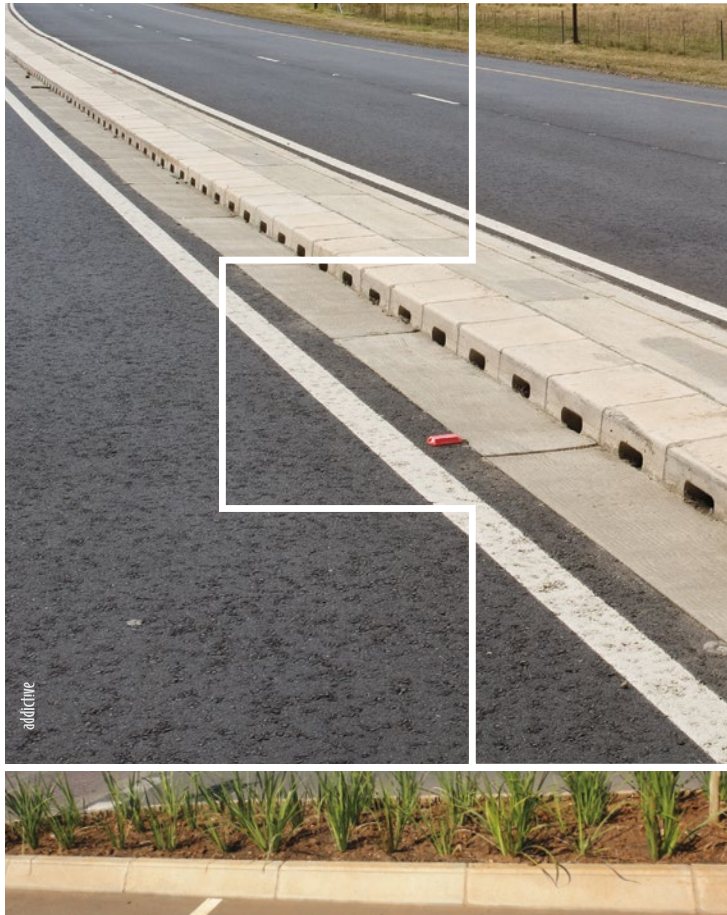
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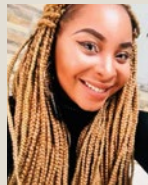
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Leadership

The moral leader

The urban legend has it, “For a German and a Finn, the truth is the truth. In Japan and Britain it is all right if it doesn’t rock the boat. In China there is no absolute truth. In Italy it is negotiable”. I, thus, kept wondering what is the truth in South Africa ? I ask the question, taking into consideration and appreciating the cultural diversities of the South African society, this saves me from dissecting various races and giving heuristic bias answers on the subject matter.

In this highly polluted environment coupled with too much noises, investigations and accusations, it is sometimes very difficult to find the real truth. This situation of false truth, half-truths and no truths, if anything, is becoming unbearable. Perhaps it could be ameliorated through moral leadership. I say so, not necessarily pontificating a bias towards any form of the truth.

Leadership is a vital instrument required in various spheres of life. The important social institutions such as the economy, religion, education, politics or the government require more than leadership, they require *moral* leadership. In his famous theory of moral sentiments, Adam Smith advances a cogent and well-articulated argument for prudence and justice in order for societies to survive and flourish.

Some have described moral leadership as aiming to serve. Instead of showcasing their own skills, moral leaders tend to develop the capacities of others.

For productive, harmonious, functioning societies, morality is an inescapable aspect. Despite the many challenges we face with inequality, poverty, crime and unemployment, it is also important that leadership in those key social institutions must shine the torch of impeccable moral standards.

Having observed the toxic environment from politics, to bogus religious leaders, business greed and global terror, I am convinced we need to emulate the virtues propagated by Smith. He suggests the character of a truly virtuous person embodies the qualities of prudence, justice, beneficence and self-command.

Publisher’s Note



THABO OWEN MOKWENA
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Leadership

Health: our biggest asset

According to the World Health Organization (WHO) stats, the current population of South Africa stands at 56.72-million people. The life expectancy at birth in South Africa for males and females is 60/67, while the probability of dying under five (per 1 000 live births) is 37. Though this is certainly not terrible, the statistics become grimmer as one digs out more information.

The most serious health challenge in South Africa is the high prevalence of HIV. The country has the highest number of people living with HIV of any country, and the fourth-highest adult HIV prevalence rate in the world, which is a grave concern.

Strides have been made and we are generally sailing in the right direction. However, more still has to be done. Cancer, tuberculosis and malaria are other key health diseases devastating the South African and African populace. Focused interventions are needed in the South African health sector as the logistics around health intervention programmes are the biggest hindrance.

The focus of this edition of Leadership magazine is on health (longevity), the evolving scourge of cybercrime and a look at the national elections coming up. We also explore the recently released municipal audits report (which are not too encouraging) and the private and public sector partnerships.

The secret to immortality has been sought for ages. So far, no tangible solution (or potion) has been revealed, as myths, legends and various concoctions have been formulated, all to no avail—as far as we officially know.

Perhaps the secret to longevity (and maybe immortality) lies in us investing in our health, which is our biggest asset as human beings. A healthy body feeds the soul. Good eating habits here, enough sleep there, exercise and enough medical check-ups as we trudge along should at least keep us going in the right direction.

As we get into election season, let's invest our time in our health, as this may prove increasingly necessary. Read, enjoy and, above all, take in all the lessons put forward.

Editor's Note



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

EVANS MANYONGA
Editor



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We are Africans

Propelled by servant leadership

“I am, through and through, an African and there is no question about that. As South Africans, we need to be conscious of the fact that we are not only South Africans, but Africans.”

Born on 23 January 1967 in KwaMthethwa, rural KwaZulu-Natal, the same area that the fierce and brave King Shaka Zulu was born and raised, Nathi Mthethwa has a strong lineage.

“Shaka was groomed in my great grandfather’s backyard, my great grandfather is the one who mentored Tshaka and raised him to grow up and become the person he was,” he explains.

Mthethwa’s background was enhanced by being exposed to different worlds—the city and the rural setting. “I grew up in both worlds, in

National Assembly. He also previously served in Parliament as a Chairperson of the Portfolio Committee on Public Service and Administration and Chairperson of the ANC caucus. He is currently serving as the Minister of Arts and Culture.

“A lot of political experiences and learnings aided me as I moved forward because I had a clear understanding of what we needed to do to improve our society. All those experiences, the combination of those experiences, gave one an

lobbying the Southern African Development Community (SADC) and ensuring the country wouldn’t just be exporting raw diamonds but, rather, exporting the end product. Beneficiating became key. I am glad that now that is still on the agenda, the beneficiation of our minerals,” he says.

When he assumed the position of the Chief Whip, his main responsibility was marshalling the forces of ANC members in Parliament. Thereafter, he was given the responsibility to lead the safety and security space as Minister. The safety and security of citizens was the key driver, as it still is, he explains.

A key challenge after assuming office was realising that there were various allegations against members of the police force.

“One of the things that continuously worried us was that people were saying the police were in cahoots with the criminals. That couldn’t go unnoticed, so I effected audits against the entire police force. This was effective, as we discovered various issues in the force and certain instances where we had police force members who had criminal cases opened against them while still on duty. We managed to clean the system and this is an ongoing undertaking with the current leadership of the force. Without a reliable police service we would be in trouble as a country, however, I am glad the majority of the members of SAPS are very reliable people who are doing their work diligently, working for society and their families,” Mthethwa says.

Marikana

Another immense challenge he experienced during his tenure was the Marikana Massacre, which Mthethwa refers to as a sour point and a difficult period.

“In 2014, we were given this responsibility of leading the Department of Arts and Culture, a key department in any society. This is a department that drives the identity and soul of the nation.

“It is central to the project we agreed to embark upon in 1994, which is reconciling society after a dark period for the nation. It is a project focused on social cohesion and nation-building. It has not been easy, as there have been various challenges. However, we are on a fruitful path and pushing forward as we continue to build the society we all dream of,” he says.

Issues around racism have been a key challenge for the department, as some elements of

Issues around racism have been a key challenge for the department, as some elements of society have not identified with the efforts of the department.

the urban and rural world, as it were, which is why, when we go to conferences, my brand region will be claiming me and my other branch, King Dingiswayo, will also be claiming me. I always say to them, ‘No, I belong to both’. That completes who I am but my exposure to political activity was mainly as a result of the urban part of my life, which actually exposed me to the situation on the ground,” Mthethwa explains.

His rise in politics came during the Apartheid struggle period. As a youth, his political ear was tuned through the trade union movement. His young adult life was filled with political activity and this shaped his future in politics.

He became the Regional Secretary of the Southern Natal African National Congress Youth League (ANCYL) from 1990 to 1992, he was elected to the National Executive Committee (NEC) of the ANCYL and served as the Secretary on its National Working Committee (NWC) from 1994 to 2001. Later in that year, he was deployed to the ANC National Organising team during the period 2001 to 2002. Mthethwa served as a Chairperson of the Minerals and Energy Portfolio Committee from 2004 to 2008 and as Chief Whip of the ANC in 2008. He also served on the 2010 FIFA World Cup Local Organisation Committee’s Board of Directors.

Additionally, he served as the Minister for Safety and Security from 2008 to 2014 and as the Chief Whip for the ANC in the

advantage point as we moved forward because, at an early age, we had a broader view of our society. Understanding our society and what needed to be done, from the inception, we have always been guided by this perspective, this strategic perspective of the liberation movement to do away with Apartheid, specifically to dismantle Apartheid.

“And on its ashes, we have built a united non-racial non-sexist democratic and prosperous society that has guided us in our work,” he adds.

Mthethwa stepped down from the ANCYL in 2001 and was deployed as a member of Parliament in 2002. “In 2002, at the age of 35, I became a member of Parliament and my core aim at that young age was to understand what it is that we can do, in whatever position we are in, to better the lives of the people.

When the governing party gave me the responsibility of Chairperson of Minerals and Energy, we embarked on various projects and one of the highlights was the universal national electrification project throughout the country, especially in the rural areas. People who had never had access to electricity were exposed to it and were empowered,” he explains.

Mthethwa was also instrumental in the mining sector as he was at the forefront of drafting the policy related to mineral beneficiation. “We went about making our own contribution to the transformation of the mining industry. We tried to ensure the wealth would be in the hands of the people through the wide-scale creation of jobs,

society have not identified with the efforts of the department.

“What guides us is that we have an agenda to build a non-racial society. Unfortunately, on our path towards that, we encounter obstacles, obstacles in the form of racists in our midst, and we deal with those obstacles, not as end-points, but as we move, because they are not our agenda, our agenda is a non-racial society,” Mthethwa explains.

A three-pronged approach has been adopted by the department to tackle the difficult obstacles. “We employ an approach focused on three different areas. The first one is education, in particular, more education about the issue and how to deal with it. The second aspect is mobilising society to be vigilant at all times and show intolerance towards racism. The third aspect is that of legislation. We know that you cannot regulate somebody’s attitude but you can certainly regulate their behaviour,” he explains.

Gender-based violence

Another major challenge is gender-based abuse, which is rising unabated. The department has made community outreach projects a key priority as they aim to tackle this sensitive problem.

“Gender-based violence has no place in our society as women and children are key to the nation and, as the Department of Arts and Culture, our engagement with communities (as we have community meetings as part of this broader social cohesion programme) has been crucial.

“We engage with communities and explain the importance of all of us coming together and defending our women and children. I spent 2016 with one of the entities we work with; the Moral Regeneration Movement. We hosted a national summit in Soweto to deliberate and converse as a society on mechanisms we can employ to fight this scourge. As recently as two weeks ago, we also made our contribution to highlighting the fight against this scourge with the abuse case involving the musician, Babes Wodumo, because we believe if we are really going to build a non-racial and non-sexist society, we have to be taking the lead,” Mthethwa notes.

He believes communities should all come together to fight against the abuse of women and children as it is a national problem that cuts across all segments of society.



We embarked on various projects and one of the highlights was the universal national electrification project

Photo: Tariq Cassiem

“The responsibility of leading the fight against racism, sexism and gender-based abuse is the responsibility of all of us in society. We are in partnership with the Department of Social Development, for instance, in fighting the scourge of harassing and hurting people living with albinism. Our highlight was last year on 13 June when we went to Mpumalanga, mobilising the society, because there are regions where this is a major issue and Mpumalanga is one of them.

“We have also had such activities in KwaZulu-Natal and the Western Cape because we believe discriminating against people because of the pigment of their skin is not going to help anybody. These projects continue under our watch because we believe we need to continuously engage society,” he says.

The Social Cohesion Ambassadors Programme

The department has established a Social Cohesion Ambassadors Programme, led by Judge Mukoro, who is the Chairperson. The team has been tasked with going all over the country and engaging with communities to promote social cohesion and peacebuilding.

“The social cohesion programme cannot be complete without moral regeneration. Part of the problem is that we are still thinking the same old way when we refer to families. Your traditional family would have a father, mother and child/children—that is not the case today in South Africa, unfortunately. You have children-headed families, these families have an absence of structure and it then becomes the responsibility of society to ensure the right upbringing



“Gender-based violence has no place in our society as women and children are key to the nation and, as the Department of Arts and Culture, our engagement with communities has been crucial”

Photo: Harq Cassiem

of these children as that almost always has a major bearing on their future.

“So, if their upbringing is in their hands, it means that, as a society, we need to rethink how we look at this very important unit of our social cohesion and social construct. A child is raised by a village, absolutely. However, sometimes we abdicate that because we become so consumed by a colonised way of looking at society, a colonised way of actually being ourselves privately and forgetting that we have a broader societal responsibility. That is why I feel that if we are going to build this social cohesion, we need to go to schools—basic education—and show that we instil the positive values from the moral regeneration,” he explains.

Mthethwa believes the values of the passport of patriotism in the country should be instilled in children from a young age. It’s important for children to understand why they should do well for society, what guides them, the principles in the constitution and what the preamble says. Reciting this preamble is a very deep thing; they should be educated on what it really means. It is not about forgetting where they come from but, rather, to ensure they heal the wounds of the past so they are able to move forward.

Schools are working very closely with the Department of Basic Education to produce workbooks. They have the signs and symbols, which underpin the values of the society they are building. Be it the national anthem or our national symbol, the South Africa flag, a sense of belonging must be created and these are the things that ultimately aid and guide us. Meaning should be attached and this should be learnt from a young age.

Patriotism

Mthethwa believes these are core aspects in raising future citizens, citizens with a strong sense of patriotism towards the new South Africa that is being built, 25 years after attaining democracy.

“If we don’t pay attention to these aspects, we are going to have people who are lawless and do not respect the rule of law, and that is not the kind of society we want the future generations to find,” he notes.

In previous years, South Africa has made the wrong headlines across the country for xenophobiefuelled attacks against black African nationals from other countries who have settled in the country. Mthethwa points to this as an

example of the behaviour change the department is trying to effect.

“The programme of social cohesion goes beyond the national borders because part of what we say is anti-foreigner sentiment has to come to an end.

“Sometimes, we know people are scrambling for resources but there is nothing which says that people should actually fight along those xenophobic lines. It’s all those discriminatory intolerances which we have in our society. We are saying that if we don’t deal with them now, it will be difficult, if not impossible, to be a socially functional nation,” he explains.

Africa Month

The department has been trying to build the Spirit of Ubuntu and African-hood through various programmes. The month of May has special significance as Africa day is on the 25th of that month.

“Our programmes in May are meant to deepen the spirit of African togetherness and 25 May is Africa Day. We decided that we have a duty to deepen the consciousness of all in our society by highlighting that day. We have dubbed May as Africa Month.

“From the first day of May to the 31st, there is an activity in South Africa, which is aimed at highlighting who we are and, as we say most importantly, we are Africans. We are trying to help South African’s change their mindset so that when they talk about another country on the continent, they don’t refer to another country as Africa as though we are in Europe.

“I believe it’s a mindset thing, because South Africa, for a very long time, was a pariah state and has been made through colonialism to look down upon other African countries and states.

“Essentially, Africa Month gets all of us together—people across our national borders come here, my counterparts, ministers from other countries across the continent religiously come here—and we use our gatherings for all aspects of arts and culture to exchange ideas and viewpoints. In other ways, this is more of a reintegration of South Africa into the continent from all points,” he explains.

The department has used the events around Africa Day and the month of May as a festival of ideas in terms of fashion, cuisine, poetry, arts and other aspects.

High-profile guests have included Ngugi wa Thiong’o (the award-winning, world-renowned Kenyan Writer and academic) and South African Political Analyst and Physicist, Professor Sipho Seepe.

“It is important to expose these public intellectuals to South Africa and expose South Africa to them in order for them to engage. We do this to ensure that we build a South Africa, which is sensitive to the pan-African perspective that if you are here on the continent or in the diaspora, you are my brother and you are my sister. What it is that we can do to prosper and build Africa, as it were,” he notes.

Cultural diplomacy

Another area of importance is the emphasis on cultural diplomacy. The Cultural Seasons Programme was created as a way to cement and deepen the people to people relations between and amongst African countries and people in general.

“Within this programme, we take an artist from South Africa to a particular country, where experiences and ideas are explored. This is not only in Africa but also across the world as we have included BRICS member nations as part of the programme.

Previously, the department had extensively covered European countries, however, we

included the BRICS nations and other nations on the continent, which include Gabon, Ghana and Kenya among others.

“Our cultural diplomacy programmes have exposed us to other people’s cultures and vice versa, but we also have a programme of cultural development and promotion, which look at unlocking the economic potential of the sector itself. It is a huge sector because we have seen that, among other things, the arts and crafts of South Africa are in great demand outside the country. We have seen the capacity of South Africa to grow in the industry. This is an opportunity for building our arts and crafts sector while fostering unity amongst our people,” Mthethwa explains.

Debut fund

The plight of artists in South Africa is also high on the agenda. The department has prioritised assisting new, budding artists and older legends in their careers.

“We have looked at ways of assisting our artists. In many other countries, artists are left to fend for themselves and the governments don’t help. But from our side, we have what we call the Mzansi Golden Economy, which is a funding facility that was initially created to fund key strategic programmes like the Jazz Festival in Cape Town, the Macufe Festival in the Northern Cape and the Ekhaya Festival in the Eastern Cape.

“The success of these initiatives has encouraged the department to come up with other local projects, an example being the Debut Fund. The Debut Fund is for the beginners, those publishing their first book or embarking on their first projects. It mainly targets the youth of our nation.

“There are other people who are not so youthful but who are doing some of their work for the first time and this fund also aids them. This is a space where you also want to build black industrialists, entrepreneurs and so on. In some instances, we lend them the money they need to move forward and they pay back the money at lower interests rates than they would get anywhere else. All these initiatives are aimed at assisting artists as well as looking at the reason why we are here—we are here so that we pass laws, laws which will make things easier and better for the larger populous,” he explains.

To protect artists, the department has pushed for the amendment of the Copyright Amendment Bill to include the Performers

Protection Amendment Bill. This was pushed through by the National Assembly in 2018 to protect artists from unscrupulous producers and distributors.

“We have a situation where most performing artists die as paupers because the regulation of the environment is not in their favour. You have a young guy who will come from Durban or somewhere in the Eastern Cape. He then goes to Johannesburg with a talent and a dream. When he gets to Johannesburg he is locked into a contract and before he realises it, he starts working for those people.

“There is going to be the tribunal of judges who will be looking into the situation of the artists. They will be permanently seated there, not a commission that deals with the matter then closes. Their job is to look at the plight of performers and artists and issues around copyright. Some of these individuals would be millionaires today but someone else forced ownership of their work and they no longer own their work. This has to be addressed,” Mthethwa notes.

The Living Legends Legacy Programme

The department has also looked at the situation of music veterans—the legends, people who have served the country through their arts and craft—and created The Living Legends Legacy Programme.

“The programme is the department’s way of saying to artists: ‘We do not want you to die paupers, we want to give you the tools in order for you to do what you do best. Your destiny is in your hands and you are able to move forward.’ The programme is also there to give dignity to our legends. We do not want to see them going around cap in hand, asking for donations. They are our treasures and we want them to be successful. That is the philosophy behind the legacy programme,” he says.

As much as this is a great initiative, the bigger question would be how the right legends are identified and what the criteria is behind that.

“Legends are legends because of their advanced years. These are individuals who have done so much for the country. The main challenge is always funding.

“Arts and culture gets an allocated funding of R4 billion annually. Eighty per cent of this R4 billion goes to the provinces and the department has to work with the remaining 20%. As a result, we had to come up with a criteria. One aspect

of that criteria is one has to be 70 years old and above to be part of this, which is basically a platinum club.

“As a result, we don’t have to hear about prominent artists who worked around the world being buried under difficult financial circumstances. We believe the able-bodied should be sustained by their work. We believe

to be there?” This helped us because, since 1994, we have been changing the heritage landscape, whether you are talking about airports, streets, buildings, sites and so on, but the students were saying it’s not enough, we have Rhodes and Rhodes must fall. I then commissioned a heritage landscape task team to look at our heritage landscape throughout the country and

The department has used the events around Africa Day and the month of May as a festival of ideas in terms of fashion, cuisine, poetry, arts and other aspects

these concerns can be solved through legislation as well. We want our artists to be on an equal footing with the rest globally,” he explains.

National archives and records

Another important area the department is focusing on is the revamping of the national archives and records.

“Any nation that doesn’t have archives is a doomed nation because those who come after you will not know what happened before they came, so we are working on that. We just finished a partnership with a French institute on the Rivonia Trial.

“Most people have heard the short audio of Mandela speaking, however, that is limited. Now, we have audio, 268 hours of the Rivonia Trial, from the beginning until the end, from the number one accused, who was Mandela, to the rest. This is because we believe we need to preserve our archives and ensure that we digitise what is there in line with the Fourth Industrial Revolution. Everything is captured digitally in line with technology and the tools we now have at our disposal,” he explains.

A subject of contention the department has been involved in is the controversy surrounding the Rhodes Must Fall movement.

“As you would know, in 2015, there was a movement that was started and dubbed the Rhodes Must Fall movement and after that, connotations were made that everything must fall, fees and so on. However, the main importance of that period is that you saw a nearly full-blown cultural revolution where students were saying, ‘Why do we have certain symbols and signs occupying public spaces? Are they fit

they came up with a report that has actually guided us on what could occupy public spaces.

“Anything which is about exclusion, discrimination and racism should not occupy our land. If we are on the path of reconciliation, it should be reconciliation and not something else. If you say the most brutal human being who ever lived on earth, like Kennel John Brown, must have anything named after them then we are not doing this the right way.

“We cannot celebrate that, so we are changing and we will continue to change the heritage landscape, engaging in what the United Nations gave as a task to African countries in 2005 when it said we must write about the road to independence: ‘What happened in South Africa, how did you reach 1994?’ Other countries should also bring to light how they reached their independence.

“The story of the African struggle for liberation, if you talk about Mandela, for instance, you have to find a way of linking him to the entire continent, whether it’s Botswana, Algeria, militarily or where he got his first gun from, which was from Haile Selassie in Ethiopia. You write that story with symbols.

“That is part of what we are doing now, we are looking at the modalities of the specific programmes, which we have started implementing. Each province has identified its own project as it is part of heightening this importance of the intangible values of what surrounds us,” he says.

National Monument and heroes acre

A sore point for Mthethwa has been the inability to complete a national heritage monument and a heroes acre for fallen heroes—heroes from the past and future heroes.

“We don’t have a national heroes acre where somebody coming from anywhere else in the world can pay their respects and pay homage to South African heroes who fought in the pre-colonial era and the colonial era against Apartheid. If you look at other countries, there is a space for that. This place was supposed to be a symbol to identify the place. What we had envisaged was to have about 400 live statues starting from the pre-colonial era. People talk more about Jan Van Riebeeck, but they don’t talk about people who resisted him like the Steelman Brothers, Gratoa, Doman. all those Khoi San individuals who resisted and fought him. It is going to show warrior kings, queens, chiefs and, the new era of the ANC and then going up the hill to the heroes acre. We have about 60 of those statues now, in Groenkloof in Pretoria, and the statues are being moved up the hill, opposite the Voortrekker Monument. Our plan was to come up with more imposing structures representing our democracy and freedom. This is still in process,” he says.

Career highlights

Quizzed on his career highlights so far, Mthethwa argues that the appreciation of the government’s work every day from ordinary citizens is a continuous highlight.

“The highlight cuts across areas I have been. It’s a continuous highlight where we see people and they say thank you for what we are doing for them. Of course, we are not going to reach all the people, but our aim is to ensure that our society is a prosperous one. So, when we see people happy, it highlights the call for office. We joined the struggle because of the call, the call thrust us there at the time. We knew we could die, be arrested or disappear but we persisted. So, for us, it is very important to remember that people are key. Seeing people restless is the downside, seeing people happy is the highlight,” he notes.

Mthethwa argues that, to this point, the story of his life should give encouragement to anyone experiencing hardships or challenges. “What it all says is very simple—if you believe in something, go out and pursue what you believe in. At that time, some people may not see the point of your endeavours but if you believe in something, go out and pursue it. Despite your background and history, set sights on your goal and you will achieve it,” he concludes. ▲

Evans Manyonga



We remember who we are and there is no better way to do so than to accord due attention and respect to the flag of South Africa. It symbolises unity, diversity and our pride as a nation. We should respect our flag, we should popularise our flag, and it should be everywhere we are. At the heart of the #IamTheFlag Campaign, is to promote and entrench national consciousness, social cohesion, nation building and patriotism among South Africans.” **Minister Nathi Mthethwa**

National Identity: The National Flag

The National Flag of the Republic of South Africa was taken into use on Freedom Day, 27 April 1994, and first flown on 10 May 1994, the day Tata Nelson Mandela was inaugurated as president. In the emerging new South Africa, the change of its national symbols and emblems was a highly emotional issue.

It must be noted that before the dawn of the new dispensation in 1994, there had been a collection of national symbols as determined by the apartheid regime.

These symbols were a source of division as they represented only one section of South African society, to the exclusion of an overwhelming black majority.

The promulgation of the new flag in 1994 was therefore an act to symbolically mark a clean and abrupt break from the past.

As now President Cyril Ramaphosa appropriately stated in 2004, the national flag is “one potent symbol of unity and progress”. He continued, “It was difficult to imagine, back then in the days of negotiations, that this assortment of shapes and colours we had before us would become such a central part of defining and identifying a new nation.”

The South African national flag now enjoys the distinction of being the only six-coloured national flag in the world.

The National Symbols Commission received more than 7,000 proposed designs, but none of them elicited enthusiastic support.

A final design was adopted on 15 March 1994, derived from a design developed by South Africa’s former State Herald, Mr Fred Brownell.

The design and colours are a synopsis of principal elements of the country’s flag history. Individual colours, or colour combinations represent different meanings for different people and therefore no universal symbolism should be attached to any of the colours.

The unique central design of the flag, which begins as a “V” at the flag-post and comes together in the centre of the flag, extending further as a single horizontal band to the outer edge of the fly, can be seen as representing the convergence of diverse elements in South African society, which then take the road ahead in unison. This idea also links up with the motto of the new National Coat of Arms, namely *!ke e: /xarra //ke*, in



When the flag is hoisted on a flagpole, the red band must be the uppermost and the black triangle must be on the side of the pole or hoist.



When it is displayed horizontally against a wall, the hoist should be to the left of the spectator and the red band uppermost.

When the National Flag is displayed vertically against the wall, the red band should be to the left

the language of the /Xam San people, which literally means “diverse people unite”.

The national flag is a symbol that belongs to all South Africans and therefore all have the right to acquire and display the flag. It is important that the myth of the flag as being an exclusive property of the state is debunked since its popularisation and display will depend on all sectors of society outside of the state itself. Thus, all South Africans need to have a sense of propriety when it comes to their national flag.

In that regard, it is important that the correct protocol is observed in the display of the national flag. The Department of Arts and Culture, as the custodian of the country’s national symbols, will strengthen the public education component so that there is an understanding across society in terms of the meaning of the flag, and the correct protocols that need to be observed when displaying the flag.

You may have noticed that the flag is sometimes flown at half-mast. The flag is half-masted to pay respect and to mourn the death of a particular individual who is considered worthy of such an honour. Half-masting happens through the instruction from the Presidency, which usually stipulate the mourning time period. It is only the South African flag that is lowered, the others are kept at their normal position.

The National Flag must at all times be treated with dignity and respect. The Flag must not:

- touch the floor or the ground;
- be used as a tablecloth or be draped in front of a platform;
- be used to cover a statue, plaque, cornerstone etc. at unveiling or similar ceremonies; or
- be used to start or finish any competition, race or similar event.

The flag should be everywhere we are; our homes, our workplaces, let’s have this flag. We must wear our flag with pride, let’s display it with pride so that everybody knows who we are, and that we take pride in our identity as South Africans. #IamTheFlag



TO HONOUR THE YOUTH WHO GAVE THEIR LIVES IN THE STRUGGLE FOR FREEDOM AND

South Africa enters a new, uncertain era in May's elections

Our fragile country may soon have to contend with the peril of coalition politics. Will this new era improve state accountability and, thus, capability, or will it spell chaos and radicalism?

DEMOCRACY

The spectre of apathy haunts South African democracy. On 8 May, a portion of the citizenry, and probably close to only 70% of all registered voters, will head to the polls.

These citizens will not vote for their State President or their provincial premiers. Instead, they will vote for a party to hold seats in the national or provincial legislatures.

Perhaps this is one of the causes of the strange public apathy concerning the upcoming elections, despite the political trauma and passion engulfing a nation grappling with power cuts and state capture.

Or, possibly, the apathy is a symptom of political exhaustion in a nation where daily life for the middle class downwards has become increasingly stressful and expensive.

This apathy is only made stranger by the fact that this was meant to be either the election of 'Ramaphoria' and the new dawn of a 'Thuma Mina' civic renewal, or the election in which the long-term national dominance of the ANC

is finally threatened. Either possible outcome would mark a new era in South African politics.

All analysts agree that a general apathy spells trouble for the ANC, who lose the most votes when citizens stay at home on voting day.

The question remains of what this political disinterestedness portends for a post-election South Africa.

The mystery of opinion polling

The scarce polling that is conducted in South Africa (in comparison to the glut of polling, which turned out to be spectacularly erroneous, conducted in 2016 in the United States) has not yet pointed to either a fresh mandate for the ANC without Zuma or a threatened loss of national power for the ruling party.

Although neither of these dramatic outcomes can be ruled out, a middle ground does seem to be the most likely result—in which the EFF manages to take 5% of the ANC's national support, the DA 1 or 2% of a selection of competitors, and the ANC retains power by a much closer margin than in previous years.

The Institute of Race Relations (IRR) released their polling in early March, which predicted the ANC would gain 54.7% of the national vote (down, dramatically, from 62% in 2014); the DA would garner between 22-24% (depending on the turnout, but largely staying static from 2014); and the EFF would double their support since 2014 to 12%.

And while in Gauteng, the ANC looks set to dip significantly below 50%, the DA is faced with the same threat in the Western Cape.

However, in the Western Cape, the DA will likely find common ground with the smaller parties, in the absence of significant EFF support there. It is telling that the ANC has not yet even named a candidate for premier.

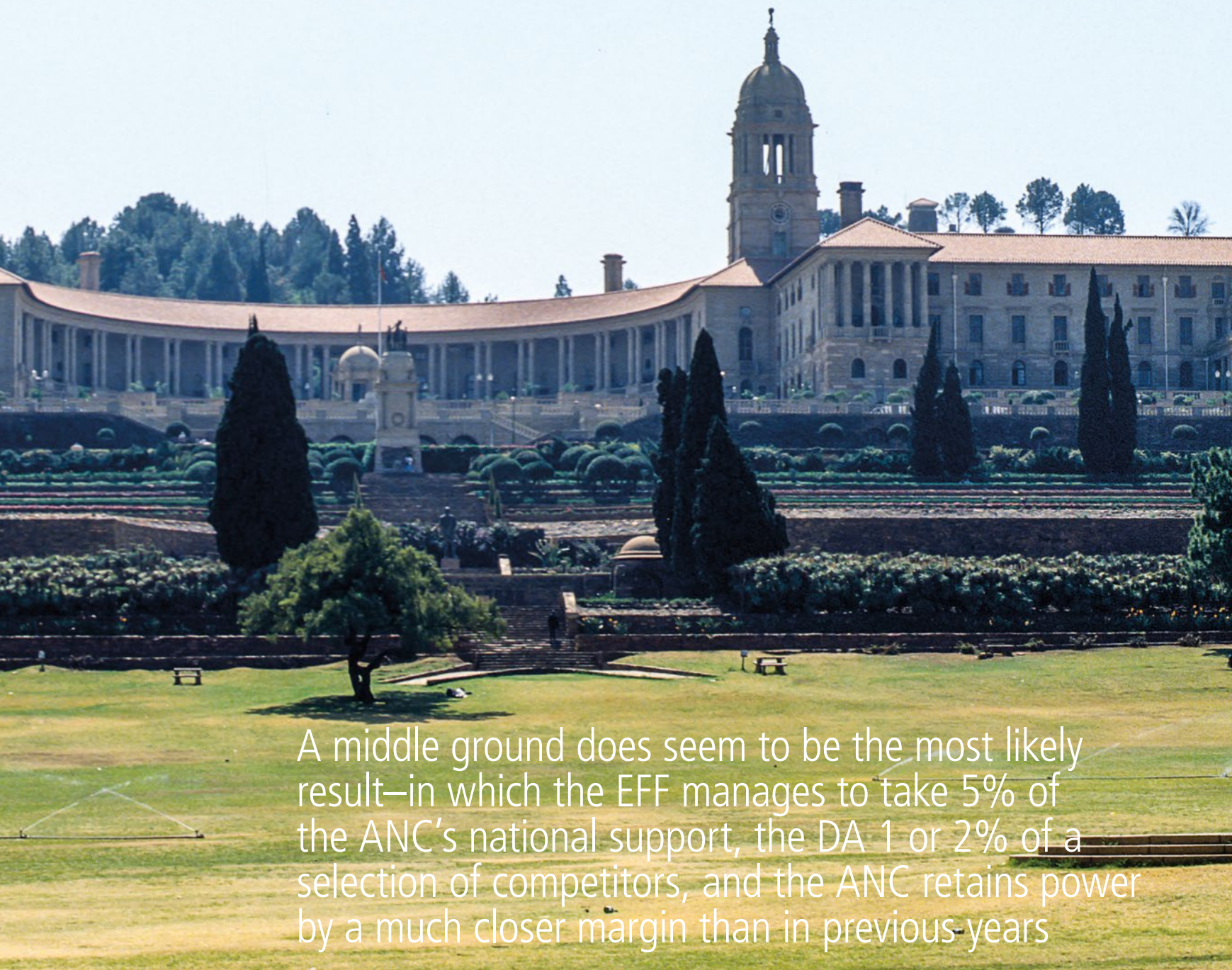
In Gauteng, though, the legislature may be set to see the EFF, with an approximate support of 18%, as king-makers, with the ANC and DA currently polling in the mid-40s and mid-30s respectively.

Overall, perhaps the key finding of the IRR polling was that the EFF seems more likely to gain ANC voters than the DA—or could this be the South African equivalent of the shy, or silent, 'Brexit' or Trump supporter, when



speaking to polling organisations? Do ANC supporters, or likely non-voters perhaps let off steam to pollsters by promising their support to the EFF?

Perhaps to remind us of the importance of remembering the global lesson of 2016—polls are not predictions—the ANC managed to change the narrative, so to speak, when the media recently reported its internal polling without too much questioning, which showed



A middle ground does seem to be the most likely result—in which the EFF manages to take 5% of the ANC's national support, the DA 1 or 2% of a selection of competitors, and the ANC retains power by a much closer margin than in previous years

its support increasing to 64% in the national elections and remaining over 50% in Gauteng. Its apparent agreement with a once supposed Ramaphosa resurgence is perhaps making such a prediction believable.

The two all-important questions

Obviously both polls, for vastly different reasons, should be taken with a pinch of salt. But they do point to the general questions,

which can be tracked as we head toward the elections themselves, namely:

1. How close can the ANC fall towards the all-important 50% threshold nationally?

The 4% cushion currently given to them by the IRR, with plenty of time to fall further, should have them panicking. And recent scandals involving the ANC party list including names mentioned in the Zondo State Capture

Commission such as Bathabile Dlamini and Malusi Gigaba is not doing them any favours. Gauteng residents have also spoken of a lack of the usually ubiquitous ANC posters on their roads. Is the ANC campaign in as much chaos as Eskom? Speaking of chaos, what happens next if they fall below 50% nationally and in Gauteng—the engine of our economy? Can anybody possibly imagine a DA and EFF coalition? And if the EFF form a coalition with the

ANC, how will that further radicalise an ANC apparently still in pursuit of expropriation of land without compensation and radical economic transformation?

Would the ANC, in the face of multiple failing state-owned enterprises, really seek to further nationalise entities as per the key planks of the EFF manifesto?

2. Is the narrative of a stalling DA and a surging EFF accurate?

The DA increased their share of the national vote by 6% even with the advent of the EFF. But now the general consensus is that they have no more room to grow among the minorities that form the heart of their constituency, and that leader Mmusi Maimane has not proven strong enough to attract significant support from the ANC or the EFF.

A doubling of the EFF vote nationally would likely terrify markets and spell increased uncertainty for our nation's immediate political future. A pause in the DA's growth could prove devastating to their hopes of being eventual coalition leaders nationally and provincially.

However, it still remains possible that the DA does surprise with a showing closer to 25% and that the EFF fails to organise sufficiently in order to ride the wave of anger and discontent among the unemployed.

What difference does an election make anyway?

There is an old canard among the non-political that elections do not matter, and that parties do not really follow through on their campaign policies. This is not true in a polarised political environment.

There are, in fact, stark differences between our three major parties and their manifestos—and an even greater difference between a government securely in the hands of one dominant party, and one put together by a patchwork of parties deeply at odds with one another.

The ANC has made no indication that it will cease to pursue its controversial land policies. The DA has flatly stated its opposition, while the EFF wants the state to be benevolent title-holders and guardians of all land.

The DA wants to privatise, at least partially, the likes of Eskom and SAA. The ANC has made it clear that no privatisation will occur on their watch. The EFF wants virtually all major economic entities to be state-owned enterprises.

Admittedly, the DA has not absolutely broken with BEE, and the EFF's goals do seem to be an extremely aggressive version of the ANC's National Democratic Revolution, so, therefore, the differences offered to the South African electorate are perhaps not stark.

But the differences between an EFF/ANC (or an ANC/DA) coalition governing South Africa and Gauteng, versus a continued ANC government for either, are massively stark.

Yet, apathy remains. Why?

Perhaps it is because voters sense that either of these options does not currently promise any kind of creditable course-correction for a country drifting towards failure.

For that to take place, we need something greater than a mere electoral surprise. ▲

Chris Waldburger



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Cybercrime: what a hack

Cyber attacks are growing in prominence daily, from influencing major elections to crippling businesses overnight



When we think “cybercrime”, we tend to imagine hackers, feverishly typing away to break into our computers from a remote location and stealing our personal information for monetary gain. While this is absolutely true, cybercrime is in no way limited to hacking. Cybercrime is a new class of criminal activity, which has been brought about by the growth of development and technology—the advent of the “global Internet community”, as it were. Cybercriminals will steal anything from credit card details to online banking passwords, as well as any other data that could compromise entities and individuals.

Types of cybercrime

Cyber ransom

Unlike malware, ransomware does not steal data but, instead, holds the data captive by encrypting files and then sending a “ransom note” to the victim, demanding payment for the release of the data and threatening a total loss of the data, should the ransom not be paid. In a 2017 ransom attack dubbed “WannaCry”, Microsoft users who had not updated their systems with the most recent patch released by Microsoft were targeted. The WannaCry hackers used a tool to encrypt files within computers that were affected, thus making them inaccessible while they demanded the ransom. Thousands of computers were infected globally

but, ultimately, a website was discovered that, when active, operated as the kill switch. But this would not be the last attack of its kind.

Identity theft

According to the South African Fraud Prevention Services (SAFPS), between 2005 and 2009, identity theft increased by 200% in South Africa, with men aged between 30 and 40 in Gauteng and KwaZulu-Natal identified as the most likely targets. While anyone is a potential victim of identity theft, it is often high-net-worth individuals who are targeted because they have the most resources available. In order to steal an identity, personal details will often be obtained by “dumpster divers” from bank and other paper records, or from redundant IT equipment and storage media disposed of carelessly at public dumps. The most vulnerable sources of information are mobile phones because they are increasingly being used to store sensitive information and to transact, but can easily be stolen or lost. Aside from monetary loss, the consequences of identity theft can include stalking by sexual predators, reputational damage and being wrongly suspected of a crime committed by using someone else’s identity. Medical identity theft is also on the rise, with fraudsters seeking medical care under the identity of another person. Identities will usually be stolen by syndicates, who will use identities to open accounts, buy big ticket items or even fake citizenship for foreigners.

Other common types of cybercrime include:

- Phishing, which involves scamming people into revealing their personal information by posing as a legitimate company;
- Spreading hate speech and inciting terrorism;
- Distributing child pornography; and
- Grooming and making sexual advances to minors.

In the past year, there has been a rapid spike in cyber scams and South Africa has one of the highest numbers of cybercrime victims in the world. A recent report by McAfee revealed that cybercrime costs South African companies more than R5 billion in direct and indirect costs every year. While South Africa is attempting to combat this threat, it may not be enough.

What are we doing about it?

The Cybercrimes and Cybersecurity Bill From a legal perspective, South Africa has historically dealt with cybercrime by adapting

the common law to deal with different offences. However, the rapidly changing environment and terminology do not lend itself to legal certainty in cyber-related legislation. The Cybercrimes and Cybersecurity Bill (which was introduced in February 2017 and closed for public comment in March of this year) aims to address the shortcomings in South African legislation in order to tackle offences committed through the communication and storage methods of the digital age. The bill defines new cybercrimes that were previously impossible to prosecute and

imposes extensive cybersecurity obligations on electronic communications service providers, financial institutions, payment system institutions and any company, entity or person who is declared by the Minister of State Security to own or control critical information infrastructure. It also creates a number of new offences for Internet-related crimes, including:

- The unlawful securing of access to data;
- The unlawful acquisition of data;
- Unlawful acts in respect to software and hardware tools;



In order to steal an identity, personal details will often be obtained by *dumpster divers* from bank and other paper records, or from redundant IT equipment and storage media disposed of carelessly at public dumps



- Unlawful interference with a computer, data storage medium or computer system;
- The unlawful acquisition or use of passwords, access codes or similar data;
- Cyber fraud, forgery, uttering and extortion, terrorism, and cyber murder;
- The unlawful broadcasting or distribution of data messages of intimate/sensitive images without consent; and
- The bill also introduces “aggravated offences” such as crimes, which endanger a person’s health, cause damage to or destruction of any

property, or disrupt or interfere with essential services, or cause major economic loss.

The bill applies to everyone and its broad language extends these obligations well beyond the traditional understanding of financial institutions, payment systems institutions and electronic communications service providers. Non-compliance carries imprisonment or a fine.

The bill has been criticised for using language so broad and without exception that it risks

turning criminals into ordinary users of the Internet, and its interplay with existing legislation governing privacy, intellectual property and hate speech remains to be seen.

In January 2017, the Department of Justice and Constitutional Development prepared a Memorandum on the Objects of the Cybercrimes and Cybersecurity Bill in which it emphasised that South African legislation is not in line with international cybercrime-fighting measures because South African laws do not comprehensively and uniformly



criminalise conduct, which would otherwise be deemed a cybercrime in other countries. Most countries are simply not equipped to deal with the surge in cybercrime and this leaves the existing critical information infrastructure vulnerable to attack. Cybercrime now poses the biggest global risk due to the sheer number of people and devices, which are connected. In the recent 2019 Global Risks Report published by the World Economic Forum, large-scale cyber attacks and data fraud or theft were listed as some of the highest risks facing corporates and

individuals in today's world—both in terms of impact and likelihood.

The biggest challenge facing us is that it is virtually impossible to catch the “bad guys”, let alone attempt to prosecute and convict them. The reason for this is that cybercrime is committed for a variety of reasons, from ransom, religion, culture and race to principles—making it difficult to deal with or anticipate.

Furthermore, the legal machinery in place to catch them simply has not adapted fast enough to keep up with the massive influx of cybercrime. Most governments simply do not have

the resources and technical skills necessary to provide a worthy adversary to these highly organised and well-funded groups of hackers who generate billions of dollars annually through cyber attacks. Prevention is better than cure. There are some steps that you can take to minimise the risk of an attack and these should always be at the forefront of one's mind, as well as be strictly applied in corporate IT policies:

Guard against phishing. Check the address from which you receive an email (it may look similar to a familiar address but fake addresses will be slightly different) and treat email attachments with suspicion.

Always back up your data.

- Shred or burn documents with sensitive personal information on them.
- Use strong passwords for digital devices and files, and make sure that you change them regularly.
- Make sure that all of your devices are protected with antivirus software and firewalls and don't install software, plugins or extensions unless they are from a reputable source.
- Use mobile devices wisely in public: be careful of people reading over your shoulder or within earshot of you discussing sensitive information over the phone in public spaces. Other common devices, which store confidential information include televisions, tablets, X-Boxes, smart watches and laptops. Should any of these devices be lost or accessed unlawfully, personal information can be downloaded and used without the user's knowledge.
- Do not divulge personal information too readily—especially on social media. Social media is regularly trawled by criminals.

Reporting cybercrime

- If your identity is stolen, you must:
- Report it to SAPS;
- Notify:
- your banks and all stores with which you have accounts;
- your friends, family and associates;
- the South African Fraud Prevention Services and the credit bureaus;
- Ensure that you know how your information was stolen and take steps to ensure that it never happens again.
- Guard your privacy jealously. ▲

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How to live to 100

Your body is your most valuable asset

Dr Duncan Carmichael is a Medical Doctor with 25 years of experience in the profession. He is a regular speaker and lecturer at conferences on aesthetic and anti-ageing medicine in South Africa and abroad, and has written numerous articles on healthy ageing.

He qualified in South Africa then trained further in Europe where he studied nutrition, hormone balancing and aesthetic medicine.

Frustrated with the medical world's focus on treating illness rather than on promoting health, his passion has long been health medicine. He founded and runs the Institute of Healthy Aging in Cape Town, South Africa and another in Dorset in the United Kingdom. The institute takes an integrated approach to health, wellness and beauty that is evidence-based and scientific.

The Author of *Younger for Longer*, which is a culmination of his 25-year quest, and his first

book, Dr Carmichael writes about health and longevity.

Dr Carmichael discusses health and the tips to living longer.

What do those who live longer, particularly to 100, have in common?

That's a great question, and the answer depends, in part, on who you ask. Different researchers have identified what they believe helps people in different parts of the world reach that magic number, but they don't always agree. What centenarians do (mostly) have in common are three approaches to life:

- They live in community settings and have strong family ties. A sense of belonging, of being valued, of giving and being loved is vital for health and longevity. As Seal sang, loneliness is the killer.
- They live a low-stress existence. On one Greek island, for instance, residents don't



wear watches because time and deadlines aren't important.

- They are not obese. Note that being scrawny is not the answer either—maintaining muscle mass is one of the most important goals for ongoing health.

What foods should we eat and what foods should we avoid if we want to live longer?

Avoid sugar—and, as much as possible, sugary carbohydrates, by which I mean white pasta, white rice, white bread and yes, sadly, cakes and biscuits. Also, steer clear of low-fat products, because 'low-fat' means the manufacturer has added sugar to make it taste less like cardboard.

What are the dangers of sugar and sugary carbohydrates?

Sugar inflames the arteries, which starts the process of blocking arteries and causing heart attacks and strokes. Sugar upsets the production of the hormone insulin, leading to weight gain, diabetes and cancer. Sugar even switches off our longevity genes, leading to shorter lives. Everything else after sugar is of secondary importance—don't eat processed fats and don't fry food in sunflower oil; do eat pasture-fed meat and organic vegetables. Whether you are a vegan, a vegetarian or an omnivore is your choice—if done well, those eating plans are healthy; if done badly, they can be dangerous.

Is it worth taking supplements and, if so, what should you take?

In recent years, we have realised that our body's cells have their own powerful, built-in antioxidant system—and that swallowing too many antioxidants (i.e. vitamin tablets) each day might dial down that system and leave us vulnerable to free-radical damage. That said, taking a good-quality multivitamin (like Solgar or Metagenics brands) twice weekly is still useful for many people, given today's diets.

I take vitamin D3 regularly—it's involved in many of the body's functions, and most people's levels of it are low. Glutathione is a powerful detoxifier, which helps the liver to get rid of toxins, and in this age of plastics and pesticides, the liver needs all the help it can get. Cruciferous vegetables, like broccoli, are a good source of what the body uses to make glutathione.

What's the worst thing we do that speeds up the ageing process?

Another good question whose answer depends, in part, on who you talk to. For my money, the answer is stress—it exhausts our immune system, inflames the body, destroys the brain and breaks down the ends of our DNA. I go into this in much more detail in my book *Younger for Longer*, where stress alone takes up an entire chapter.

Briefly, though, by 'stress' I don't mean the fright you get when the number 63 bus nearly runs you down, I mean the ongoing negativity of the news cycle, the work pressures of modern life, wasting hours on social media, that sort of thing.

We are so overstimulated that we forget to just sit, read a book, play a guitar, or play a family game. I can't remember the last time I enjoyed the luxury of saying, "I'm bored!"

Can the ageing process really be slowed down, and do you believe there will be an anti-ageing pill in our lifetime?

For a long time, experts believed that there wasn't much we could do about ageing. Research has changed that view, showing that tweaking genes or using a calorie-restricted diet could help other animals to live longer and in good health.

Take calorie-restricted diets: that approach works because reducing our calorie intake dials down the insulin response and turns on a raft of longevity genes. Exercise is also important in that respect.

As for the anti-ageing pill: it's not available yet but I suspect in a decade or two we could have pills that turn on our longevity genes. In the meantime, get out and exercise!

What else is being developed to slow the ageing process?

A vast amount. Two areas to watch over the coming years are those involving stem cells and CRISPR. We are close to the stage where stem cells can be used to grow organs. CRISPR is the technology that allows us to cut out bad DNA and replace it with useful DNA.

Is it possible to reverse ageing or is it only possible to slow it down?

Again, it depends on who you talk to. In my field, we work to slow the ageing process. If we consider that the average person should probably live to 100 and some people could live to 120, then there is room to improve on the current developed world average age of 79. We still have a lot of work to do to help people live healthily



Sugar even switches off our longevity genes, leading to shorter lives

to 100 and then die relatively peacefully—and without that decades-long decline.

Should we want to live longer or is there an argument for this possibly stunting evolution?

I think we should want to live longer—it's most people's default setting—and medicine has helped tremendously towards achieving that goal. As a child, I had asthma and bronchitis, and, had I been born a century earlier, I would likely have died during childhood. But with inhalers and antibiotics,

I can lead a normal life (admittedly, with the potential to pass my poor genes on to the next



generation). Living your best life so that you enjoy today and are healthy in old age does not stint evolution, in my view, but it does mean we will end up with more elderly people than young working people.

Unless countries rethink what retirement means—and change their approach to the three-stage ‘education-work-retire’ life—that will put a huge strain on pension funds and healthcare systems.

Are there any visible or physical signs that you’re more likely to live longer?

Yes! When researchers looked at healthy 100-year-olds they found:

- They typically looked 10 or 20 years younger than their chronological age.
- They had good muscle mass (this is the most vital feature of an elderly person in good health).
- They lived independently.
- They lived in a community with friends and family.
- They were mentally sharp and inquisitive.

What are your five top tips for staying younger for longer and increasing lifespan?

- Get enough good, quality sleep. Most people need at least eight hours sleep a night—and if you think you need less then you are storing

up long-term health problems for your brain and your body.

- Minimise stress. My three de-stress tips are: learn to say ‘no’; don’t sweat the small stuff; find five things each day that you’re grateful for.
- Exercise every day—the health benefits are countless.
- Avoid toxins—these could be excess alcohol, car fumes, pesticides or toxins from plastics.
- If you are tired every day or your mood is constantly low, or you are getting repeated infections, then there is a problem. Find it and fix it. ▲

Robbie Stammers



YPO is the premier global leadership organisation for more than 27000 chief executives in over 130 countries

***Leadership* sat with the YPO Chairman, Pascal Gerken, a renowned entrepreneur who has been a member of YPO for more than 13 years. We took a deep dive into how the organisation has been so successful, with member-run companies employing more than 22 million globally and generating US\$9 trillion in annual revenue.**

Gerken discussed his entrepreneurship and YPO journey, YPO's structure and the direction the organisation is heading in terms of being more impactful, especially on the African market, as its future looks bright.

Each year, business leaders from around the world gather for the YPO EDGE, the organisation's premier visionary showcase of thought leadership and innovation. For two days, members and their spouses/partners from more than 130 countries convene with world-renowned thought leaders to address key issues in business, politics, science, technology, philanthropy and the humanities. The event is hosted in a different city each year; in March 2019, the YPO EDGE was hosted in Cape Town for only the second time in history. This was a major highlight for the City of Cape Town.

Can you tell us more about why the YPO EDGE was in Cape Town this year?

Gaining the right to host the YPO EDGE is a thorough process for many reasons. As you can imagine, there is an economic impact for the host city as well as great exposure to the country. South Africa is a fantastic and dynamic country that proved to our selection committee to be the best choice to host the 2019 YPO EDGE.

Was what was presented about Cape Town the same as what you are seeing today?

Absolutely, the city is amazing and South African hospitality has always been legendary. While I did not attend the first YPO EDGE held in Cape Town, what I heard from other members about it was extraordinary. For 2019, Cape Town once again has been an amazing host city for YPO.

Can you share with us about your business background?

I am an entrepreneur in a family business. My family business background is carbon fiber and graphite, which we produce in the United States and transform in plants in both Europe and Asia. Our business also works in industrial parks in Germany and residential and commercial real estate in Europe.

In my early forties, I started a company that builds sustainable resorts in emerging markets.

When did you join YPO?

I joined YPO in 2006. I was beginning a new leadership journey, from being a family business leader to also being an entrepreneur. Joining the organization helped me to become a better leader because of what we do at YPO. Connecting with other family business leaders,

entrepreneurs and hired guns helped me to reach out, not play it safe and be disrupted.

What would you say YPO stands for, what does it represent?

YPO is a community of leaders who are all about learning and exchanging ideas, leaders who are action-driven.

YPO leaders are creating a world of impact; in fact, the organisation is truly shifting in order to become more impactful. YPO, which was founded in 1950, immediately began making an impact throughout the world. Today our focus is on how we scale impact. We embrace the idea that business is a true force for good and each of our members is creating impact.

In Africa, we currently have about a thousand members. We believe that Africa is a continent of the future. Our focus in Africa this year has led to amazing results. We have always been in traditional YPO markets in South Africa, Zimbabwe, Kenya, Tanzania, Nigeria and Ghana. However, just in the last year, there have been a lot of new members joining from Mozambique, Angola, Ethiopia, the Ivory Coast and Senegal. We just held our first recruiting event in Madagascar.

When we create chapters in African countries where there have not been chapters before, it is an opening for YPO members not located in that country to come in because we trust each other. The number one value of YPO is trust.

So, when we have members who are in a new country, and who share the same DNA, we tend to collaborate and potentially develop new businesses.

What is your organizational structure like? How is YPO structured in terms of leadership?

Our Board of Directors has 20 members. We also have leadership through committees, networks and regions comprising approximately 150 members.

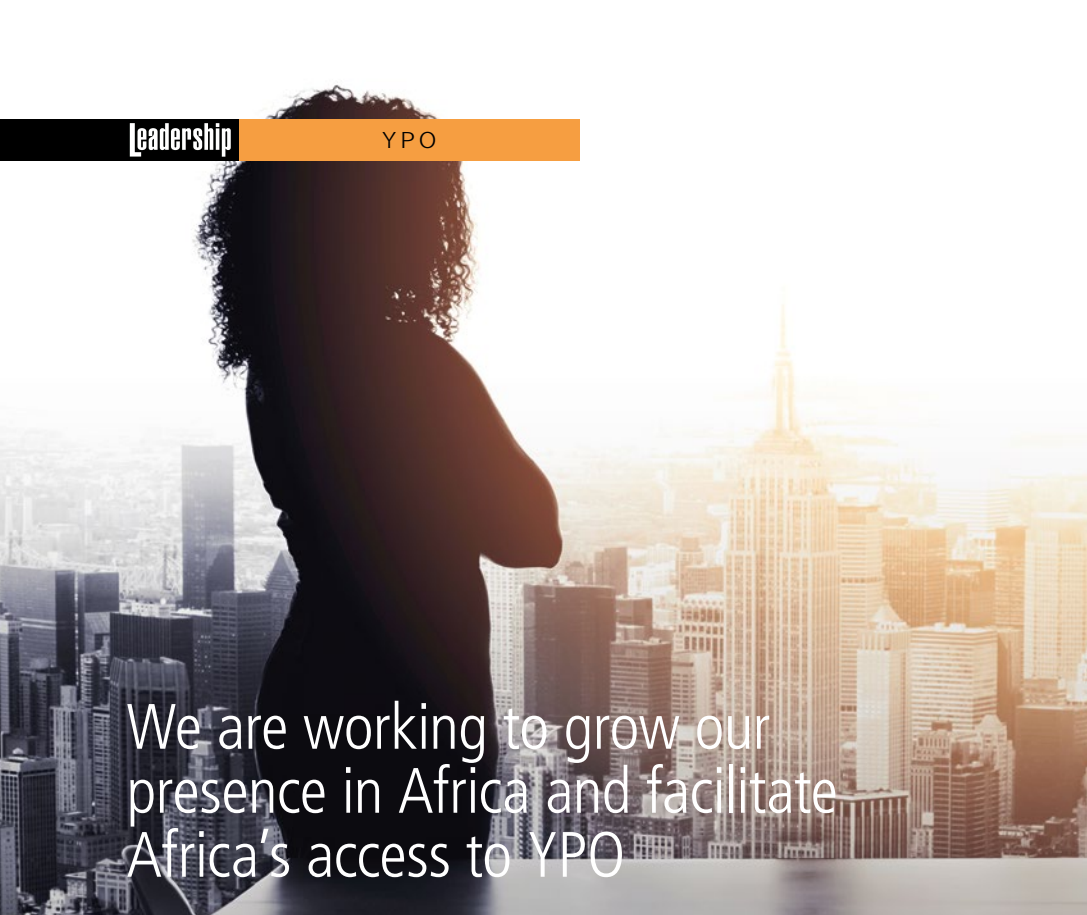
Are members categorized by region or by country?

We have 14 regions that comprise more than 130 countries and more than 450 YPO chapters, which tells you that there are many countries where there are several chapters, especially in the United States. In South Africa, we have two chapters in Cape Town, a chapter in Johannesburg, a chapter in Pretoria and a chapter in Durban.





As a leader, the possibilities this continent presents are amazing



We are working to grow our presence in Africa and facilitate Africa's access to YPO

What are the requirements for becoming a YPO member?

The requirements are you have to join YPO before you are 45, and be the leader of your organization, meaning the individual who holds the top position of a qualifying company or division and is directly responsible for all operations of the business or division. More information about becoming a YPO member can be found on our website at ypo.org/why-join-ypo/membership-criteria/.

How has the global reach benefitted YPO members?

We are very unique in that members initially connect through their own local chapter, but we have 44 different types of interest-based networks and a cloud-based platform that gives members access to the 27 000+ members. We use AI to help us quickly scan through a member's business segment and interests. There are networks members can join depending on their field of expertise, be it a family business, media, manufacturing and more, making the global reach absolutely unique. Members can also join a network based on their personal passions and social entrepreneurial networks enable members to gather around a particular cause.

In terms of the new era of tech and innovation, how is YPO making it work

within the organisation? What are you doing to keep up with the times?

YPO is committed to using technology to connect our members and enhance their membership journey. We recently launched a new mobile-first, omnichannel, member-only digital platform that will act as a single contact point for members and their chapters, networks, regions and forums.

Would you say that YPO also has an ecosystem of business leaders who can feed into each other and create a strong community of thinkers who strategise on how they can work together?

YPO members are diversified among industries and types of businesses. Our members are at the forefront of business in cities, countries and throughout the world. Each member is an extraordinary leader in their industry, working each day to create positive impact.

Is there no space for those who are not as successful? Not everyone has a business with a massive turnover, especially when you look at South Africa, there are a lot of small businesses that are active. Is there a platform for YPO to incorporate such businesses?

More and more, we are looking at how we can identify the leaders of the future, we are looking at their value to others globally. We are

presently trying to work on how we can inspire and interact with people who don't qualify yet by providing learning, mentoring and connectivity. Many of our members like to coach young leaders in order to grow their businesses, and to develop and invest in their companies.

What are your plans for Africa? Where does YPO see Africa in the near future?

As a leader, the possibilities this continent presents are amazing.

For instance, the U.N. predicts that by the end of the century, Nigeria will have a population of 1 billion making it the third-largest country in the world after China and India. There will be a need to create jobs and opportunities and grow the local market. As an organisation, YPO does not give lessons, we do not influence. We focus on creating impact. Our question wherever we are is what can we do, what do you need? I think Africa is empowering itself more and more. I was truly inspired by the speech of President Ramaphosa at the YPO Presidents' Dinner when he discussed the opportunities for growth in Africa. As I mentioned, we are working to grow our presence in Africa and facilitate Africa's access to YPO. Our YPO Africa Regional Chair Craig Kiggen has done a fantastic job leading our growth effort in Africa.

Could you tell us a bit more about your family?

I am married and have two children, ages 14 and 15. My family was with me in Cape Town and had a great time. They visited Robben Island as my kids had studied about Nelson Mandela in school. Nelson Mandela is a hero in Europe and an absolute icon throughout the world. I believe it is very important for children, from a very young age, to understand about the importance of helping others in the global community and it is our duty as parents to teach them this.

Do you have any final thoughts on the value of entrepreneurship? Do you think there is room for it in Africa?

Entrepreneurship is so evident in Africa. In my travels throughout the continent, I've met many creative African entrepreneurs creating business at all levels. When it comes to entrepreneurship, the energy and excitement in Africa is unmatched. ▲

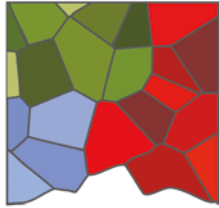
Tavonga Jacqueline Mayonga

SERVICE

LEADERSHIP IN GOVERNMENT FOCUS SECTION

The role of
PPPs in the
country's
economy

Why is SA's
audit record
so abysmal?



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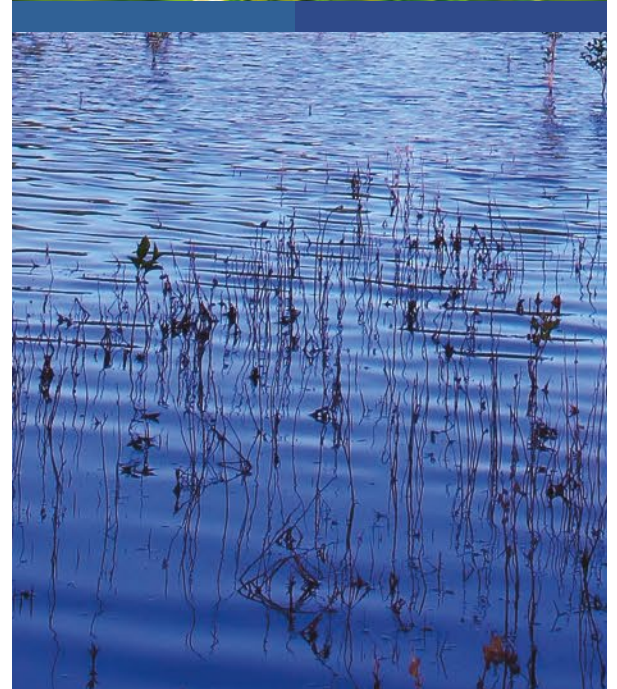
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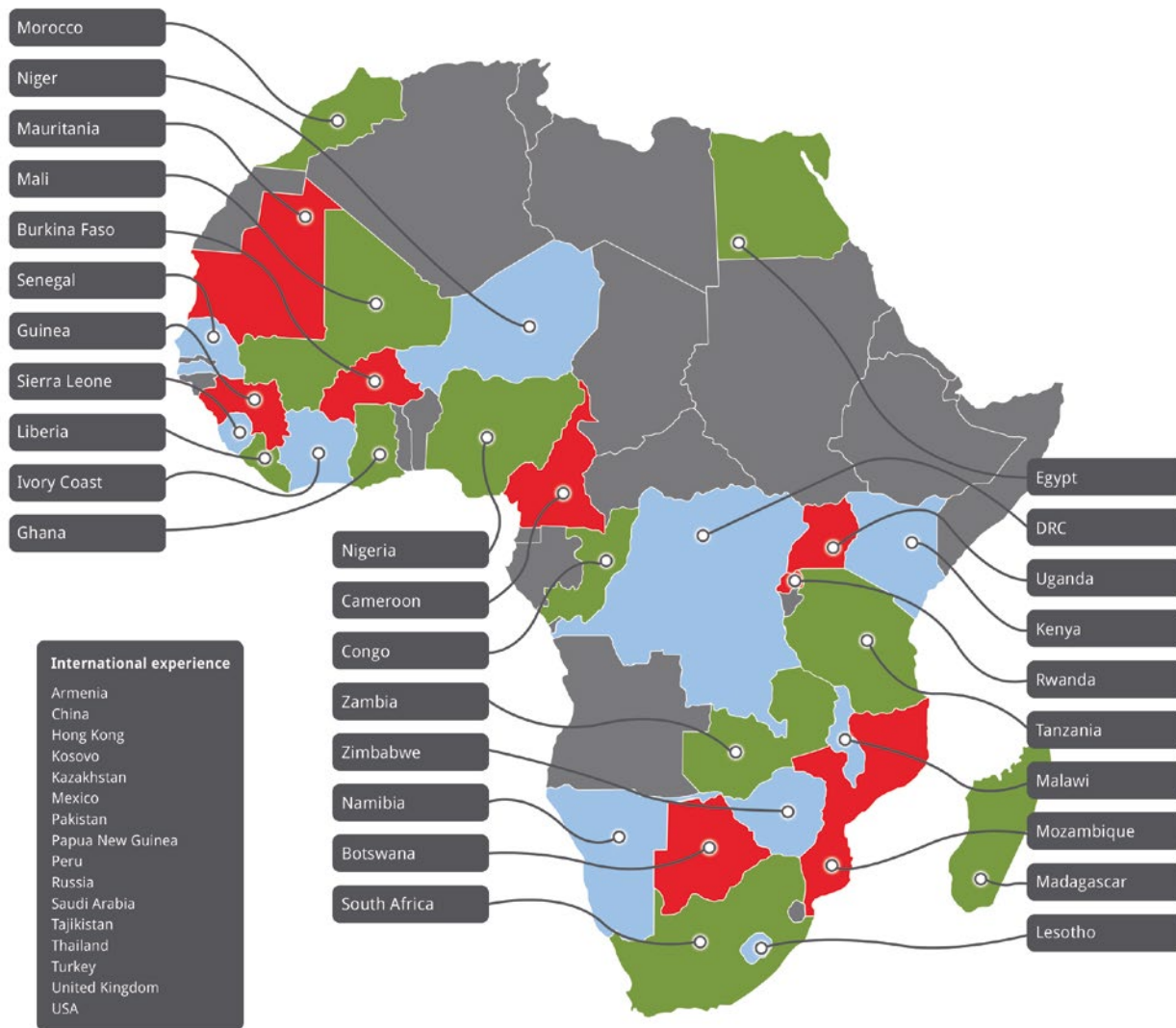
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AUDIT

ASSET

South Africa's abysmal audit record

In an ideal world, the government works for the people. Basic services are provided to all the citizens of the country. Taxes are used for their intended purposes. Everything works and the people are put first.

Sadly, we do not live in an ideal world. Far from it. The reality of the situation in South Africa is that corruption and the misappropriation of funds are major problems that we constantly face. They conspire to rob the people of the most basic of services and leave the majority in a state of hopelessness. Sadly, it also breeds an attitude of "If they don't care, why should I?"

The problems do not stop there. When governments are bailed out because of their misuse of funds, debt rises, creating a cycle, which appears to not have a light at the end of the tunnel. This is far from ideal and is a major factor in the R3-trillion debt that South Africa faces today.

In the latest report released by the Auditor-General (AG), Thembekile Kimi Makwetu, the Democratic Alliance-run Western Cape came out on top with 83% clean audits, while Gauteng came in second with 52% clean audits. At the other end of the spectrum, the African National Congress-run Free State had 0% clean audits while the North West and Limpopo had just 5% clean audits each. In total, across all provinces, over R51 billion in irregular expenditure was uncovered—and that does not include the audits of state-owned enterprises.

This is simply not good enough, according to Makwetu, who has blamed those in charge for not listening to the advice of his department.

Following the release of the report, Makwetu said: "As our latest report reveals, various role players have been slow in implementing and, in certain instances, even blatantly disregard our recommendations. As a result, there is a limited improvement in accountability for government spending and the risks we have been highlighting for a number of years are starting to materialise.

"In our previous reports, we said that the slow response by management to our messages was the main root cause of poor audit outcomes, but our experience over the past year is that management at 28% of the auditees with poor audit outcomes are just not responding at all.

"Those who have received and maintained positive audit results continue to demonstrate that wholesale clean administration and accountability in the public sector are possible, if only we can focus on doing the basics right.

The audit results in full

Eastern Cape - 19% clean audits
Free State - 0% clean audits
Gauteng - 52% clean audits
KwaZulu-Natal - 12% clean audits
Limpopo - 5% clean audits
Mpumalanga - 24% clean audits
Northern Cape - 23% clean audits
North West - 5% clean audits
Western Cape - 83% clean audits

The audited institution achieves a clean audit when its financial statements are unqualified, with no audit findings in its reporting on predetermined objectives and compliance with legislation.

We remain committed to working tirelessly (within our mandate) and with all those charged with governance and oversight to strengthen financial and performance management in national and provincial government."

No audit will ever come back 100% clean. The reality is that things happen beyond the control of those in charge but when you look at the fact that some provinces came back with 0% and 5% clean audits, there is cause for major concern. The question also needs to be asked: why it is possible for one province to hit 83% clean audits, while the others struggle?

According to the Western Cape Finance Minister, Dr Ivan Meyer, it all boils down to a desire to ensure the people of the province are looked after to the best of his government's ability.

"We remain committed to a clean administration and the audit results bear not only testimony to this but also justifies the confidence the people of the Western Cape have in this government," Meyer told IOL towards the end of 2018.

The Western Cape Premier, Helen Zille, echoed Meyer's views: "At the core of this government's brand lies good financial governance. The quality of our audits confirms the high standard of financial management within the Western Cape public sector."

So, why is it that the Western Cape can get it relatively right with 83% clean audits, while the rest of the country lags behind significantly?

For Makwetu, accountability is the key to improving the rather abysmal results.

"When we released the 2011-12 municipal audit outcomes in August 2013, we highlighted,

among others, a lack of decisive leadership to address the lack of accountability... we reported weaknesses in internal control and the risks that needed attention in local government by providing root causes for audit findings and recommendations to remedy these underlying causes," he told City Press.

"It is now five years later and we are still faced with the same accountability and governance challenges we had flagged throughout these years.

"There has been no significant positive change towards credible results; instead we are witnessing a reversal in audit outcomes," he added.

While these results may seem insignificant to your average man on the street, the reality is that it filters down directly to the services they receive from their local government. It is quite a simple equation—if the money is being spent in a frivolous manner, basic services will suffer, meaning the citizens suffer, making for a rather dire situation. There is always a victim in these scenarios, and that is the people of South Africa.

Buffalo City in the Eastern Cape is a great example of how services are suffering. Tessa Botha, the Councillor of Buffalo City Metro's ward 4 since 2016, is worried about the lack of service delivery in the city, with the seemingly insignificant service of bush-cutting leading to a rise in crime—which is a big worry.

"Service delivery covers a whole array of issues such as potholes, grass-cutting and bush-clearing, burst pipes, blocked storm-water drains, traffic congestion and lack of traffic-calming measures, illegal dumping and unsatisfactory measures for refuse removal,"

Botha told DispatchLIVE during a candid interview.

"I recently had a commitment from the chairperson of infrastructure whereby he informed me that attention would be given to some roads in my ward. Bush-clearing remains a huge challenge due to staffing challenges and the municipality does not have the proper equipment. This becomes a problem as it is the perfect hideout for criminals. There also seems to be a huge challenge with burst pipes due to the crumbling infrastructure, but this is a general problem all around BCM," she said.

So, if Botha, a government official, is quick to acknowledge the poor infrastructure, lack of equipment and the issues that the non-delivery of services bring to the table, why is the rest of South Africa struggling? Why are those in charge

across the board not interested in adhering to the Auditor-General's advice—or even the advice of their colleagues such as Botha?

Sadly, corruption and the lining of pockets far outweigh the needs of others, and this is clearly becoming a massive problem. Wasteful expenditure, too, is the scourge of the people. It helps no one, bar a privileged few.

So, what is the solution? How can South Africa set this right? How do we move forward?

The reality is that, as Makwetu stresses, accountability is key. Until such a time as those in charge are brought to book for their actions, money will continue to be wasted, and that will continue the cycle of your man on the street not receiving the services he deserves. It is not a luxury to have a working environment around you, it is the responsibility of the government to

ensure it is provided, without a second thought. But this is simply not happening.

With the national elections around the corner, it is going to be interesting to see whether the results of the latest audit have any bearing on the vote. Will South Africans look for a change in order to receive the treatment they require or will we see the trend of poor audits and wasteful expenditure continue into another cycle?

The former US President, Barack Obama, once said: "If the people cannot trust their government to do the job for which it exists—to protect them and to promote their common welfare—all else is lost."

The power really does lie in the hands of those at the polling stations. ▲

Ralph Staniforth





A smiling man with short dark hair and a beard, wearing a dark blue blazer over a light-colored shirt, is shaking hands with a woman whose arm and hand are visible on the left. The background is a blurred office environment with glass partitions and modern lighting.

Public-Private Partnerships

By South African law, public-private partnerships (PPPs) are defined as a contract between a public sector institution and a private party, in which the private party assumes a substantial financial, technical and operational risk in the design, financing, building and operation of a project

While, recently, it has become very quiet on the PPP front in South Africa, it is seen as a key factor to improving the country's economy and speeding up the process of ensuring the availability of services.

In the South Africa context, the most well-known PPP is probably the Gautrain project. It was a contract between the Bombela Concession Company and the Gauteng Provincial Government and is widely seen as a success today despite its challenges at the time and the over-budget spend.

Construction for the Gautrain started in May 2006 and in August 2011, it officially opened its doors to the public. But, today it transports between 90 and 110 000 people per day, according to a 2016 study.

There have been other successful PPP ventures but in reality, there have been far too few in a country that needs it more than most. It is not often talked about due to the many other issues our nation faces, but corruption has played a major role in stifling possible PPPs.

Our country has been left on the brink of bankruptcy, our creditworthiness in tatters, which has affected every aspect of South African lives. While it has cost the country billions, it will never be known how many PPPs our economic state has cost the country.

In essence, PPPs takes a lot of pressure off the government to produce infrastructure, both financially and with regards to the necessary skills required to produce the project. Like the Gautrain, many other PPPs have made life not only more convenient, but they have helped the country's citizens and business become more efficient.

In the late 90s and early 2000s, there was a big push from the government for PPPs, but that has slowed down in recent times. This is mostly due to the economy and the private sector's lack of trust in government structures.

Any project undertaken by the private or public sector or, indeed, a joint venture between the two requires one thing right from the start—backing from a bank. And a bank looks at the economy and creditworthiness before anything else and makes a decision based on those factors. Little emotion comes into play; cold hard facts are what matters.

However, all is not negative. South Africa can have a brighter future, as can PPPs, and we might be heading in that direction if we can weed out corruption in both sectors, especially in the government.

In an interview with Service magazine last year, Lara Bezuidenhout, a Partner at the law firm, Fasken, explained: "PPPs are generally long-term contracts, often 25 to 30 years, between the private and public entity."

The nature of a PPP is often not easy to understand, and many people mistake a normal government project for a PPP because the private sector is still used in that scenario. However, a simple way to understand it is to look at who owns the asset.

A PPP is a development of a government asset or a delivery of a public service that is not financed by the government, but rather by the private entity, via banks and shareholder input. The private entity then has a license from the government to derive value from what is, in essence, a government function, in exchange for it taking substantial financial, operational and technical risk—a concession of sorts.

The reason PPPs benefit the country is because of their efficient nature. The government has little risk and until the concession period is over, it has minimal input. This means that the discipline on the project is extremely high because both the private entity and the bank have a lot to lose, should the project fail. This means that the two with much to lose work very closely together to ensure the project is not only delivered, but also that it is highly functional during the concession period in which they need to make their money back and hopefully make a profit.

The difficulty for banks and the reason they have to work closely with the private entity is because they have little to fall back on, should the project fail. This is why the bank will take great care in the decision to get involved or not. There are no assets that





they can attach to the loan to recoup the money if the project fails because the assets all belong to the taxpayer and that cannot be attached.

However, when a PPP works, the benefit is there for all to see. The bank gets their money back, the private entity makes their profit for the risk they took and the public sector receives an improved and fully functional service or project, which they can use after the concession period. Needless to say, perhaps, but, should the project fail, it could be catastrophic for the private entity and bank.

Thus, in theory, it all works out well for the taxpayer. Projects are still going up, treasury even set up a PPP Unit over a decade ago, but in recent times, they have failed to reach their objectives—could it be that the trust between the government and the private sector has eroded to the point where no one wants to get involved? The banks most certainly won't jump into a relationship where there is no trust.

It is a combination of everything, I would argue. But it is the taxpayer who pays the price when all is said and done. While complex, PPPs are the most financially viable way forward and because the banks and private sector are

involved and stand to lose the most, there can always be trust that the chance of it working is reasonably high.

Service delivery, schools, hospitals and other infrastructure is desperately needed in our country, and PPPs are the best way forward for most of these projects, there just needs to be the will to do it.

It not only has the capability of improving the infrastructure and taxpayers' lives, but it also creates jobs, sustainable jobs. The Gautrain is a prime example, as is the toll road between Maputo and South Africa, which has created great growth opportunities for both nations.

While creating jobs, it also helps with skills development among South Africans. At this point, South Africa is sitting in a difficult spot. Our debt has risen to above R3 trillion, more and more people lose their jobs daily and we have an unemployment rate that is scary to think of. This means the negatives, such as crime, continue to increase.

PPPs might not offer an immediate route out of this, nothing does in reality. The cancer that is corruption needs to be weeded out first, but PPPs will assist in job creation, increasing

people's skills, which makes them employable and, most importantly, provides the taxpayers with improved infrastructure.

Within the PPP, there is one P that should never be forgotten—the final one. Partnership. There needs to be political will from the government to engage with the private sector, despite the process being a lengthy and time-consuming one. A partnership approach must be taken—the most successful PPPs have developed from this approach.

There is a lot of paperwork and there are legal requirements to get through before a PPP can actually get off the ground but, if anything, the past has proven that this is the way to go and taxpayers are the ones who benefit the most.

It is suspected that capacity, manpower and financial constraints are the reason for the government's sluggish roll-out of infrastructure projects, but ways have to be found around this.

Perhaps, our focus in the immediate future should be to keep the country's lights on but, once achieved, let the excitement for PPPs return. ▲

Ralph Staniforth



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JULIUS MALEMA, EFF leader, argued that black people are not cowards during an address at Sharpeville on 21 March 2019:

"You are not children of cowards. You are children of men and women who confronted a well-armed murderous regime with stones. Only the brave can do that, today, we are here because of the brave."

EMMERSON MNANGAGWA, Zimbabwean President, speaking from the Zimbabwe State House, declared two days of national mourning in the wake of Cyclone Idai:

"We expect all citizens, both individually and collectively, and in different ways which are informed by their faiths, beliefs, and cultures to remember our entire dear departed by way of prayers and in whatever other forms and practices."

NATHI MTHETHWA, the Arts and Culture Minister, addressed the theft of R8 million from the First National Bank 'Living Legends' account:

"I stated this in January and I am stating it once more, that a theft of such grand scale has occurred. It is atrocious, but this theft has occurred against this nation's 'Living Legends' our living treasures—whom the Department of Arts and Culture is supporting precisely because as a nation we owe them so much. This leaves me in shock and disbelief."



BRODIE RETALLICK, who represents the All Blacks in international rugby and the Chiefs in super rugby, addressed about the Chiefs' underwhelming start to the season in an exclusive interview:

"When a team is not winning, you are under increased pressure and scrutiny, but we are on board."

TSHIFHIWA TSHIVHENGWA, the CEO of the Tourism Business Council of South Africa, spoke about the effects of Eskom's power cuts, possible litigation and business closures due to load shedding:

"It's costly to our members. People have to use savings to buy a generator when they could have used that money to improve the guest's experience. If guests are not given the full advertised tour experience from businesses, that is a breach in the service agreement."

PRESIDENT CYRIL RAMAPHOSA, at the 25th commemoration of the Sharpeville Massacre in Vereeniging, Gauteng, said:

"We will overcome this electricity crisis engulfing the country at this moment. We will overcome it just as we overcame the Apartheid challenge. Just as we will overcome poverty, crime and corruption. We will overcome because we are South Africans."

SARAH FERGUSON, South African Endurance Swimmer, set a world record by becoming the first person to swim around the entire perimeter of Easter Island as part of Swim Against Plastic:

"It's an incredibly special moment for my team and me right now. To have pioneered a swim like this is still something I am wrapping my head around! But to have succeeded in doing something no one else has done is both humbling and amazingly exciting."

SY MAMABOLO, the Independent Electoral Commission CEO, told journalists during a media briefing concerning the Esidimeni billboard complaint:

"The IEC must adjudicate disputes of an administrative nature that arise from the preparation for the elections. Issues that relate to the interpretation of law against a certain set of facts must be left to the judiciary to deal with."

Leadership

FOCUS



SPECIAL ADVERTISING SECTION

Leadership

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Serving clients across the globe

It took a vision of creating something purposeful and of ensuring that South Africa's skills are provided in order to meet the needs of a growing global shared services industry that gave birth to SoluGrowth

Now, with 270 employees and clients on three continents, the company is fast becoming one of the leading lights in the shared services industry, built on the foundation of its co-founder, Sandile Gwala's 21 years of experience in Deloitte as an Information Systems Auditor, to now supply South African skills to companies across the globe.

"I was trained as an auditor and completed a B.Com in Information Systems. I joined Deloitte as an IT Auditor and went on to do my MBA in Information Systems. By the time I got into outsourcing, I was immersed in a space which, at its core, relies on how much you use information systems, and this has advanced into pioneering solutions such as digitisation, data analytics, robotics and artificial intelligence. However, at our operational core is how well we utilise information systems to improve clients' business processes and help create efficiencies for our clients.

"When I reflect on all of my training and the vast amount of experience gained over the years, it gives me a deep appreciation for how we can add value to clients, and that makes it easier for us to grow our business. Right from the start of my work experience, I was exposed to serving international clients. I have always maintained that a global mindset is required to successfully solve our clients' complex problems. Our primary business now is based on us being successful as a global service provider.

"It is about more than what we do for clients in South Africa, it is about what we do to utilise South African skills in the global workplace," Gwala explains.

His philosophy that underpins it all is client centricity. The business revolves around putting clients first, understanding their needs and being able to change as their business realities change.



Sandile Gwala, co-founder

In the process, the company has been a key driver of job creation and is currently training 35 interns as it gears up for the export of South African skills to an offshore client. Gwala's background in mentoring in his community and church—and especially when he worked for Deloitte—paved the way for him.

"I've always liked to mentor others. Deloitte taught me that if I found good talent, the firm would sponsor their university fees and, in most cases, we would be able to offer them work opportunities thereafter.

"We drive business in order to create job opportunities, not for ourselves but for other professionals," he says. South Africa's youth unemployment level calls for unselfish entrepreneurs, hence, he's also accepted an invitation to join the Board of Directors of Harambee, the skills development NGO aimed at solving youth unemployment.

With the company growth based "on a vision bigger than us", SoluGrowth mainly provides actuarial, IT, payroll and accounting skills and provides business process solutions to companies across the globe, maintaining a firm foothold in South Africa.

"Our business clients are located in the United States, the United Kingdom, the rest of Africa—mainly in the Anglophone countries—and we are currently targeting Australia, which is a new market for us. Our biggest client is based in the United States.

"That is our global footprint, however, we will only have marketing offices in those countries because all of our assignments are delivered in our shared service centres in South Africa. We create a shared environment, we employ in South Africa and we provide human and digital skills overseas. We also serve a number of South African clients, including national government departments," he says.

Working on the basis of references only, SoluGrowth has built a formidable strategy and are playing a proactive role in marketing the country overseas in terms of services in a highly competitive market.

When it comes to leadership, Gwala is motivated by a higher cause by always striving for more.

"As the co-founder and CEO of the company, my leadership philosophy is that we should create a vision bigger than ourselves and use that vision to get the right people to drive it with us. I believe that if you have the right people, you have the glue to keep it together. You can never lead without vision and the right team. That is key. The vision enables you to attract the right talent," he says.

Gwala doesn't like being a follower. He leads by example and advocates change. And the growth of SoluGrowth as a leader in selling South Africa's skills abroad is a testament to that. ▲



Growth catalyst. Change maker.

*"If you want to go quickly, go alone.
If you want to go far, go together."*

– African proverb

At SoluGrowth we believe in walking the long road with our clients to help them achieve their goals. Our range of world-class business process solutions help companies and governments solve complex problems across the globe that drive efficiencies and unlock growth opportunities.

As a South African Black-owned company marking our first year of operations, we make every day count towards achieving those goals. We have contributed to South Africa's human capital through skills transfer and job creation for almost 300 people. By partnering with our African and global clients we are creating solutions for the economy that will indelibly transform the face of South African business. We are a proud South African change maker.

Finance and Accounting | Payroll Services | Supply Chain | Digital Technology |
IT Outsourcing | Knowledge Process Outsourcing

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In the business of funerals and family

Edwin Anderson, the founder and CEO of Zororo-Phumulani, discusses funerals, finance, and helping the people during one of the most emotional periods of their lives

Anderson was born in Harare, Zimbabwe in the early 1980s to a driver and a janitor. Life wasn't easy and his parents struggled to afford schooling. Anderson says that university was worse as he couldn't even afford notebooks but would make his notes on used paper. This didn't stop him, in fact, it motivated him to work harder and he became the first in his clan to have a university education. "Education is the only way to escape poverty," says Anderson.

Whilst growing up, he was given the opportunity to work in his uncles' small to medium businesses in Zimbabwe. Due to Anderson's

work ethic and dedication, he was slowly but surely given more important roles and duties. He says: "I was given more responsibility because my uncles knew that I would get the job done without grumbling or moaning." In addition to the hands-on experience, Anderson is grateful for the exposure to the various elements and departments in a business.

The move to South Africa

Following Anderson's move to South Africa in 2009, armed with a business degree, the only job he was able to secure was that of a waiter. Raised by entrepreneurs, Anderson, too, has that spirit. In 2010, he started a clothing company with very little capital, however, the shop was burgled and, thereafter, Anderson gave that up.

One of the most valuable lessons he learnt whilst waiting was that of customer service. He explains that in Zimbabwe, due to the shortages, the supplier was in control, yet, in South Africa, the customer is king. This was a milestone in his personal and professional journey.

Noticing how people struggled after the death of a loved one, Anderson was thinking of ways he could assist his countrymen and women living in South Africa. Taking action, Anderson started Zororo-Phumulani.

The business of death

Anderson started Zororo-Phumulani as a means to assist in the desperate times, following the death of a loved one. He started as a sole proprietor and, following about six months of research,



he realised that he needed a license to operate this type of business, which he rented until 2015. As the business grew, Anderson realised he would need to change his strategy, thus, he sold some of his shareholdings and registered Zororo-Phumulani as a full business entity.

The journey continued when, whilst selling policies, his customers continually asked him what would happen to their policies, should he decide to go back to Zimbabwe. He found a partner in Zimbabwe to honour these policies in order to ease the minds of his clients, but this partnership was dissolved due to trust issues. He then managed to secure a partnership with Doves Zimbabwe. This partnership ensures that clients who return to Zimbabwe are still covered by their policies.

In 2016, Zororo-Phumulani used sub-contractors for the repatriation process but in 2017, they brought this in-house and registered with the Financial Services Board in order to become a financial services provider.

From a sole proprietor, Anderson has grown the business to include a partner in Zimbabwe, as well as five branches in five provinces of South Africa.

The key to success

Anderson has simple views on how to reach success. He says it is all based on reputation and relationships, whilst delivering on promises.

Zororo-Phumulani was grown through Anderson's tenacity and strong work ethic—building trust amongst his client base, building the reputation of the business and developing and maintaining strong relationships is what drives the business. He says that money is secondary, building relationships is the primary driver behind human behaviour and, therefore, consumer behaviour.

One element that truly sets Zororo-Phumulani apart from the bigger companies in this space is the cultural understanding of its client base. Having been founded by a Zimbabwean, the Zimbabwean cultural requirements are not new to Anderson. Tailor-making products to suit

these requirements is a unique selling point for Zororo-Phumulani. The funeral policies and repatriation services offered might not be the cheapest on the market, says Anderson, but they are able to react to the changing needs of their client base swiftly, they deliver on promises, and value customer service immensely.

Anderson is not one to back away from a challenge and his vision is to grow Zororo-Phumulani to become the leader in funeral financing and repatriation. Further down the line, he envisions the business becoming a listed entity, taking over from Cape To Cairo, and owning residential and commercial properties.

Anderson's view is that you can't be in a business if there is no passion. "Our business is emotional and we need to be sensitive to the needs of our customers," and in this respect, Anderson firmly believes in politeness. Zororo-Phumulani is also very focused on eradicating patriarchy and employs more females than males.

Another aspect, which Anderson is adamant about, is that of not taking failures, complaints and suggestions for granted. He believes that they enable us to identify our strengths, weaknesses, opportunities and threats. He says that when a person identifies something as a strength, the natural progression is to continue building on it. In the same vein, he believes that being made aware of threats and weaknesses provides an opportunity for growth. For example, only focusing on the Zimbabwean market was limiting, and he noticed that other foreign nationals were having the same issues, and they are now broadening their customer base. In addition, the South African market has needs that aren't being met. As Anderson explains, in Zimbabwe, the supply of buses for the mourners is the norm, and now Zororo-Phumulani is able to provide this service to the local customer base.

Receiving feedback post a funeral or repatriation is where Zororo-Phumulani finds these insights. They are one of the few funeral companies with a Customer Experience Officer, and

this alone shows the uniqueness of the business model.

Anderson is very proud of two major milestones in the business' journey, one being that Zororo-Phumulani was the company who repatriated the body of the Zimbabwean Morgan Tsvangirai from South Africa, and the most recent is that they were named Business of the Year 2016 in the Zimbabwe Excellence Awards.

Challenges

Anderson is quite candid when he explains that, although social media is responsible for 60% of their client base, social media is also the biggest challenge. He says that everyone is a publisher and misinformation spreads quickly. Therefore, managing a company's reputation online is very difficult, especially one in the emotive field of loss.

Another challenge Anderson has faced is that as the business grows, it becomes difficult to know what's going on at all branches, at all times. His solution was to manage this growth through committees. He doesn't chair them but when he is available, he attends the meetings. This gives him access to the day-to-day information, as well as the opportunity to meet and interact with junior staff.

Great leadership

Anderson says that his leadership is based on delegation and trust. The more his business grows, the more he has had to delegate. He also believes that by delegating, a business owner is not giving up power, but is learning from others. "Most people think they have a monopoly on ideas but when tasks are delegated, they might find that the other person knows how to perform the task more efficiently," he says.

A strong team is the backbone of any business. Anderson says that he is only as strong as his team and he can only guide them, but they do most of the work, while he can focus on the strategic vision of the business. Quoting Jack Walsh, Anderson says: "If you hire compromised people, you get compromised results." ▲

Leading the tech revolution

More than five decades later, AVEVA, the world's most trusted and agile software innovator, is still delivering enhanced technical and commercial flexibility

With digital transformation and Industry 4.0 taking the business world, and the entire world for that matter, by storm, it has become relevant and increasingly important that manufacturers become more flexible in reacting to changes in the market. And the need to increase the speed of innovation, which, ultimately, will lead to faster design processes, has finally been acknowledged as an enabler in assisting with finding solutions for challenges that might arise.

Incorporating Industry 4.0, and all the benefits that come with it, into current manufacturing processes, will lead companies into a sustainable and profitable future as the physical and digital worlds merge, and will drastically change manufacturing processes in the near future. Playing a pivotal role in this space is the engineering and industrial software solutions provider, AVEVA.

AVEVA maintains that its expertise and innovation drive has put the company at the heart of the world's most ambitious projects, biggest companies and greatest challenges. The fact that AVEVA has been around for longer than Microsoft and many other major companies says it all.

The company's Sales Manager: Sub-Saharan Africa, Hanno van Niekerk, says since the global leader's humble beginnings (as a university programme launched to develop a 3D computer ADD design application) at Cambridge in 1967, AVEVA has a long history of market leadership in engineering, asset performance, operations management and control applications. Since the beginning, it has always been about bringing transformation to its customers.

Since combining with Schneider Electric's industrial software business in March last year, the global leader has been in an even better position to lead the digital revolution.

"We are a diverse educated group of individuals who are passionate and excited about leading the digital revolution and digital transformation. Our

goal is to make the technology work harder for the customer and to redefine what's possible in the industry," Van Niekerk explains.

In addition to the Schneider Electric connection, AVEVA also added the Wonderware brand of industrial software (used in automotive assembly, facilities management, food and



*Hanno van Niekerk,
Sales Manager: Sub-Saharan Africa*

beverage, mining and metals, power, oil and gas, chemicals, energy, water and wastewater) to its stable. This human-machine interface (HMI) and Supervisory Control and Data Acquisition (SCADA) software is the primary tool by which operators and line supervisors co-ordinate and control the industrial and manufacturing processes in the plant, thus enabling operational excellence.

"Wonderware gives AVEVA a very large footprint in a number of operating companies in various industries. HMI and SCADA have also evolved with the industry. It is ultimately about a human-machine interface and understanding and giving insight into a facility or into what's happening. It brings all the different operating

conditions into context, into an environment where it's easy to understand and easy to not only see what's happening, but also to make decisions and provide optimisation for that.

"Looking at Wonderware from an AVEVA perspective, for us, it is all about driving operational excellence and providing a deep operational insight based on real-time performance management. It is the only responsive scalable solution for Scada, HMI or Internet of Things (IoT) applications that basically integrate the process. So, it does not only unify people, processes and assets across different facilities, it also improves real-time decision support and provides a deep operational insight on the basis of real-time performance management," says Van Niekerk.

Paul Albar, AVEVA Middle East and Africa – Head of Sales Middle East EPC, Marine and Fabricators, Africa and Pakistan, agrees with Van Niekerk and adds that it is all about the digital twin and the fact that their company strongly believes that for every physical asset, there must be a digital asset. "That's a very strong message that we have been hammering on with our customers and our partners because that's where we truly believe the industry is going and that's what's going to bring efficiency and reduce the risk to our customers in the long run," Albar says.

Albar, a Mechanical Engineer who started his career at AVEVA in 2011, says the key to their success is continuously and consistently moving with the times and growing with how times change.

"There are many indications of how the industry is working and how it is evolving. We see ourselves as a consultant partner to the industries we work with and that is one of the most important aspects of our business. We are fully aligned with what our customers do and we are fully aligned with how those activities could evolve. We always need to be aware of what's happening outside of the industry itself to know where those industries will be going over the next 10 to 15 years. Being at the forefront



Paul Albar, AVEVA Middle East and Africa – Head of Sales Middle East EPC, Marine and Fabricators, Africa and Pakistan

of innovation is of the utmost importance to us and it has ensured that we stayed one of the world leaders for so many years,” explains Albar.

According to him, AVEVA places a strong emphasis on research and development (R&D). “We actually put ourselves in the situation where we can be delivering innovations to our customers, simply because we invested in it. Also crucial to keeping abreast with the times is the fact that we are growing, not only with our own investment innovation, but through acquisitions as well.

“As soon as we have identified new technologies, new companies or new leaders within companies that would bring benefit to our business, we make those investments as well. This way, we manage to attract a lot of influences to the companies and that enables us to remain in a highly thriving position within the industries we serve,” Albar says.

According to Van Niekerk, a Technical Draughtsman and Piping Designer, the company furthermore prides itself in helping

its customers speed up processes, improve accuracy and cut waste, all while boosting safety and improving sustainability.

“Our software transforms how our customers operate, helping them to identify new business opportunities, modernise operations and unlock potential. Collaboration is at the core of our products and at the heart of our business. We build enduring relationships with our customers to understand their needs and help them realise their business objectives. Our deep understanding of customer requirements focuses our R&D efforts, enriches our portfolio and delivers increasing value back to our customers,” he says.

Looking at current trends in the company, Van Niekerk says machine learning is the fastest-growing part of their business—it accounts for 10% of its current revenues. Although machine learning is not a new concept, over the last three years, the downstream industries’ focus was on driving innovation and not just building or revamping new facilities. AVEVA strongly

started to look at innovation with a particular focus on how they can operate the facility at a higher operational efficiency with less downtime and better safety.

“At the end of the day, that’s really where you want to get it right. That’s where you want to drive towards from an optimisation point of view.

“The application of machine learning for us is the ability to look at large amounts of data across different data lakes or sources. However you want to define it and understand when something is going to fail before it even fails or really starts showing the signs,” he says.

From a leadership point of view, Van Niekerk says he has always promoted the idea of disruption. “Through disruption, new standards are set and barriers are exceeded—that’s a key principle that I go by,” he says.

Albar agrees and adds that he believes change management is the biggest part of a leader’s job. “We’re always trying to implement change, whether it’s internal or with our customers. And yes, there will be some reluctance in terms of getting acceptance, but that’s critical for us to succeed because that’s what makes us successful again,” Albar concludes. ▲

AVEVA by NUMB3RS

- 20 billion: AVEVA’s massive installed base connects more than this number of device points globally.
- 4.4 trillion: the company executes more than this amount of industrial transactions daily.
- 12: AVEVA stores more than this number of petabytes of data annually.
- 16 000: this is the number of customers on the company’s books.
- 2 million: the number of software licenses the company has at more than 100 000 sites in 130 countries worldwide.
- 4 400: the number of people who are employed by AVEVA at 80 locations in more than 40 countries.

Education: a great engine of personal development

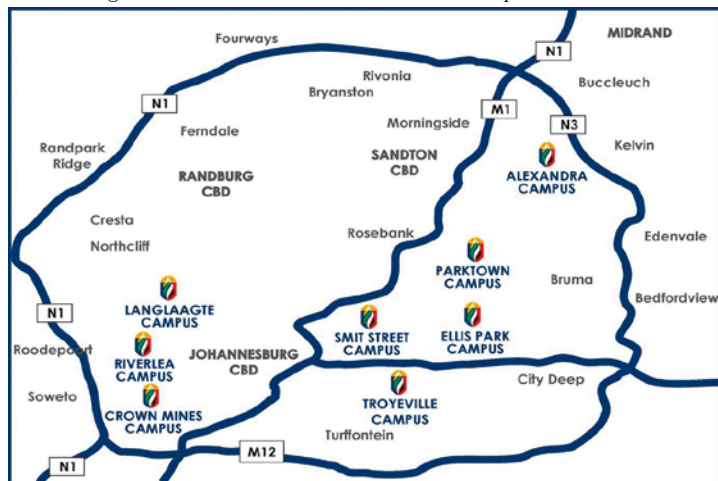
Desmond April joined the Central Johannesburg TVET College (CJC), a public further education and training institute, in 2016 and under his leadership, the college has sought to create a culture of learning and teaching that embraces the current generational demands

Please could you provide us with a history of the college's formation and establishment, particularly as a response to the national strategy to restructure South Africa's educational landscape? Additionally, what are the various qualifications you offer and where are your campuses based?

The college was established on 11 September 2003 when the late Minister, Professor Kader Asmal, launched the then Further Education and Training (FET) sector at our Alexandra Campus. The college has eight campuses, i.e. Alexandra, Ellis Park, Parktown, Troyeville, Smit Street, Langlaagte, Riverlea and Crown Mines. The campuses are spread within a radius of approximately 15 kilometres from the central office in Parktown.

The campuses offer seven fields of study for a total of 96 programmes spread across 6 National Accredited Technical Education Diplomas (NATED) and 3 NQF levels. The college is geographically well-positioned and serves the Johannesburg, Sandton, Rosebank and the Roodepoort Central Business Districts (CBD).

The diagram illustrates the location of our campuses:



The Ellis Park Campus offers Report 191 (NATED) and the National Certificate (Vocational) [NC(V)] Engineering Technology programmes. The Parktown Campus offers Business Studies for NATED programmes only as the Langlaagte Campus offers the NC(V) Business Studies programmes. Our Troyeville Campus specialises in the NC(V) ICT Programmes whereas the Crown Mines Campus offers NATED programmes for Arts and Music. The Smit Street Campus specialises in Hospitality programmes for both

NATED and NC(V). The Riverlea Campus offers NATED Travel and Tourism as well as NATED Engineering Technology up to the N3 level. Our Alexandra Campus offers a broader basket of NATED, NC(V) and NQF programmes in Engineering Technology and Humanities.

Why is it so crucial to provide improved access to a more diverse student population, especially in a country such as ours?

Approximately 30% of our students walk past colleges in their local communities and provinces to study at CJC. For many of them, CJC represents a big metropolitan college in the heart of the economic hub of the country.

Please tell us more about your governing board. Your governance focus is under the leadership of the College Council and consolidates Council Committees in terms of the FET Act 16 of 2006 and adopted College Statutes—how has this served to improve risk management and governance effectiveness?

The council established various committees to oversee governance and management compliance with policy requirements. The committees also evaluate and monitor how operations are aligned to the strategic objectives of the college. The Audit and Risk Committee closely monitor key risks as identified and how these risks are mitigated. They provide invaluable support and guidance. The improved governance is evident in the external audit reports for the past two years.

What are your various College Council structures and what is the respective role of each?

The college is fortunate to have a functional and effective governing council under the leadership of Mr Caleb Mabaso and Dr Raynauld Russon, the Chairperson and Deputy Chairperson respectively. The council established the following sub-committees to assist it to fulfil its judiciary functions:

- The Audit and Risk Committee (ARC) is chaired by Mr Bonolo Ramokhele, who ensures compliance in all the key functional areas. The ARC also addresses issues of risk and the findings of the external auditor. They support management to address all key issues as reported by the Auditor General.
- The Finance Committee is supported by Mr Lesego Tlhabanelo as the Chairperson and Dr Russon. The Fincom ensures that finances are aligned to the strategic objectives of the college.
- The HR Committee is chaired by Dr Natalie Skeepers. The committee supports and advises management on all HRMD matters.



Desmond April

- Ms Zandile Mpungose, as the Chairperson of the Estates Committee, provides support and guidance in all matters related to infrastructure, security services and fleet management.
- Mr DK Khuselo is the Chairperson of the Innovation, Linkages and Development (ILD) Committee, which focus on the business side of the college. The ILD unit explores partnerships, networking and business opportunities in both the public and private sectors.
- The Student Support Services (SSS) Committee is led by Dr Modise Manota. This committee ensures that the SSS unit provides adequate and appropriate support to our core business of learning and teaching.

- Mr Gerrie Booyse and Ms Mpungose represent the council on the Academic Board. The board evaluate the implementation of the Annual Performance Plan (APP) and academic performance.

How is the college performing against planned strategic outputs?

Academic performance is not what it used to be as the college has experienced some challenges to realign its organisational culture. We endeavour to create a culture of learning and teaching that embraces the demands of the current generation. The challenge is to balance a high demand for access against quality outputs considering learning and teaching resources.

Please provide us with an overview of your early life, educational and career background. What set you on your current career path and prepared you for your present role?

I started as a Boilermaker and joined the technical college sector in January 1984. I worked my way through the ranks of Senior Lecturer, the Head of Department and Deputy Principal Academic at the then Highveld Technical College. Joining the Johannesburg Technical College on a horizontal move as the Deputy Principal Academic was a game changer.

I spent some time in private education at Regenesys Business School and Rosebank College. I learnt the business model for providing good quality education and training.

I then worked at Umalusi, the Quality Council for the FET sector, as a Quality Assurance Manager. The lessons learnt truly assisted me to improve my understanding of the quality side of education and training.

What are some of the most important leadership lessons you've learnt during the course of your career and how have they moulded your personal brand of leadership?

During my journey, I learnt the importance of an organisational culture. The challenge in public education is how easy it is to adopt a culture that that is counterproductive to the core business of providing good quality education and training.

Thus, it is imperative to have an in-depth understanding of the stakeholders and all the factors that impact on providing education and training in the public sector. Each college is unique and each campus within a college is unique. This requires a more flexible management and leadership style whilst complying with institutional policies and requirements.

What does good, effective leadership mean to you and what separates a good leader from a great one?

I've seen evidence of good, effective leadership amongst some of the principals in the TVET college sector. Their colleges are good examples of what a current-day TVET college in South Africa should be. I believe these colleagues to be great leaders as they have persevered and achieved against all odds. ▲

A world-leading e-commerce distributor

RS Components is the largest distributor of industrial, electronic and maintenance products

The company was founded in London by J.H Waring and P.M Sebestyen in 1937 under the name 'Radiospares', supplying radio repair shops with spare parts.

"They pioneered white labelling innovation by persuading key component manufacturers to brand products featuring the Radiospares' 'flying man' logo," explains Brian Andrew, the Managing Director for RS Components in Sub-Saharan Africa.

"When televisions became popular, television parts were added to the range as early as 1947. By the end of World War II, the company was a national distributor and in 1954, the founders shifted their focus from fix-it shops and home users, and started selling electronic components to the industrial sector," he adds.

According to Andrew, the company listed on the London Stock Exchange in 1967 as Electrocomponents plc and in 1971, changed its trading name from Radiospares to RS Components. Over time, the company has expanded and serves its customers in over 80 countries through its 32 operating companies, shipping over 50 000 parcels daily around the globe.

"RS was the first mainstream distributor to use a CD catalogue and was one of the first industrial distributors to create a trading website, which launched in 1998. Now, over 60% of global revenue comes from e-commerce.

"The main benefits of having a one-stop shop with a broad range of products, same-day dispatch and great service, is that it saves customers time and money through one supply source, allowing supplier rationalisation and the reduction in total maintenance, repair and operating procurement costs," he says.

Products and innovation

RS offers over 500 000 products across 2 500 global industrial brands in automation and control, electronics, electrical, test and measurement and tools and consumables. They are able to offer a range of different options at various price points, giving customers a choice to select a quality product that fits their budget.

"This includes our own quality, well-priced private label brand, 'RS Pro', continuing in the tradition of 'Speedy' from the 1930s. All our products meet international quality standards and come with one to three-year guarantees, depending on the category," Andrew says.

The company is constantly launching new products and brands, as it is crucial to keep the product offering fresh.

Andrew explains that they support their customers through the design, build and maintain phases of the product lifecycle.

Design engineers are constantly looking for the latest technologies and innovations to include in their new product designs and RS supports this need by adding around 5 000 new products to their range monthly.

"We're always excited each time we get to distribute the latest Raspberry Pi board—a credit card-sized computer board that functions as a normal PC. The Raspberry Pi was developed to help anyone learn coding and physical computing, and only costs around R600.

In terms of innovation, RS is a pioneer in the Fourth Industrial Revolution and offers a range of innovative products in the IoT space as well as free design software and resources for engineers, students and innovators through their DesignSpark community platform.

"We are constantly introducing new 3D printers, robotic kits and the latest innovations in IoT to our range.

"Something special for me in 2018 was the global introduction of the IoT-enabled X-Chips, a South African innovation from XinaBox. It's a modular set of reconfigurable computer chips that can be used to develop IoT solutions depending on your requirements. This product has been used with great success in the USA, and was also recently purchased by the South African National Space Agency (SANSA)," he says.

RS offers the latest sensors and IoT-enabled devices for industrial environments and wearable technology. They carry ranges from Siemens, Arduino, XinaBox, Intel and Brainbox



Brian Andrew, Managing Director for RS Components in Sub-Saharan Africa.

to name a few brands that are used to create smart factories and connected devices.

A digital platform

RS uses a digital platform to deliver products—a revolutionary move in the industrial distributor space.

“It was unheard of to distribute industrial products to business customers using a website in the late 90s but with the launch of our trading website, we changed the landscape in B2B trading, which was traditionally through a paper catalogue. Furthermore, we launched our free e-procurement service in 2002, ‘Purchasing Manager’, which is an online procurement management tool. It allows procurement managers to set individual spend limits for employees and includes authorisation processes, flows and reporting. We now also offer integration with our customer’s procurement systems with our ‘Punchout’ solution further supporting them in reducing their total MRO procurement costs,” he says.

Andrew explains that broad range industrial distribution requires holding large amounts of stock, and using digital platforms allows the customer to self-serve with detailed product information, pricing, stock availability and delivery times available at the click of a button, making their jobs easier.

A successful business model

The company’s business model was designed around the needs of their customers, and as a global industrial, digital distributor, they support their customers with a broad range of industrial and electronic products and services that are essential for the successful operation of their businesses.

“We support them across the product life-cycle, whether via innovation and technical support at the design phase, improving time to market and improved productivity in the build phase or reducing purchasing costs and optimising inventory in the maintenance phase. We offer our customers tailored product and service propositions to help them save time and money,” he says.

Andrew says that research shows that companies spend 80% of their time sourcing items for only 20% of their procurement spend. At RS, they

take the hassle and cost out of that whole process, freeing up time for more important things.

Reliable, global delivery

RS has a global distribution network with warehouses all over the world that carry significant amounts of stock. Regardless of where a part comes from, you will be given a delivery date at the time of order, with constant updates via email on the status of your order.

“From the early days, the business was built on a “same day dispatch” model, and we continue that today, whether from our local warehouse in Kyalami when an order will be delivered within 24 hours for main centres, and 48 hours for outlying areas.

If orders come from one of our global warehouses, delivery is normally within four to six working days.

“The customer pays the rand price on the website, regardless of the warehouse it is being delivered from, taking the hassle out of any hidden import or foreign exchange costs. Altogether, it’s a fairly seamless experience. A customer places an order online, either they pay with their credit card, or they can use their 30-day credit account. Once the order is placed, the stock is allocated automatically from the nearest warehouse, whether it is available locally or internationally,” Andrew says.

The leader

From an early age, Andrew developed a love for technology while playing on his friend’s Sinclair ZX Spectrum computer, and then on his brother’s early Apple computer.

Growing up, his goal was to run a business and that set him on the path to a commercial degree, leading him to obtain a B.Com in Accounting and a postgraduate, Bachelor of Accounting degree.

“My working career started with an auditing firm, completing my articles before being offered the Finance Manager position in the plastics converting industry. Thereafter, I followed my dream of running my own business, which was in online education. Unfortunately, that was not successful so I fell back on my finance background, joining RS in 2001 as the Finance Manager and taking over as the Managing Director in 2003.

“My finance background gave me a strong foundation in business principles while my interest in technology, the Internet and innovation was a great fit with RS. It’s a great company to work for,” he enthuses.

As the Managing Director, his role entails driving growth and profitability for both South Africa and Sub-Saharan Africa.

“It’s quite easy to maintain my passion as I am in an industry that I love and I get to help companies reduce their costs and improve their processes.

“RS as a global company is always pushing the boundaries and continuously trying to improve the way we operate so we’re always growing, learning and challenging ourselves to do better and to stay relevant in a constantly changing world. Most importantly, I work with a great team,” he stresses.

Of his leadership style, Andrew says it has changed remarkably over the last 16 years, “from being in total control, trying to solve everyone’s problems, to working hard on letting go and trusting the people around me to do the right thing”.

For him, a big lesson has been the realization that people matter. “People are not a company’s greatest asset, they are the company,” he explains.

“If one has a healthy organisation, the chances of succeeding are significantly improved. Happy, engaged employees feed into both the top and bottom line.

“Treat your people well and give them a common purpose in the business. Give them a ‘why’ that has meaning and the company will do well.

“I have made many mistakes along the way and still do, but I believe I learn from those mistakes and as a result, continue improving as a leader,” he says.

In terms of what good, effective leadership means to him, Andrew says he believes in being authentic, acting with integrity and doing the right thing, remaining curious and continuing to learn.

“I also believe in the principals of extreme ownership, that everything that goes wrong in the business is my fault as the leader. I don’t always get it right, but that’s what I strive for,” he concludes. ▲



A fearless visionary

South Africa's energy supply sector is sailing into a hurricane and needs raptor-like perspective, agility and determination to navigate around this electric storm

Thabiso Tenyane, the Executive Chairman of the Phakwe Group, has proven that South Africa can develop its energy sector autonomously and successfully—to the benefit of the country, the region and the continent. Tenyane is a man who has had leadership responsibilities thrust upon him from an early age and never dreamt that he would supply electricity to his country one day.

For one to excel at leading companies, you have to have impeccable leadership qualities that equip you to constantly evolve and formulate adaptive business ideas and solutions. Can you tell us more about your background?

I'm a township boy, born and raised in Thokoza in the East Rand. I started school in 1976.

So, we grew up in an environment of student politics and disrupted classes. It also meant one took up leadership without realising it.

On a daily basis, we challenged other students who wanted us to disrupt the classes. My response to them was, "Is there another method [of protest] we could follow to not affect the classes, for example during breaks or after school? Because we want to go to university."

By the age of 15, I was the Secretary of the Thokoza Youth League and I began to take responsibility for things that were beyond student issues.

I matriculated in 1987 and was accepted at Wits University to study medicine. Here, student politics were even more intense. In that year, I built a shack at Wits to demonstrate that black students also wanted to have a res on campus.



PHAKWEGROUP

Growing with Africa!

In my second year, I went to Rand Afrikaans University to study B.Com Human Resources, then completed the Management Advancement Programme at Wits, followed by an Executive Development Programme from Wits Business School.

My first job was a human resources position in the government in 1994. We were tasked with moving the then Pretoria-Witwatersrand-Vaal (PWV) administration in Pretoria, establishing it in Gauteng in Johannesburg. This was a transition or transformation where I learnt a great deal. Taking over the government is the most intense and testing process I have ever experienced.

In 1997, I moved to the North West to work with then Premier, Popo Molefe, and the Director-General, Job Mokgoro, to help set up the province's payroll system.

In 1999, I joined Q Data (which later merged with Persetel), which is known as Business Connexion today. I was there for five years, ending my tenure as the Head of the Public Service division, responsible for all provinces, Swaziland, Namibia and Ethiopia.

In 2004, I formed Air Telecoms, which built cellphone towers for Vodacom and MTN in the rest of Africa. However, I first identified a small company and bought it with a R72-million loan from the Industrial Development Corporation (IDC). Some called me brave, others called me stupid for borrowing that amount. By that time, I had already decided to never be a small player. Then, I founded Bihati Solutions and led the company from 2006 to 2011. We built cellphone towers in 16 countries. Of Vodacom's network in the Democratic Republic of the Congo (DRC), 95% was built by my company.

In 2010, I recognised the opportunity that the proposed an energy mix of the Integrated Resource Plan (IRP) presented. With the engineering capability from our telecoms projects, we decided to participate in this space. This led to the construction of the 27-megawatt (MW) Metrowind wind farm near Port Elizabeth, of which I'm still the Chairman and second-biggest shareholder. In 2014, we plugged this facility

into Eskom and it was the first wind farm to connect to its grid. Now, Phakwe is busy with five renewable energy projects in the Northern Cape, two in the North West, and we have a share in the Grand Inga hydroelectric project in the DRC.

As the group's Executive Chairman, what is your main role?

I drive the strategy and identify talent, because it doesn't matter how good your strategy is; you need talented people to implement it. Talent is unlocking or unleashing everyone's greater potential in what they do.

Due to my understanding of the policies of the country and the continent, I can guide the people who have to drive the processes. Companies are not differentiated by their strategies but by the people they employ. My role is to continue to find those people, groom them, guide them and help them to become the best they can be.

In which direction are you steering the group with regards to expansion into Africa and beyond?

If you look at our company structure, you can see there is an emphasis on Africa: powering Africa, connecting Africa and so on. I think there is more to be done on my continent and once we have achieved certain goals here, we will then go to other continents.

We have a strategic relationship with the United Arab Emirates (UAE) in the energy sector.

The UAE is a very sober nation. They stick to what they plan for the longer term. They have 50-year or 100-year plans. We are building a power station in Egypt with the UAE. We associate with the UAE and China because of their long-term thinking and consistency. There, it doesn't matter who takes over from a leader because he will further the plans of his predecessor.

What are your thoughts on the power supply in South Africa and Eskom?

We know energy is the lifeblood of any economy, so we have to choose the right way to do things. There are two models in building a power station. The first is the Engineering, Procurement and Construction (EPC) model. This is a turnkey model that holds no risk for the customer. But Eskom chose the EPCM (M for 'Managed') model. This is where you say, "I'll buy a boiler from A and a turbine from B", and so on. "And I will manage all of you, paying as we go."

China does EPCM very well but they build eight power stations a year, so they have the experience. But with Medupi and Kusile, we didn't have that experience and Eskom took all the responsibility and risk, and then threw money at the problems, while reducing the maintenance budget of existing power stations from R30 billion to R17 billion.

What leadership philosophy do you live by?

Be ethical. Be authentic. Do what you said you would do. Then people will follow you, because you have demonstrated it. If you are consistent in what you are doing, you will see the result in others who will then emulate what you are doing.

As a successful leader with years of experience in business management, human resources and business development, many people look up to you and young people aspire to follow in your footsteps. Do you have any words of wisdom for them?

Firstly, accept who you are and know your capabilities. Acknowledge and accept your shortcomings. Then, you will know who you have to work with and who will complement you in things you are unable to do. Just know yourself.

Due to unemployment, people are starting businesses to earn a living. But if you can't pay yourself, it's a terrible idea. Take time and apply your mind to what you are about to do. People should work on an idea until it is fundable and bankable and only then should they give it 100% of their time. ▲

Pioneering change in the transportation sector

The transportation industry is changing and, according to Jasper Hafkamp, the Executive Director of Daimler Trucks and Buses Southern Africa (DTBSA), the company is changing with it and leading the pack

It is no secret that Daimler likes to be at the head of the pack. As the inventor of the automobile and the truck, Mercedes-Benz prides itself on its logo “Trucks You Can Trust” and is making every effort to keep that promise and to expand its market-leading position in the South African market.

Since taking control of the division, which saw DTBSA split from the Mercedes-Benz South Africa company and form its own legal entity, Hafkamp has set about getting the DTBSA to “live the brand”, to ensure that the ideals the company products stand for align with the ideals and hopes of both the dealers they serve and the ultimate end user, the customer.

The global Daimler group is restructuring into three new companies—Mercedes-Benz Cars and Vans, Daimler Trucks and Buses and Daimler Mobility AG.

A separate legal entity

DTBSA will continue to be responsible for all the trucks and bus activities in the Southern African region, but will now run as a separate entity from Mercedes-Benz South Africa. This is the next step in their dedication to aligning with their customers’ needs.

The establishment of a new, legal entity in DTBSA will sharpen their strategic focus and provide the entrepreneurial freedom to respond quickly and flexibly to the unprecedented changes happening in the automotive industry. Becoming a standalone entity enables the company to concentrate fully on their customers and enter into more flexible partnerships for the future success of the business.

“On the one hand, we benefit from having such a broad portfolio of passenger cars and trucks, and we can benefit from implementing passenger car technology in our trucks and vice versa.



Jasper Hafkamp

“And, in the end, it is about fulfilling customer needs, and it makes you much more focused and agile if you can focus solely on the truck and bus business. We are still part of the Daimler group of companies and that is important,” Hafkamp explains.

Established brands

The company continues to dedicate its activities to the Mercedes-Benz truck and bus ranges, as well as the FUSO truck range, and the supply of parts for Freightliner trucks. Not to be forgotten are their special solutions like Fleetboard, together with their pre-owned vehicle business, Truckstore.

In addition to the new corporate structure, they will also be expanding their product range within the Southern African region whilst retaining their reputation as the embodiment

of innovation, technology, safety and relentless commitment to their customers’ safety.

On the FUSO side, they will continue to expand their product portfolio to close any viable opportunities they may have within the light, medium and heavy-duty commercial vehicle segments.

Their objective is to offer a diverse range of distribution and some construction vehicles that are designed to eliminate any complexities associated with trucking. Simply put, they aim to deliver reliability and quality, value for money and the best service support.

“We still have our Freightliner business as there are still 10 000 operational Freightliners in the Southern African region, and we provide them with services and parts.

“Besides the brands, we also have our services: Mercedes-Benz Financial Services, Truckstore for our used trucks, Fleetboard—our fleet management system—and driver training,” Hafkamp says.

The introduction of the Actros

The new Actros, which DTBSA launched last year, has replaced a legend in the industry. So it has really had to deliver!

The company is delivering on their promise of a five to seven per cent reduction in fuel consumption—it is the most efficient truck in the industry. So far, they have received great feedback from operators. They are increasing volumes and are on the way back to number one market share.

Hafkamp explains that, unlike its predecessor, the new Actros is exclusively available as a truck tractor, in both air and steel suspension. Rigid distribution, construction, off-road and specialised application vehicles are supported by the new Arocs models.

“We also wanted to implement it with a competitive edge. How do you distinguish yourself from your competition? Thus, we have

introduced it with the Euro III and the Euro V engines. This is quite unique in our country.

“Very importantly, we positioned ourselves in road efficiency, as with all our Mercedes brands, meaning we offer low total cost of ownership, being high on safety and maximum uptime, longer service intervals, good parts availability and systems in place for the effective monitoring of the truck.

“The Actros is delivering on its promise and is the clear market leader—that is not my opinion, but the customer’s opinion,” he says.

Rigid trucks

The decision to introduce the Arocs range of rigid trucks was primarily to try to replicate the success of Actros with the new range, targeting distribution and construction segments. Traditionally, construction and distribution clients have not focussed as strongly as long haul operators on fuel efficiency, but with fuel comprising 30 to 50% of the total cost of ownership even in these sectors, fuel economy has become vital.

“With the new Arocs, we anticipate a fuel efficiency of between three to five per cent, depending on the application,” he adds.

The market outlook

2018 was a good year for DTBSA and the expectation for 2019 is one of growth in the truck market, especially in the long haul segment.



This is a key indicator of economic growth, especially as long haul means more raw materials and freight.

The second half of 2018 and the first half of 2019 will see a growing trend but the biggest challenge will be the construction sector, which is under pressure at the moment.

This is significant for DTBSA as, over the last few years, the profitability of customers has come under significant pressure and the company has had to adapt to a changing market.

“You can have the hardware—the truck—but are you able to offer financing? Are you able to offer things like service contracts? We offer fleet management systems to our customers. It is almost a kind of partnership, where we are providing the customer with a transport solution.

We don’t sell trucks, we sell solutions, selling in a b2b environment, and that is really changing the industry at the moment,” Hafkamp says.

Twenty years of leadership

Hafkamp’s long background is dedicated to the brand he represents and is backed by a Master’s Degree in Organisational Management and Marketing. He started at Daimler in the Netherlands 20 years ago, helping position the brand in the European market.

A later move to sales and marketing led him to be appointed as the Managing Director of Mercedes-Benz Trucks in the Netherlands, where he took the market share from 9% to 17% during his tenure, no ordinary feat in a competitive market where several other European brands offered stiff competition.

“It is important to get everyone’s buy-in to make a plan feasible. An error some management make is to change the plan too quickly when it doesn’t give the desired results immediately,” he says.

“You have to have patience and if you are convinced you are doing the right things, eventually, you will be successful.” ▲



Budgeting on transformation

The Gauteng provincial government has made some great strides since 2014. Their budget for 2019/20 underlines the considerable advancements the province has made in transforming Gauteng's economy to be both inclusive and supportive to small businesses and entrepreneurs, and to be the leading province when it comes to transparency in the government.

The budget presented by MEC Barbara Creecy contains not only a fulfilment of the commitments made by the province to its citizens, but also underlines the commitment to transparency in the management of public funds.

However, the budget presents more than just promises, it shows a level of commitment to building on some of the key achievements the government has made in the province in recent times in transforming the economy and building on the solid basis that Gauteng has in the national economy.

Transformation of the township economy

One of the great strides that the Gauteng government has undertaken since 2014 has been to focus on transforming the township economy as one of the great contributors to the province as a whole.

Gauteng, as the biggest contributor to the country's gross domestic product (GDP), has a special role to play in promoting faster and more inclusive growth.

According to Creecy, the government has proactively supported this economy as a priority of its spending over the past term.

"Over the past five years, the Gauteng provincial government has procured goods and services to the value of R22 billion from township entrepreneurs," Creecy said.

"We have registered 32 616 township businesses, many from as far afield as Limpopo, Mpumalanga and the Free State on the Gauteng SAP System, which is linked to the central supplier database. Of the Gauteng-based township enterprises, we have used 7 192 in the provincial supply chain," she added.



Supplier development programme

According to Creecy, 2 500 Gauteng-based township enterprises have received training through their supplier development programme since 2014.

"In an effort to ensure that our procurement opportunities do not undermine the cash flow stability of townships and other enterprises, Gauteng has made significant strides in paying our suppliers on time. One of the successful programmes that helped us achieve this has been our e-invoicing application, which won a Bronze Award at the Premier's Service Excellence Awards last week.

"This year, we are taking our Township Economic Revitalisation Strategy one step further with the creation of the Provincial Small and Micro-Enterprise Clearing House.

"This partnership between the Gauteng government, the private sector and the University of Johannesburg links township entrepreneurs to those who want to buy their goods and services and to those who want to fund and support such partnerships.

"It is designed not only to develop SMMEs in their own right, but also to link the support of the Youth Employment Service (YES) so that township enterprises can host interns from the Tshepo 1 Million partnership.

"The programme will be piloted in Tembisa for the first six months of this year and then be upscaled in the second half of the year," she said.

Open tender system

While the economy has slowly been transforming as part of the government's efforts to make it more transparent, effective financial management and a commitment to transparency have been a hallmark of the Gauteng provincial government in its current term.

"Our innovative open tender system has been rolled out in all departments and six entities. To date, over 80 projects with a collective value of about R18 billion have been adjudicated in public. This process has enhanced transparency in the government and created significant awareness about public procurement and accountability in decision-making.

"Treasury received a number of positive comments about the role the open tender adjudication process is playing in promoting clean governance.

"The bill, which will enshrine our open tender system in law, is now before our Finance Committee. We hope this bill will pass into law before we rise in March.

“We have significantly improved provincial financial management and compliance. This has resulted in 65% clean audits and 100% unqualified audits for all departments and entities for three years in a row!

“I have no doubt that the significant progress we have achieved in this term in establishing a culture of transparency, public accountability and credible financial controls can, if sustained in the next term, ensure the provincial government achieves its target of 100% clean audits.

“We are also happy that all Gauteng municipalities where audits are complete, have received unqualified audits, also for the third year in a row. One municipal audit is outstanding, and Midvaal must be congratulated for sustaining its clean audit for five years in a row,” Creecy elaborated.

With Gauteng becoming the province of choice for migration, a significant challenge is to handle the growing population and to ensure that the demand for services is not compromised. This has led the Gauteng Treasury to find new, unique alternative methods for revenue generation, which have served as a model for other provinces in trying to improve the national economy.

One of the key factors in promoting transparency will also be fighting corruption, something Gauteng has committed itself to.

“When we took office in 2014, under the leadership of the Honourable Premier, we promised the people of Gauteng that good governance will be at the centre of what we do. We promised that corruption will not be tolerated.

“In an effort to tackle and fight against corruption in the province, the Office of the Premier has established the Integrity Management Unit.

“To achieve this, the Office of the Premier, working in collaboration with all GPG departments and the Special Investigating Unit, has developed a four-pillar strategy, which includes prevention, detection, building investigative capacity and ensuring we take disciplinary action and, where necessary, lay criminal or civil cases,” she said.

In total, Gauteng has allocated R291 million to promoting a clean and effective government.

Financial alternatives

“Our provincial population has increased to 14.7-million (Statistics South Africa: Mid-Year

Estimates, 2018). Our public health system serves 20 million healthcare users per annum and our education system now has 2.3-million learners.

“A combination of improved own-revenue collection, a more creative approach to off-budget financing and tight financial management has enabled us to meet the ever-growing demand for public services.

“In 2014, we took a conscious decision to increase provincial revenue. Together with our sister departments, we set out to eliminate loopholes in collection mechanisms and promote operational efficiency,” Creecy explained.

She added that every year during the five-year term, they surpassed their annual revenue targets and, to date, they have collected over R20 billion in own revenue.

“This is the highest amount raised by any provincial government and goes a long way to explaining why we have managed to keep the province’s finances afloat.

“These resources have been particularly important in keeping teachers, social workers, nurses and doctors in our frontline facilities. Consequently, we have been able to protect citizens from cuts in health, education and social services.

“Five years ago, we also took a decision to build the capacity of our Gauteng Infrastructure Finance Agency (GIFA) to develop a project pipeline for alternative and blended financing solutions.

“As we speak, the West Rand Logistics Hub and Jewellery Manufacturing Precinct are in phase-one construction and approval has been received to conclude the PPP agreement with the developers of two buildings at the Tshwane Innovation Hub, which will incubate innovation and smart industries.

“GIFA’s project pipeline now has more than 20 projects, which include the Kopanong Precinct and the Gauteng Schools Projects.

Infrastructure fund

National Treasury has indicated it has already begun drafting legislation to support the new Infrastructure Fund announced by President Ramaphosa last year.

“We are told this fund will offer a range of blended-finance solutions for infrastructure projects ready for implementation. It is our belief

that the GIFA project pipeline will place Gauteng in an advantageous position to approach the fund for support once work on the regulatory environment is completed.

“The provincial government’s investment in infrastructure is estimated to have added R41 billion to the provincial economy over the last four-and-a-half years, created or sustained 265 000 jobs and created 499 000 public works opportunities,” she said.

The new methods of revenue generation have allowed the province to continue its spending on key areas such as healthcare, social development and education in the province.

“To improve the quality of the public schooling system and enhance skills development, the Department of Education has been allocated R49.4-billion.

This includes R3.7-billion for direct transfers to public ordinary schools, early childhood development sites and special schools, R2.9-billion for the special school sector, which caters for learners with intellectual and other disabilities, and R815 million for e-learning devices and e-LTSM, which will continue to transform township schools into functional ICT-enabled learning spaces,” she said.

Creecy said Gauteng continues to prioritise helping young people cross the difficult path from school to the world of work.

Half-a-billion rand has been set aside in this budget, specifically for youth development initiatives, including R124 million for Tshepo 1 Million and R45.6-million for the welfare-to-work programme, which will help 46 160 women, inclusive of single mothers, to move from dependence on child care grants to sustainable self-supporting economic activity.

Creecy’s budget is based on President Ramaphosa’s vision of growth and renewal for the country.

“It is a vision that advances the values of our Constitution and, once again, places at the centre of our agenda the needs of the poor, the unemployed, the marginalised and the dispossessed.

“It is a vision we will only achieve if each and every one of us, in our different ways and locations, works to make it a reality,” Creecy said.

And the Gauteng provincial government will be advancing this through its budget for the year ahead. ▲

Mobility is fostering sustainable social development across the globe

The urgent need for basic services prompted Xtend to create a mobile platform that caters for extending resources to underserved areas through the use of mobile units, starting in South Africa

The incomprehensible level of poverty and oppression across the globe has motivated Xtend to design, manufacture and operate mobile units to address some of Africa's most pressing needs. The comprehensive mobile solutions that have been developed offer healthcare, education and administrative services to communities in need.

Xtend oversees four main solutions—the Xtend Mobile Schools Health Programme, which delivers preventative healthcare services to children in underserved and under-resourced primary schools in South Africa; the Mobile Health Clinics Programme, offering a range of solutions that provide specialised quality healthcare services to adults; the Mobile Student Future Programme, operating customised mobile classrooms that enable educators and students to access education and training programmes; and finally, the Mobile Processing Solutions Programme, which manages mobile offices that make public administration services more accessible to communities with little infrastructure.

We sat down with one of Xtend's Directors, Sandile Mzonyane, who elaborated on the company's role and the impact mobile solutions have on social development.

Please provide us with an overview of your company. How was it formed and how did it grow to where it is today?

The origin company began in 2005. At the time, the focus was on building mobile units—customised vehicles to carry out an array of services. We were initially building and delivering the units without providing our clients with any additional operational support. As the company grew, we started to identify the need for specific operational and maintenance services if we wanted the vehicles to stay on the road and create a sustainable impact. This led us to shift our focus from being a purely manufacturing company to rather providing a turnkey solution offering our clients data solutions, staffing, as well as all operational, IT and maintenance support. We furthermore established specific solutions specialising in the industries of education, healthcare and administration—areas we saw to be the most in need of disruption.



Sandile Mzonyane, Director

What is your role at the company?

I am a Director of Xtend, and the CEO of Innovative Mobile Solutions, which focuses on our education and administrative mobile units.

Please could you tell us more about your career background?

I am the founder of Amba Investments, the holding group for stakes in transport innovative solutions, property, manufacturing (rope, shade cloth and netting), fishing, training solutions and mobile initiatives. Before that, I was at Metropolitan Momentum for eight years, focusing



on government business and pension funds. I joined Xtend in 2012 and have been with the company ever since.

What have you learnt from your experience with Xtend? In terms of the areas you are focusing on, what needs to change and what is working effectively?

As I mentioned earlier, when we started working on these solutions, it was because we saw a need to take services to the people. We quickly realised there were potential partners across the country—even across the world—who shared our vision and were seeking an innovative way to deliver services in needy communities around the country. That was a key learning for us at Xtend—the power of collaboration. Some of the highlights that arose from these partnerships include our initiatives that bring healthcare to primary school learners in collaboration with provincial governments, our mobile unemployment registration project with the Department of Labour and our programmes that offer mobile HIV testing and treatment initiation with some of the biggest non-profits interested in public health. Mobility also offers solutions to challenges that public systems have been experiencing for years. A good example relates to HIV testing. Typically, people are very reluctant to go to their local clinics and get tested. This is especially true for men—there is still a massive stigma attached to the virus and it's a huge barrier to treatment in communities around South Africa. We've found that people feel a lot more comfortable when a high-tech, modern mobile unit comes into the community and offers these same testing, counselling and treatment services for HIV. The high-quality look and feel distance the experience from the typical public clinic facility, and the fact that the staff is not from the local community means patients feel assured that their status is in safe hands. Mobility, thus, has the potential to make a significant difference in communities, and not just in terms of healthcare. The services are also not limited to the government in particular—the cost-effectiveness means mobility as a service delivery method appeals to corporates, NGOs and international foundations as well. I think one thing we haven't harnessed yet is public brand awareness. As more organisations become aware of what we're doing, we're confident that we'll find many more allies who are excited to get involved and launch new, creative mobile solutions with us.

You have partnered with different entities but there must be scope to do more. What are some of the initiatives in the pipeline?

In terms of the pipeline, we've already started the initiative of a mobile office where the public can renew drivers' licenses. Onboard, we'll conduct testing and actually issue licenses—helping to ease the workload of the local Traffic Department offices and save the applicants time, who would otherwise be standing in queues all day long. We plan to go to taxi ranks and large companies, especially in the automotive industry, to help them complete their eye tests and drivers' license renewals. Additionally, we've started negotiating with the Department of Home Affairs to try to extend our solutions to them. We all know how backed up the agents at DHA and other government departments are, so we know Xtend could provide some much-needed relief. We're also looking to diversify our own solutions. For instance, we're hoping to support the wellness industry by encouraging corporates to provide workplace wellness services to their employees. We are busy developing a mobile solution in partnership with experts in the space to ensure the product solves the current challenges in the industry.

How does Xtend utilise modern technology in its solutions?

The world is changing. We're in the midst of the Fourth Industrial Revolution, so we had to change as a company—formulating strategies and solutions that are in line with the future. To make sure that we remain relevant and competitive, we constantly innovate and develop our solutions to make sure we're offering clients the best possible products. We have assembled a team of software developers and technology experts who have supported our work in mobility by creating tools that maximise transparency, accountability and efficiency. We also found that with this speed of change through technology, everything actually becomes easier for the end user. A good example is our focus on transparency—it allows our partners and funders to see exactly what's taking place in the field from the comfort of their offices. This is crucial as it means we are connecting people to the impact and making sure they see what their investment is really achieving.

What happens to your data and who has access to your servers? What do you do with the data afterwards and how do you ensure its security?

For our Xtend Mobile Schools Health projects, the data belongs to our government partners, for example, the Western Cape Department of Health. They are the only ones with access to the assessment information we collect, and simply combine it with the rest of their data collected at traditional, brick and mortar facilities. With other projects, such as our mobile land claims registration solution, the data is handed over to the relevant department—in that case, the Department of Rural Development and Land Reform. All our systems have been designed in compliance with POPI. To ensure we're not in violation of any privacy regulations, our default is to give our client the responsibility of ownership of the data.

Xtend is an exciting social business looking to create impact at scale. Thank you to Mr Mzonyane for this look into the company's strategy. Mobility seems to be a promising way to secure a brighter future in South Africa and beyond.▲

The indelible image

Photographer Jordan Duvall captured this striking image of a beam of light striking a man doing yoga in an urban setting.

Photo: Jordon Duvall/Getty Images

What leads to CEO wrongdoings?

What are the pressures faced by CEOs and what are the opportunities afforded to CEOs to commit wrongdoing, and transgress the line separating right from wrong in legal, ethical, and socially responsible behaviour? What are the contributing factors to a CEO's ability to rationalise wrongdoing?

Over the decades, scholars and business leaders have attempted to answer these questions about CEOs and top management who hold positions of authority and power in an organisation.

An excellent recent article on this subject is titled *CEO Wrongdoing: A Review of Pressure, Opportunity, and Rationalisation*, published in July 2018 in the *Journal of Management*. The authors are University of Missouri Professors Karen Schnatterly and Professor K. Ashley Gangloff, and Professor Anja Tuschke from Ludwig-Maximilians-Universität, Munich.

In answering these questions, the authors apply them to the longstanding auditing concept of the Fraud Triangle, which has been around since the 1950s, with pressure ('have to'), opportunity ('can') and rationalisation ('it's okay') as the three elements.

According to the Fraud Triangle, developed by Criminology Researchers Edwin Sutherland and Donald Cressey, criminal behaviour is linked to a person's association with a criminal environment and to social and political interactions with other people with criminal tendencies. Many people become criminals themselves as a consequence of this association.

The authors explain that pressure reflects the necessity to commit wrongdoing ('have to'). Opportunity suggests the ability to commit wrongdoing with the expectation that it will not be detected or punished ('can'; Dorminey et al., 2012).

Rationalisation allows individuals to justify their wrongdoing as morally justifiable or

necessary for the business—"we will misstate our inventories this quarter and fix it next quarter" or "we won't get this deal if we don't inflate some of these numbers".

Rationalisation is also possible if "everyone is doing it".

If all three elements of the Fraud Triangle are present in a company or organisation, it is highly likely that CEO wrongdoing will occur.

The authors highlight 25 potential areas of wrongdoing within the Fraud Triangle, for which there is robust research and analysis from both a quantitative and qualitative assessment.

They make reference to a wide range of activities including financial reporting, fraud, investigations by regulatory authorities, class actions and lawsuits, backdating of share options, illegal loan recovery practices, unethical decision-making and unethical behaviour.

Following an extensive literature review, they came up with the type and measure of wrongdoing for each element of the triangle and divided them into internal forces and external forces.

For example, under pressure, two internal forces are 'compensation structure' and 'board expectations' and two external forces are 'competition' and 'investor expectations'; under opportunity, two internal forces are the 'CEO's power' and 'organisational complexity', while external forces include 'industry complexity' and 'macroeconomic factors'; under rationalisation an internal force is 'control misalignment' and 'social ties', and an external force is 'industry culture/norm'.

Internal forces that impose pressure

Internal forces that apply pressure to CEOs include compensation structures and firm performance as well as pressure exerted by the board of directors. The authors write: "Compensation structure can drive the CEO to misbehavior because of the pressure it applies (S. A. Johnson, Ryan, & Tian, 2009; Shi et al., 2016). This constitutes a pressure brought about by greed... This literature argues that the CEO is incentivised to commit wrongdoing to inflate the stock price so as to increase his or her compensation. Research focuses on the role that options play in influencing CEOs' behavior... and finds that options are associated with a greater likelihood of fraudulent financial reporting."

The authors explain that even 'good' organisations/companies/firms facilitate bad behaviour due to performance pressure: "Firm performance, according to Chen (2010), also has the ability to impact CEO confidence and, in turn, increases the 'need' to misreport performance as more positive than it really was to 'feed an ever-increasing ego'."

External forces that impose pressure

The authors explain that companies facing below-board competition for customers are associated with greater willingness to use corrupt and unethical practices to attract or retain customers and contracts. The extent of this wrongdoing is being unearthed in the state capture hearings and commissions. This is why state capture can become so corrosive as it permeates the whole fabric of business and becomes the normalised way of doing things.

Internal forces that provide opportunity

The authors explain: “The more power the CEO has, the more opportunity to misbehave by overruling the board or ignoring organisational controls. A CEO’s power can come from his or her role in the organisational structure (e.g. duality), a sizable ownership stake, or an information advantage over other stakeholders. Ramdani and van Witteloostuijn (2012) find that CEOs who have a significant ownership stake are more likely to engage in wrongdoing than their counterparts without this ownership stake.”

This is what happened in Steinhoff and it raises the question of how much skin in the game should a CEO have, as research reveals that CEOs with too much skin in the game are more likely to engage in wrongdoing.

External forces that provide opportunity

Organisational complexities can increase the potential for wrongdoing, hence, if we look at Eskom, SAA, the SABC, Steinhoff, Bosasa, KPMG, VBS, McKinsey and many others, we see very complex organisational dynamics at stake. This requires aggressive (in the sense of robust) monitoring by the board and of the board, and relentless vigilance of what is being done, how it is being done, who sits on the board and the kind of reporting that needs to be undertaken.

At the end of the day, everything is fixable if the appropriate conduct, monitoring and vigilance are in place, which is what Public Enterprises Minister Pravin Gordhan is working on implementing throughout the SEOs.

Rationalisation

In some of the studies, the authors found that younger CEOs are more likely to rationalise fraud, as are CEOs with less functional experience and without a business degree (Troy et al., 2011). However, other studies contradict this and found that a business-related education may be related to fraudulent tendencies (e.g., Ferraro, Pfeffer, and Sutton, 2005; Frank, Gilovich, and Regan, 1993; Kelly, Ferrell, and Skinner, 1990). Of interest is that all the reviews found that male CEOs and executives are more likely to engage in wrongdoing than female executives, and whistleblowers, more often than not, are female. The whole question of board diversity is so important from this perspective.

Internal forces that foster rationalisation

The authors explain that well-intentioned companies with formal controls, but which

fail to apply equally strong controls to budgets and budget reporting as they do to monitoring budgets as a control mechanism to evaluate spending behaviours, are dropping the ball as this can facilitate fraudulent reporting.

Our SOEs have suffered from this. When the Auditor-General issues a qualified report but nothing is done about it, you send the wrong signal because then CEOs are able to exploit this gap when there is no follow-up.

External forces that foster rationalisation

The authors write: “External forces may also foster bad behavior by nurturing rationalisation. For instance, attorneys or accountants outside of the firm could promote or support misconduct, thus enabling a CEO to rationalise the act (Trompeter et al., 2013).”

We need to make sure the CEO is not put in a position where the attorney or accountant helps them to rationalise their fraudulent behaviour.

Then, there is the whole issue around cultural practice—where, in some cultures, it is regarded as the right thing to do to ‘look after’ your family while, in other cultures, this is seen as nepotism. The cultural practice of a country and its CEOs and businesses in this regard needs to be clearly articulated and regulated.

It has become imperative for boards to ask and investigate all these questions, and more, otherwise, CEOs can easily rationalise their wrongdoings on the basis that none of the board members asked them about this.

Companies and organisations need to be cautious of running ‘rookie’ boards because inexperienced board members are not going to ask the right questions.

While it is important to include people with fresh ideas, at the same time, you need to ensure that knowledge, experience, expertise and strong ethics prevail on any board. This degree of depth ensures that CEOs are questioned and monitored appropriately and that the board expects their own behaviour to be monitored with equal rigour to guard against pluralistic ignorance at every level.

South Africa is at a crucial crossroads in terms of CEO, top management and board behaviour. The direction we take for organisations and companies needs to be rigorously preventative and it is imperative that anyone who sits on a board minimises the possibility of wrongdoing occurring. This is the only way to nurture a culture of ethical behaviour, accountability and right-doing. ▲

PROFESSOR OWEN SKAE



Professor Owen Skae,
Director of Rhodes Business School
Twitter: @owenskae



SEOh!

Fine-tuning your SEO strategy

Oh, so you can take me off Google? is something I get asked so often when someone hears that I manage reputations, automatically assuming that reputation management is online reputation management. Yes, and no. Online reputation management is an important component of managing your

reputation, however, the offline component is just as important, if not more so.

I was fortunate enough to be a speaker at the recent Yoast Conference (YoastCon) hosted in Nijmegen in the Netherlands. Yoast is a brilliant plugin used in most websites and blogs to help with search engine optimisation (SEO), in

other words, when someone is looking for your particular product or service on Google, through the use of algorithms behind the scenes on your website, your company is listed towards the top of the search engine page.

I will be the first to admit that the SEO space is a technical one that I know very little about and in some of the sessions at YoastCon, I felt like

I was back in my higher grade algebra matrix class realising that I desperately need to sign up for extra maths classes. Fortunately, there are SEO experts out there, so extra classes aren't necessary.

Companies are often so focused on their website ranking well on search engines, that they tend to invest a ton of money on designing delightful websites, and forget the offline side of things. I've always found it rather bizarre and quite fascinating that there always seems to be budget available for marketing initiatives, but rarely any available for introspection. If your value system, leadership style or employees are not up to scratch, then no amount of a marketing budget is going to help your public image.

Introspection might just be what saves your organisation. Understanding your reputation, what is contributing to it positively and what is negatively impacting it will help you to build a much closer relationship with each of your stakeholder groups. Different aspects of the business will be important to different stakeholders, the way in which you communicate to them will also differ from audience to audience; it's never a good idea to assume you know your stakeholders. Understanding this will help you to identify keywords that are important to your audience, which you can then use as part of your SEO strategy.

Rand Fishkin, the founder of SEOMoz, was also a speaker at YoastCon. He is a leader in the field of SEO tools and was named among the 30 Best Young Tech Entrepreneurs Under 30 by BusinessWeek, he's been written about in the Seattle Times, Newsweek and the New York Times, to mention a few. I was thrilled to meet him and also get a copy of his book, *Lost and Founder*. He is very honest and does not beat about the bush about the trials of his entrepreneurial journey; even though he started the business in Seattle thousands of miles away from South Africa, there are so many similarities that entrepreneurs are also faced with here. It is in those beginning years where you lay the foundation of your reputation.

When we measure a reputation, there are 10 different aspects of a business to consider when it comes to 'offline' reputation. Sometimes, it is difficult to know exactly where to start, so we always encourage our clients to first focus on two or three critical areas and very often, the other issues fall into place when the key issues are addressed. In Rand's book, the three

things that really resonated with me, and what we often see to be key components of any reputation are vision, values and finances.

The first thing is the importance of being focused, this will help you to direct your energy into one specific thing and become a specialist in that area. Trying to juggle too many things becomes messy and detracts from your core business. Focus on what you do, and do it well. What is your vision, and is your entire team fluent in it?

Secondly, the importance of values—this helps to make decisions in terms of who you want to do business with and who to get on board as a team member. It really is a guiding system for 'how we do things around here'. It is particularly important for when there are seemingly challenging decisions to be made. If you use your values as a barometer for whether to pursue something or not, it becomes a lot easier to decide which route to take.

The third was around finances. He is incredibly open and bares his soul about the role of money, especially the challenges around it; if you can be open and transparent with your team about the finances, the lifeblood of any business, it helps to build a stronger relationship with them as well. It's quite difficult to put yourself out there but I have introduced monthly financial meetings with my team, and it has definitely made them feel a lot more included in the business and become a lot more fluent in the value offering.

I also believe that sharing the financials links to our values of respecting my team, continuously being authentic in what we do as well as celebrating growth.

Annually, we do our own reputation research survey. By doing this, we know what is important to which stakeholder group from an 'offline' perspective. This has helped us to mould our messages online, be it our website, blogs or social media pages.

How aligned is your offline reputation to your online one?

To find out how your reputation measures up and how to become a business that people want to do business with, visit www.reputationmatters.co.za, email: research@reputationmatters.co.za or call +27 21 790 0208. Reputation Matters is also on Facebook www.facebook.com/yourreputationmatters and Twitter @ReputationIsKey.

REGINE LE ROUX



Regine le Roux is the Managing Director and founder of Reputation Matters. She holds an M.Com degree in Communication Management from the University of Pretoria. She is a corporate reputation specialist and handpicks and manages several teams that conduct reputation research studies and implements business communication strategies. Regine is the author of: *Reputation Matters*, *Building blocks to becoming the business people want to do business with*. Regine is the Chairperson for the Western Cape Public Relations Institute of Southern Africa (PRISA) Committee, and on the Board of the Rotary Club of Newlands, responsible for Public Image, and chairs Rotary International's Public Image for District 9350. Over weekends you will find her donning her pink skort for the Hout Bay Harriers.

The echoes of heroes forever remembered

The year 2019, or at least the first three months thereof, will be largely remembered on a positive note in terms of what has happened on the football pitch. The Premier Soccer League (PSL) is in the midst of a title race that will be spoken about for years to come, while Bafana Bafana recently produced an impressive away performance, beating Libya and in so doing, ensuring qualification for the African Cup of Nations, which is taking place in Egypt this June.

Unfortunately, amidst the jubilation and positivity, the South African football community has also had to stop, take stock and celebrate the lives of two footballers who passed away this year.

Most recently, Arthur Bartman sadly passed away at the age of 46 after a few months of battling meningitis. Bartman served all his clubs with distinction and was earmarked for big things when he burst onto the scene at African Wanderers in the late 90s. Much like any sportsperson, there will be ups and downs during a career, but Bartman took it all in his stride.

He was the journeyman of South African football, which is not a tag with any negative connotation. Representing eight clubs is no mean feat and the fact that so many clubs were willing to take him on board speaks volumes about his professionalism. However, he was not only a player.

Post-retirement, he turned to coaching and he looked to have a bright future, were it not for his untimely death. The outcry of support and

social media messages is a testament to the man that Bartman was. His family have subsequently thanked the public for their support and also issued a statement to raise more awareness about meningitis.

Bartman will be remembered for a great career that spanned almost two decades but for those close to him, he will be remembered as a family man, friend, husband and father.

Farewell Arthur.

Philemon 'Chippa' Masinga

The news that Philemon 'Chippa' Masinga had passed away in mid-January this year shocked the nation. Social media was abuzz as condolences rolled in from around the globe—it became clear just how much impact Masinga had made during his travels.

Masinga gave the country moments it will remember for years to come. Perhaps the impact of those moments has been lost a bit over time but for those of us who were around at the time, they will live on forever.

In 1996, Masinga, or Chippa as he was fondly known, was part of the 1996 team that lifted the African Cup of Nations trophy and, again, when they finished as runners-up in the 1998 tournament. But, without a doubt, Masinga's moment came in 1997 when his right-footed pile-driving shot into the top corner of the net sent Bafana Bafana to the 1998 FIFA World Cup for the first time in its history.

Those iconic scenes still play in many people's minds as if it happened yesterday: Masinga running down on goal, one defender to beat, but he shoots from distance and it flies past the Congolese goalkeeper. The crowd goes into

a frenzy, could this be, could we be heading to the FIFA World Cup? The Coach at the time, Clive Barker, sprints down the touchline, arms spread wide in the form of aeroplane wings as if he is flying the team to France (where the World Cup was hosted in 1998) himself.

Again, unforgettable scenes.

Masinga began his career at Jomo Cosmos after the South African legend, Jomo Sono, spotted his talent. A move soon materialised to Mamelodi Sundowns before heading overseas to Leeds United. Although his time there wasn't long, he and the Bafana Bafana Captain, Lucas Radebe, became instant hits.

The Leeds United faithful nicknamed him 'Waltzing Masinga' after the famous song, 'Waltzing Matilda'. Based on the comments post his death, he was held in very high regard by the club and its supporters. His Leeds United stint was followed by a move to Italy where he played for Serie B side, Salernitana. Soon, he caught the attention of Serie A side, Bari, and made another switch.

Masinga was also part of the ambassador list for the South African World Cup Bid for 2010.

Cancer might have defeated the big man but here, he will always be remembered. His exploits, along with those of his teammates, ensured that South Africa participated in the FIFA World Cup in 1998 for the first time in our history. 16 August 1997 will always be known as one of the greatest moments in South African football and that was largely due to Philemon 'Chippa' Masinga, or if you will, Waltzing Masinga. ▲

Ralph Staniforth



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THOSE WHO BELIEVE IN THE
BEAUTY OF THEIR **DREAMS**"

ELEANOR ROOSEVELT

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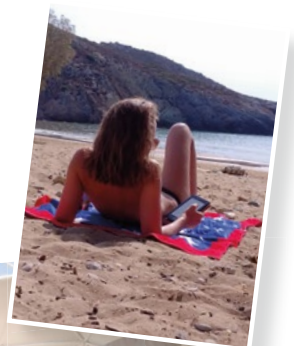


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