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plants report
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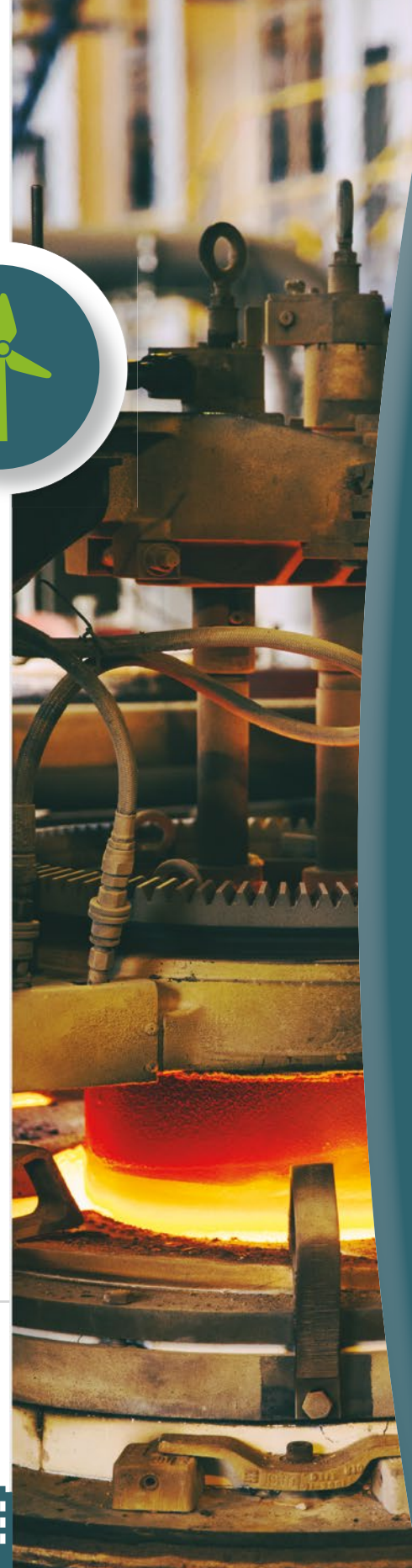
Energy:
4 286 GWh

CO₂e:
3 997 062
million tonnes

Financial:
R3.3 billion

Contact information
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The NCPC-SA is a programme of the Department of Trade and Industry (the dti) hosted by the CSIR. The IEE Project is implemented in partnership with the United Nations Industrial Development Organization (UNIDO) and funded by the dti and the Global Environment Facility.





CASE STUDY

Durban

Intervention: Compressed Air Optimisation

Defy Appliances is a domestic appliance manufacturer in Jacobs, Durban. Defy's history traces back to almost 100 years: in 1932, the company manufactured the first electric stoves in South Africa.

The Defy Jacobs factory currently manufactures about 2 500 units a day of free-standing stoves, built-in ovens and hobs, tumble dryers and console air conditioners, and has a workforce in excess of 700 employees.

Defy's electrical usage is approximately $\pm 11,000,000\text{kWh}$ per annum with the compressed air system accounting for about 24% of the total plant energy usage. Challenges with the CA system meant a lot of energy was being wasted through leaks, thus increasing the need to run more compressors. The higher artificial demand also attributed to the lower pressure at the point of use.

EE interventions included the replacement of compressors, installation of metering, shut-off valves and a leak detection system, leak repairs and vacuum generator upgrades. An investment of R2.3-million was made, with payback of under three years.

View the full case study at www.ncpc.co.za
or www.ieeproject.co.za



South African Industrial Energy Efficiency Project

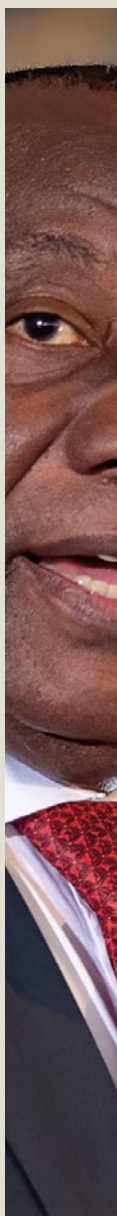
Case Study

Reduction in energy consumption	2% of electricity bill
Energy saved	758,663 kWh
Money saved	ZAR 811,769
GHG mitigated	790.91 tCO₂e
Investment made	ZAR 2,292,700

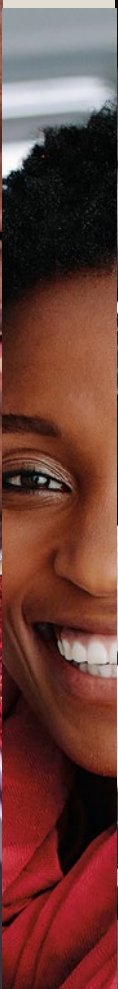
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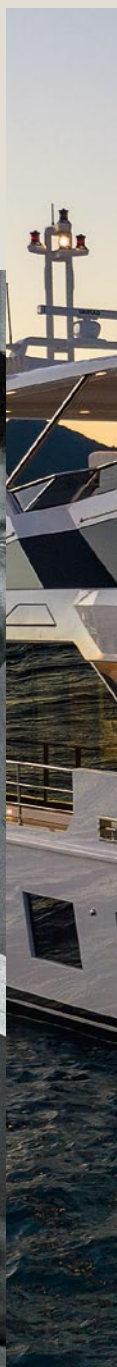
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LEGENDARY QUALITY ON THE ROAD



President Cyril Ramaphosa is championing agriculture as the catalyst for South Africa's economic health

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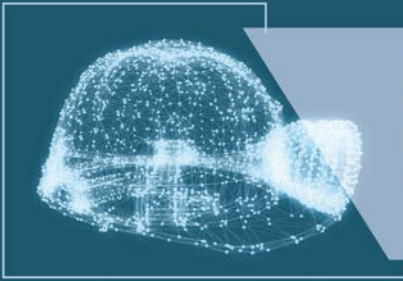
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BACKGROUND

The SAIMM ran a very successful conference in 2017, which was called 'New Technology and Innovation in Mining'. Now, two years on, it is time to update ourselves on the latest developments, both in the digital world as well as the physical world of the minerals industry.

Our industry, steeped in great tradition and innovation, now finds itself facing new challenges, and many operations have already embraced these challenges and introduced people-centric technologies that are truly at the cutting edge of innovation.

Besides showcasing many exciting innovations and case studies, the conference will be supplemented with a trade show where many of these technologies will be featured.

OBJECTIVES

To showcase, explain and demonstrate the potential for operational improvement through innovative but practical technological solutions aimed at improvements in quality, output and productivity.

It is also aimed at achieving a common vision of 'the art of the possible' as well as exploring new paradigms for mining and metallurgy in the future.

WHO SHOULD ATTEND

- Mine managers
- Operational managers
- Mine engineers
- Mine planners
- Geologists
- Mining technical staff
- Technical information specialists
- Consultants
- Contractors
- Students
- Academics
- Researchers
- Metallurgical Managers
- Metallurgists
- Process design engineers

TOPICS

- Data mining
- Artificial intelligence
- New equipment
- Automation
- Remote operation
- Information management
- Communications technology
- New efficient equipment
- Renewable energy/energy efficiency

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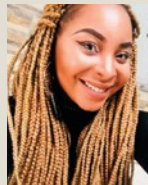
Robbie Stammers

Stammers was the Editor of Leadership for over 100 editions and won numerous awards across many titles, including Best Editor of the Year on no less than three occasions, Best Business Magazine of the Year with Leadership locally and Best Business Magazine of the Year internationally. He is also the founder of The Intrepid Explorer magazine, Cape Etc and he launched the award-winning local edition of the USA magazine, Fast Company.



Tavonga Jacqueline Manyonga

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



Ralph Staniforth

Staniforth is the Editor of Service magazine; he also serves as the Sports Writer as well as the Digital Contents manager at Cape Media Corporation. This includes managing the content for 17 websites along with their respective social media pages.



Regine le Roux

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



Professor Owen Skae

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



Chris Waldburger

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



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Leadership

The sun shall never set on so glorious a human achievement

Twenty-five years ago on 27 April 1994, South Africa was set on a momentous path towards prosperity. It prompted Madiba to declare: “The sun shall never set on so glorious a human achievement.” Perhaps it is important to reflect on this day and draw the courage and inspiration to infuse the necessary changes required to propel us forward as a nation.

The 8th of May is upon us and it represents the dawn of a new era, new challenges and new solutions. This is not to suggest that the current and past problems will soon evaporate into thin air, however, it brings hope and determination to find new solutions. Lest we forget, new solutions breed the next generation of challenges. The outcomes of the general elections will have an impact on all of us, no one is immune and to pretend you will not be affected is an egregious illusion.

It’s a game of politics, and to ignore them is to do so at your own peril. The 8th of May is about the bread-and-butter issues and our daily lives. The basic necessities in life are interwoven into the spectra of politics. Scholars have argued that economic production and the structure of society of every historical epoch necessarily constitute the foundation for the political interplanetary landscape.

There are always negative sentiments towards politics, which has led most people to associate politics with bad connotations. Perhaps it is justified, based on the conduct and behaviour of most politicians and the general decay and corruption associated with politics. However, this is throwing the baby out with the bathwater, considering the significant impact of political decisions on our daily lives and wellbeing. The state and political systems have evolved to promote the wellbeing of its citizens, however, citizens abdicate their responsibilities by electing the wrong leaders and then they cry foul. This anomaly has to be corrected.

Come the much-anticipated date in May, we must observe the advice of Seneca: “Lay hold of to-day’s task, and you will not need to depend so much upon to-morrow’s. While we are postponing, life speeds by. Nothing... is ours, except time.”

He further warned: “The most perilous carelessness, is that of sliding through life in a trance of expectancy, always vacating the present moment in order to lurch toward the next—a kind of living death.”

Publisher’s Note



THABO OWEN MOKWENA
Publisher



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Leadership

The Holy Grail

Democracy is a word derived from the Greek language and literally means 'rule by the people'. Unlike politics, democracy is essentially a system of government where the citizens exercise their right to power through voting.

Democracy has been practised in various ways, for instance, in a direct democracy, the members/citizens in the direct democracy as a whole form a governing body and vote directly on each issue. Whilst in a representative democracy, the citizens elect representatives from among themselves. These representatives meet to form a governing body, such as a legislature, and in a constitutional democracy, the powers of the majority are exercised within the ambit of a representative democracy. The constitution is the holy grail of democracy and ensures individual rights, beliefs, values and codes of conduct are upheld and maintained.

As a system, democracy provides a set structure of processing conflicts in which outcomes depend on what participants do, but no single force controls what occurs and its outcomes. The uncertainty of outcomes is inherent in democracy because it ensures all forces struggle repeatedly to realise their interests and devolves power from groups of people to sets of rules. Essentially, Western democracy has been modelled on the old Roman Republic with tenets of Classical Athens democracy. The model, however, has evolved from just enfranchising the male population to being more inclusive and affording equal decision and voting rights to both the male and female population.

Unfortunately, African democracy has not been smooth sailing, mainly because democracy on the continent has been shaped by the colonial powers that held political power in Africa until the period of decolonisation that began in the 1960s. Thereafter, African states attempted to follow the European model of democratic governance. However, whilst African democracy has shown some improvement, it is still having legitimacy problems and African states are characterised by corruption and autocracy.

More importantly, social problems such as refugee migration, debt, poverty, illiteracy, crime, unemployment, diseases, inflation and missing infrastructure seem to be more pressing than the transformation to full democracy.

The Ibrahim Index of African Governance, spearheaded by Mo Ibrahim, businessman and the founder of the Mo Ibrahim Foundation, argues that certain states have developed a functional model of African democracy. South Africa headed to the polls on 8 May, and the outcome reminds us of the importance of democracy and its tenets, and, above all, that the holy grail of our behaviour and interaction is the constitution.

Editor's Note



A stylized, handwritten signature in black ink, likely belonging to Evans Manyonga.

EVANS MANYONGA
Editor

How the Council for Geoscience is working to boost the Blue Economy

The Council for Geoscience (CGS) is a South African science council that is mandated to undertake all forms of geoscience research and generate knowledge on onshore and offshore geology. Marine geoscience at the CGS has a long history. The South African offshore area is larger than the onshore region, and will be more than doubled if the Extended Shelf Claim is ratified by the United Nations. The CGS has designed a marine geoscience programme with an overarching objective to boost the blue economy. We aim to create the 'real map' of South Africa, which seamlessly spans from the onshore area to the outermost edge of the marine domain. The marine geoscience programme is mapping the entire Exclusive Economic Zone (EEZ) with full coverage, using a suite of vessels to full ocean depth and applying five marine geophysical methods. These techniques include multibeam bathymetry, side-scan sonar, marine magnetics, medium-penetration subbottom profiling and gravity.

South Africa's rich and productive coastal waters support tens of thousands of jobs and contribute over R 20 billion to the national economy each year, with coastal goods and services estimated to contribute 35% to South Africa's Gross Domestic Product. Preliminary economic analyses suggest a R 5 to 7 billion boost in direct economic benefits to maritime industries through the completion of an offshore mapping programme, and these projections were based on the continental shelf which comprises only 15% of the EEZ. Marine and coastal resources are important as they represent a source of food and have enormous potential for economic development through tourism and industry. With 43% of Southern Africa landlocked, there is a significant dependency on marine and coastal resources for trade, tourism and employment.

We link our imperatives to the mandate of the CGS, Operation Phakisa, to global standards in marine geophysics and

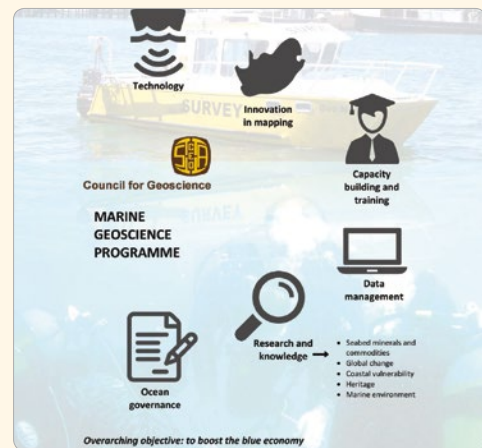


Figure 1. Six focus areas of the CGS's marine geoscience programme.

hydrography, and we enrich our research through a strong global network. The marine geoscience programme is based on six focus areas, each of which is being carefully addressed with equal priority. These include: innovation in mapping, technological advancement, capacity building and training, knowledge through research, data management, and ocean governance. The broad aims are to:

1. Map the EEZ using five different marine geophysical methods.
2. Produce onshore-offshore geological maps at a scale of 1:50 000.

3. Develop a strong culture of marine geoscience in South Africa.
4. Gain a clear understanding of marine geoscientific processes on the continental shelf in selected strategic areas.
5. Contribute to matters related to ocean governance.
6. Support marine governance.

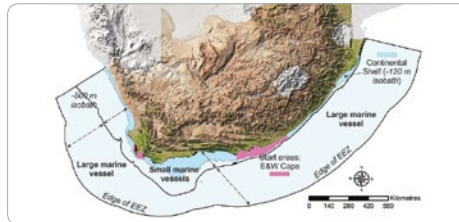


Figure 2. Work plan by area, commencing on the continental shelf of the Western and Eastern Cape Provinces.

The specific aims are to produce high-quality baseline data at ultra-high resolution in order to (for example):

1. Locate offshore strategic economic prospects.
2. Update nautical charts.
3. Conduct earthquake and tsunami hazard assessments.
4. Aid in the planning of offshore infrastructure.
5. Provide baseline datasets for monitoring global change and future projections.
6. Provide input into models of sediment transport, coastal erosion, and coastal flooding for coastal vulnerability studies.
7. Carry out regional sediment management.
8. Characterise and model benthic habitats and ecosystems.
9. Provide ground-truth values for remotely sensed/satellite data, helping to refine new techniques for environmental assessment and prediction.
10. Learn more about how the Earth and its environmental systems function.

Our work plan commences on the continental shelf (within 120 m water depth) and within the first five years we aim to work in the deeper portions of the EEZ, up to and beyond 500 m.

The programme has already contributed towards coastal vulnerability projects along the Cape South Coast and the quantification of beach nourishment and erosion at populous beaches. We focus on generating baseline data from which to monitor global change and are carrying out studies in palaeo sea levels in order to project to future scenarios. We have assisted in engineering and port development studies in the Eastern Cape, Western Cape and KwaZulu-Natal. We are developing a machine learning tool to derive benthic habitats from backscattered acoustic energy and contributing to the development of a regional environmental management plan. Through this programme, we aim to inform evidence- and science-based policy development.

A key deliverable is onshore-offshore maps covering the coastal and shallow marine area, as well as marine geological maps of the seafloor in line with the CGS's onshore 1:50,000 series. Per sheet, we are generating a geological map, a digital elevation model, side-scan sonar mosaics, a marine benthic habitat map, sediment isopachs and magnetic anomalies.

The CGS has undertaken more than a century of geoscience

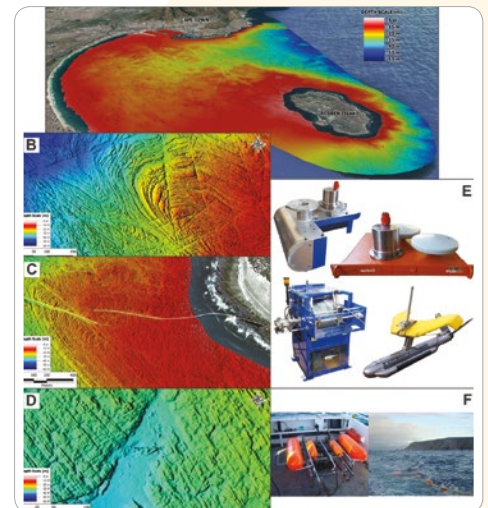


Figure 3. Data examples (multibeam bathymetry) from Table Bay, Western Cape. A: The seafloor surrounding Robben Island. B, C: Structural features of bedrock outcrops. D: Unknown shipwreck mapped in a channel.

research in South Africa focussing on minerals and energy; water, the environment and health; land use and infrastructure development, and innovation and diplomacy. These initiatives are now anticipated to be developed in the coastal and marine domain, given the technological advances in seafloor mapping. We continue on a trajectory of integrated geoscience solutions to understand complex geoscience questions and serve the needs of society.

The Council for Geoscience has a national footprint with research offices in the Western Cape, Northern Cape, Eastern Cape, Kwa-Zulu Natal and Limpopo. The head office is situated in Pretoria, Gauteng.

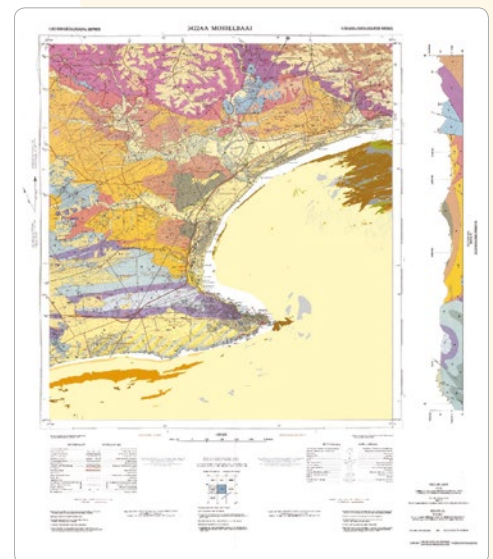


Figure 4. An example of an onshore-offshore map in the 1:50,000 series (3422AA Mossel Bay).

For more information visit www.geoscience.org.za, send an email to info@geoscience.org.za or call +27-12-841-1911.



Cyril Ramaphosa: President farmer?

Having won his own mandate for change in the state as well as the ruling party, the pressure is now on Ramaphosa to deliver and maintain a parliamentary majority in five years' time. The President believes that agriculture, in the midst of the broiling debate surrounding land, can be the seed of economic health.





South Africa's unemployment levels and urban blight make a huge push to invest in rural areas and their economies vital for our future

Contrary to public opinion, South Africa is not a net importer of agricultural products.

We are not self-sufficient in terms of food, but agriculture is a handy contributor to foreign currency reserves and our trade balance.

Whilst agricultural employment hovers somewhere under the (still significant) million people mark, and the contribution to gross domestic product (GDP) is below 3%, the industry's room for growth, its pathways to rural development, backward linkage to manufacturing, as well as the elemental connection many citizens feel towards the soil beneath their feet, makes farming our land a key part of our future.

Therefore, despite fears and doubts surrounding land reform, Ramaphosa, a farmer and outdoorsman himself, has actually spent far more time touting agriculture as a solution to our current discontents, rather than a factor thereof.

The unorthodox British economist, E. F. Schumacher, who remains influential within developmental contexts, noted in 1973 that without rural development, labour and urban conflicts will brew: "It remains an unalterable truth that, just as a sound mind depends on a sound body, so the health of the cities depends on the health of the rural areas... There is no answer to the evils of mass unemployment and mass migration into cities, unless the whole level of rural life can be raised."

Make no mistake, South Africa is a land of urban capital and financial centres, but our unemployment levels and urban blight make a huge push to invest in rural areas and their economies vital for our future.

Lord David Owen, the former UK Labour MP and Cabinet Minister, recently wrote in *The Daily Maverick*, "It is no exaggeration to say that on President Ramaphosa's shoulders rests the future of the African continent."

And perhaps an agricultural renewal forms a significant part of this burden.

"An agricultural revolution"?

Recently, President Ramaphosa announced the government-backed finalisation of 30-year leases with 900 farmers to grant them credit access for agricultural development.

When one thinks of the steady decline of numbers of commercial farmers, under the pressure of the economies of scale, and lacking first-world style subsidisation, this measure demonstrates real intent.

In his address in February at the opening of the National House of Traditional Leaders, he said: "These measures are part of the broader effort to unleash an agricultural revolution in SA. The epicentre of this revolution will be in the rural areas of our country."

"Our first task is to accelerate inclusive economic growth and create jobs. The most direct way out of poverty for our people is through employment and other productive economic activity, such as small business ownership and farming."

"We are committed to working with traditional leaders to significantly expand the amount of arable land available for agricultural production, both for food security and to create job opportunities. Since we last addressed this issue in the National House of Traditional Leaders, we are encouraged by the fact that more traditional leaders have identified land that can be designated for agricultural production," said Ramaphosa.

The President recently made it clear that any talk of land expropriation will not affect the Ingonyama Trust under the auspices of the Zulu King, Goodwill Zwelithini, and he again reiterated that partnering with traditional leadership formed a key part of his pitch for an "agricultural revolution": "As government, we appreciate the strong working relationship we have developed to address those issues that most affect our people. The institution of traditional leadership is an integral part of our nation's past, its present and its future."

"We consider further engagement with the advisory panel [the Inter-Ministerial Committee (IMC) on Land Reform chaired by Deputy President David Mabuza] necessary for the development of a comprehensive programme of accelerated land reform that gives effect to the Freedom Charter's injunction that the land shall be shared among those who work it," Ramaphosa said.

This referral to the Freedom Charter's injunction for land to be shared among those who work it carried, perhaps, a further layer of



meaning, considering former State President, Thabo Mbeki, and his recent interpretation of it in response to Julius Malema at the Power 98.7 Chairman's Conversation: "The Freedom Charter says, 'The land will be shared among those who work it.' Why was it phrased like that? I don't work the land. I live in Johannesburg... Who works the land? Farmers, workers, people in rural areas."

Perhaps this turn toward government funding and the guidance of traditional leadership is a tempering of the political rhetoric surrounding expropriation without compensation.

Ramaphosa has gone on record to assure farmers that there will not be any undermining of property rights or Zimbabwean-style land grabs. Instead, government land, unused land for speculative purposes and unproductive land neglected by absent landlords would take primacy.

Changes on the ground?

The President has already given an example of the kind of unleashing of agricultural production he has in mind when he addressed the local community, Ncise, in Mthatha in the Eastern

Cape last December, when a multi-billion-rand project was officially launched.

This development project forms part of a partnership with Argentina via the transference of expertise and machinery from the Province of Cordoba.

Ramaphosa spelt out the end goal clearly: "The Eastern Cape must live up to its promise in as far as being the food basket of South Africa; the bread basket of South Africa; the meat basket of South Africa; the maize basket of South Africa. That is what the Eastern Cape is capable of."

Ramaphosa is determined to drive policy from the office of the Presidency through his reinstatement of a policy unit reporting directly to him—an entity not seen since Mbeki's administration.

The enduring concern remains delivery

Between the Departments of Agriculture, Forestry and Fisheries, and of Rural Development and Land Reform, there are swathes of bureaucrats who should simply have done more thus far. Time will only tell if a new and entrenched national leadership

can streamline and radically improve delivery. The truth remains, South Africa has a valuable agricultural sector. It is growing. It is a net exporter.

It needs to grow even more for the sake of food security for a growing population. And its value needs to be further unlocked by investment and the multiplication of skills and expertise.

Farming is a difficult business. Commercial farming is estimated to carry a debt exceeding R200 billion. The average age of a commercial South African farmer is over 62. Yet, these challenges must be overcome.

Growing rural economies has been key to decreasing poverty amongst all the Asian 'Tiger' economies of the east. It is time for our government to create the conditions of trust, predictability and delivery in order for us to do the same. Ramaphosa is right. Agriculture is a seed for a state's wellbeing.

This proposed "agricultural revolution" is being directly championed by the State President himself. He cannot afford to fail. ▲

Chris Waldburger



A man with short dark hair, wearing a dark blue suit, white shirt, and a red tie with a small pattern, is speaking at a podium. A silver microphone is visible to his right. The background is blurred, showing what appears to be an indoor setting with some structural elements.

“The Eastern Cape must live up to its promise in as far as being the food basket of South Africa; the bread basket of South Africa; the meat basket of South Africa; the maize basket of South Africa. That is what the Eastern Cape is capable of.”

Africa: between hopelessness and a renaissance

Much progress has been made. Much potential awaits further tapping. But life won't wait as Africa seeks to re-define itself as a more prosperous and hopeful place in which to do business.



Last year, the World Bank again ranked the countries of the world in an order of merit in terms of ease of doing business.

Our continent's biggest national economies—Nigeria and South Africa—were shown to be in a rut of some sort. Nigeria has slipped to the 146th position, whilst South Africa has remained 82nd.

Mauritius, however, rose five places to 20th and Rwanda is in 29th position—globally. Rwanda's endeavour to be the knowledge economy hub of the continent continues to impress—especially when one thinks of its genocide, bloodier and more recent than South Africa's Apartheid or any of the other traumas of colonialism.

With free software to manage sales taxes, easier access to electricity and an efficiency in registering property second only to New Zealand, amongst all nations on earth, Rwanda is clearly making a play for the future. The past is prologue—not epilogue...

Africa has a young and growing population, unlike the 'grey' regions of Europe and China. This comes with challenges, obviously, but, equally, opportunities—if the basic structures of taxation, contract law, trade zones and integrity of auditing are laid in place. Predictability and transparency always give birth to innovation.

Young people, looking to build their futures, armed with the tools of a democratising digital revolution, perhaps outweigh the non-human resources in which Africa has always been so rich—our vanadium, diamonds, manganese, phosphate, platinum-group metals, cobalt, gold, aluminium and chromium, to name but a few.

Added to this, one thinks of the vast fertile soil, which covers sub-Saharan Africa. We have always had the human and material capacity to feed and develop an entire planet.

It is now time to develop the social catalysts in order to exploit our own riches.

'Hard' resources are not as valuable as 'soft' resources

The American poet, T.S. Eliot, once wrote, in a critique of the modern western world:

"When the Stranger says: 'What is the meaning of this city?

Do you huddle close together because you love each other?

What will you answer? 'We all dwell together To make money from each other?' or 'This is a community?'"



Africa has a young and growing population, unlike the 'grey' regions of Europe and China





Many countries are looking to stimulate capital investment through the sale of state-owned entities

The irony of Eliot's words today is that in a globally competitive world, prosperity now does require community: a sense of social trust and cohesion, married with an openness to the world. This *communitas*, in turn, allows people to work together toward building structures, which offer an opportunity to successive generations. We have to dwell together, to make money, together.

And this sense of community is not an ethereal sense of togetherness—it must, instead, be made into a visible, working reality, which allows for contracts, taxation, property rights and trade to be conducted in a fair and orderly fashion. Africa requires a commonwealth in the truest sense of the word.

It is in light of the abovementioned, that one may be able to perceive the vast infrastructural gaps across the continent as opportunities, rather than simply as problems. But that conversion requires the soft capital, the communal infrastructure, as a kind of spiritual scaffolding in order to get the job done together.

In order to build that scaffolding, we must first realise how much we need it.

Facing the realities

Over and above the stagnation of Nigeria and South Africa in terms of easing the difficulty of doing business and creating wealth, there are other negative indicators that must be faced. For example, the global professional services firm, PricewaterhouseCoopers (PwC), recently reported a 40% decline in initial public offering (IPO) activity throughout the continent in 2018.

Corruption, political uncertainty and business failure continue to be realities. International Monetary Fund (IMF) predictions of African economic growth for the year look set to be scaled down significantly from the published figure of 3.5%.

One of the causes of this lack of investor confidence is the instability surrounding elections this year in virtually all the major African markets: Nigeria, South Africa, Namibia, Botswana, Malawi, Mozambique, Algeria and Tunisia are all due for elections in 2019. An over-reliance on commodity prices only fuels the pessimism. However, as PwC reports, there is an awareness in Africa now

of the necessity of states doing something to pre-empt this crisis of capital growth amidst a booming population.

Many countries are looking to stimulate capital investment through the sale of state-owned entities. Ethiopia, our fastest-growing economy, is seeking to create a new stock exchange off the back of this privatisation, while the Egyptian government is selling its remaining interests in nearly 25 state-owned enterprises (the South African bucking of the trend to move towards the discipline of the markets in providing services remains a concern).

The problem of capital markets is perhaps nested, however, within the broader problem of auditing, both public and internal.

The MIS Training Institute (MISTI), a global player in audit, IT audit and information security training, recently reported on the continued difficulties faced by those seeking to bring transparencies and order to the accounts of public entities throughout Africa.

Public auditors in Africa have gone on record to state that, unless their audits are

taken directly to the people, in accessible form, and unless these audits deal with the broader context of public entities' performances in their economies, their work threatens to become obsolete.

The same urgency exists in the private sector.

The Institute of Internal Auditors (The IIA) and the World Bank Group's internal audit department recently released a report on auditing in sub-Saharan Africa, which concluded: "In some instances, there is limited awareness of internal audit and its contribution to governance, despite the significant need for better governance."

Moving toward solutions

Once the problem is known and articulated, however, it can re-present itself as an opportunity.

The authors of 2018's *Africa's Business Revolution: How to Succeed in the World's Next Big Growth Market*, Acha Leke, Mutsa Chironga, and Georges Desvaux, argue that

no matter the challenges, the basic potential of Africa anticipates the solutions to any deficit in soft capital. Finding solutions is just going to be too profitable for it to remain undone.

For example, they offer the little-known fact that Africa is already home to 400 companies with over \$1 billion of annual revenue. The revolution is already underway.

Over and above the already existent commercial success, the potential of a market consisting of a median age of 20, of over 120 million users of mobile financial services, and a projected smartphone-using population of 636 million and an Internet-connected population of 1 billion, within three years, is simply overwhelming.

To that end, a firm like McKinsey has already established an Africa Delivery Hub, which partners with governments to solve service delivery problems.

The basic gap in infrastructure is, in itself, an opportunity. McKinsey perceives that.

So does the Grant Thornton law firm, which now boasts 41 offices in 24 African countries,

assisting in providing services in compliance, trade, re-structuring and risk management.

Mazars consultancy operates in 28 countries in auditing, accounting and legal services.

Accenture is working with the United Nations on a development programme, which functions as a platform for the achievement of the Youth for Africa and Sustainable Development Goals.

And a highly regarded academic entity like the Gordon Institute of Business Science has established its own Centre for African Management and Markets (CAMP) at the University of Pretoria, which aims to publish research on Africa that seeks to understand and demonstrate the nuances of a continent which, as per headlines from *The Economist* a decade apart, is both "The hopeless continent" as well as "Africa Rising".

The gap between those headlines, in every African country, in every African life, remains the problem, remains the opportunity. ▲

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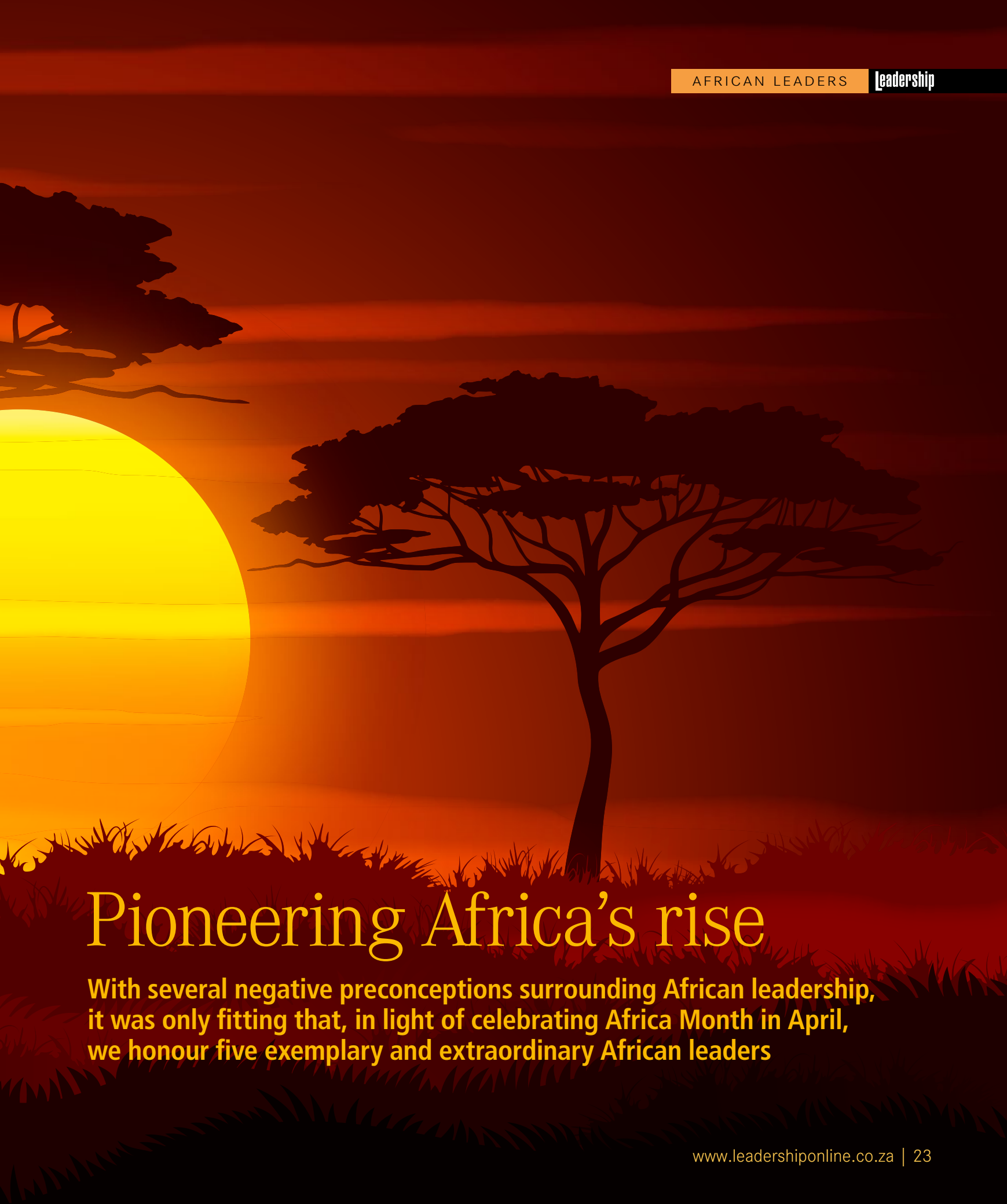
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Pioneering Africa's rise

With several negative preconceptions surrounding African leadership, it was only fitting that, in light of celebrating Africa Month in April, we honour five exemplary and extraordinary African leaders

These leaders had an astounding influence on the policies that positively shaped Africa, breaking down their domestic barriers to secure equality, harmony and democracy through years of struggle to create the Africa we are proud to be part of today.

Nelson Mandela

In his autobiography, former South African President Nelson Rolihlahla Mandela wrote, “I was not born with a hunger to be free; I was born free.” This deeply-rooted belief coupled with his refusal to accept the evil doctrines of Apartheid motivated him to fight for a nation where one did not suffer oppression at the hands of another. This South African revolutionary and global icon was an exceptional political leader because of his humility and an ability to forgive those who captured and imprisoned him.

Mandela’s freedom was first taken in 1962. This came years after the ANC’s first plight for equality in 1955, which resulted in him and other ANC leaders being charged with treason for mobilising people across races to approve the Freedom Charter. His first sentence was four years in prison for leaving the country illegally.

The next time he would leave his cell would be when he returned to court for the Rivonia Trial. After the ANC had been found with incriminating evidence against him and several other leaders, they faced the death penalty if found guilty. Instead, his conviction earned him a life sentence, which he started serving in 1964 at Robben Island Prison. When Mandela entered prison, he was 45 years old and he was only released at age 71. Evidently, greatness is not born overnight but it is forged over years of hard lessons and resilience.

This defiant but persistent spirit helped him endure the difficult conditions in prison. He was confronted with great adversity but remained focused on his vision of renewing South Africa and building it to be a just, equal, harmonious society for all.

It would be years before this dream would become a reality but upon his release from prison, Mandela ran under the ANC, taking part in the first democratic elections in South Africa on 27 April 1994. He was elected as the first black President of South Africa. His legacy continues to shine bright because of the biggest lesson he taught all of humanity, which is echoed in his speech: “I have fought against white domination, and I have fought against



Nelson Mandela

black domination, I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve, but if needs be, it is an ideal for which I am prepared to die.”

During his lifetime, Mandela received more than 695 awards, including the 1993 Nobel Peace Prize. More than 25 schools and educational institutions have been named after him

and several statues and sculptures have been designed in his honour and dedicated to him.

Jomo Kenyatta

Born Kamau Ngengi, he is known to the world as Jomo Kenyatta. With a father who was a leader in a small Kikuyu agricultural settlement, it is safe to say leadership was in his DNA.

Kenyatta joined the first African political movement in Kenya, which was against a

white-settler-dominated government. This movement began in 1921 and was referred to as the East African Association (EAA). Initially led by an educated Kikuyu by the name of Harry Thuku, the organisation's main objective was to retrieve Kikuyu lands that were lost when Kenya became a British colony. Colonialism crippled Africa and left Africans dispossessed as ridiculous amounts of land were restricted to white settlers, which made the EAA crucial to facilitate the necessary change.

However, government pressures managed to disband the EAA in 1925. However, despite all this, its members remained focused and regrouped, forming the Kikuyu Central Association (KCA), of which Kenyatta later became the General Secretary. In May 1928, Kenyatta launched a monthly Kikuyu newspaper called *Mwigithania*, which, loosely translated, means 'He who brings together'. But his battle was far from over.

In March 1930, Kenyatta wrote a well-thought-out letter in London's *The Times* newspaper. In this letter he, set out five key issues championed by the KCA: the security of land tenure and the return of lands allotted to European settlers, improved educational opportunities for black Africans, the repeal of hut taxes on women, which forced some to earn money by prostitution, more African representation in the Legislative Council, and noninterference with traditional customs.

He concluded this letter by saying that the lack of these measures "must inevitably result in a dangerous explosion—the one thing all sane men wish to avoid". It is here that Kenyatta's daring and fearless spirit shone brightly. At the 1932 hearings of the Carter Land Commission, he testified on behalf of the Kikuyu land claims.

He then joined the Communist Party in 1930. Various black nationalists and writers congregated and organised protests against the Italian invasion of Ethiopia. While doing what he could using the available platforms, he maintained his job in England until 1946. He then returned home to Kenya and took up the leadership of the newly-formed Kenya African Union.

Then, in 1952, the Mau Mau Uprising erupted and on 21 October 1952, Kenyatta was arrested on charges of having directed the rebellion. Despite government efforts to portray Kenyatta's trial as a criminal case, it received worldwide publicity as a political proceeding. In April 1953, Kenyatta was sentenced to a

seven-year imprisonment for "managing the Mau Mau terrorist organisation". He denied the charge, maintaining that the Kenya African Union's political activities were not directly associated with the Mau Mau violence.

Kenyatta was later released in 1961 and negotiated the constitutional terms leading to Kenya's independence in 1962 at the London Conference. KANU won the pro-independence election in May 1963, forming a provisional

government and Kenya celebrated its independence on 12 December 1963, with Kenyatta as the Prime Minister. A year later, Kenya became a one-party republic when the main opposition party went into voluntary liquidation. At the same time, Kenyatta became the first President of Kenya under a new constitutional amendment. Kenyatta made Kenya the most stable black African country and one of the most economically dynamic.



Jomo Kenyatta

Ellen Johnson Sirleaf

The first woman to be elected as the Head of a State in Africa and commonly referred to as ‘The Iron Lady’, Liberian-born Ellen Johnson Sirleaf is the epitome of political change and reinventing the African narrative for women. She served as the Assistant Minister of Finance in the administration of the Liberian President, William Tolbert. She is known for her personal financial integrity and clashing with both Heads of State—Tolbert, who was President until 1980, and Samuel Doe, who succeeded him. Johnson Sirleaf was unafraid to voice her opinions, against all stigmas and discrimination female politicians faced. During Doe’s administration, she was imprisoned twice and narrowly avoided execution. In the 1985 general elections, she campaigned for a seat in the Senate and openly

criticised the military government, which led to her arrest and a 10-year prison sentence. She was released after a short time and allowed to leave the country.

While in exile for 12 years, Liberia collapsed into a civil war. Meanwhile, Johnson Sirleaf became an influential economist for the World Bank, Citibank and other international financial institutions. From 1992 to 1997, she was the Director of the Regional Bureau for Africa of the United Nations Development Programme. In 1997, she ran for President under the Unity Party, but finished second. This forced her back into exile when the winning ruling party President, Charles Taylor, charged her with treason. By 1999, Liberia’s civil war had resumed. In 2003, Taylor went into exile and Johnson Sirleaf returned to Liberia to chair the Commission on

Good Governance, which oversaw preparations for the democratic elections. In 2005, she again ran for President, vowing to end civil strife and corruption, establish unity and rebuild the country’s devastated infrastructure.

She was placed second in the first round of voting and on 8 November 2005, she won the runoff election, defeating football legend, George Weah. Johnson Sirleaf was sworn in as the President of Liberia on 16 January 2006 and served from 2006 to 2018. The effect she had while serving as the Head of State was so phenomenal that, by late 2010, Liberia’s entire debt had been erased and Johnson Sirleaf had secured millions of dollars of foreign investment in the country. Ellen Johnson Sirleaf’s success did not stop there—she was awarded the Nobel Peace Prize for carving a better future for women.



Ellen Johnson Sirleaf



Kwame Nkrumah

Kwame Nkrumah

The First Prime Minister and President of Ghana, Kwame Nkrumah, stands out as one of the illustrious African sons as he greatly influenced the founding of the Pan Africanism movement.

During the continent's crucial struggles with imperialism, he formed the new Convention People's Party (CPP) in June 1949, a mass-based party that was committed to a programme of immediate self-governance.

The Ghanaian nationalist leader led the Gold Coast's drive for independence from Britain and presided over its emergence as the new nation of Ghana. Nkrumah successfully headed the country from the time it gained its independence in 1957 until he was overthrown by a coup in 1966.

One of the aspects that stands out about his leadership philosophy was his great desire for a united Africa.

Africa as a whole was going to be successful and overcome imperialism by standing as one.

He empowered Ghana in such a way that it had the capacity to lead and assist other African countries in international relations during the decolonisation period.

Nkrumah advocated socialism and nationalism, undertaking several development projects that turned Ghana into one of the most influential states in Africa. His administration represented Ghana's diverse cultural traditional and industrial enhancement. His government initiated a programme aimed at bridging the educational gap between the country's Southern and Northern communities.

Interestingly, Nkrumah's administration proved to be one of the least corrupt that Ghana has ever seen. His anti-corruption slogan 'One man, one car' left a lasting impact on his people. In 1963, he won the Lenin Peace Prize.



Miriam Makeba

Miriam Makeba

Often, a woman gains recognition through their spouse, educational qualifications or being born into an outstanding background, but the same cannot be said about Miriam Makeba. The South African songstress, writer, actress, United Nations Goodwill Ambassador and civil rights activist was forced into exile in 1960. Makeba used her stature to speak out against Apartheid—the institutionalised practice of political, economic and social oppression along racial lines. Such efforts

earned her the title ‘Mama Africa’, as she became an enduring symbol in the fight for equality and one of the main advocates against the Apartheid and white minority government in South Africa. Makeba was one of the first women to address the United Nations. On two occasions, she addressed the General Assembly of the United Nations on the horrors of Apartheid, seeking help for this unjustified system. Her works were recognised by many and she was awarded the Dag Hammarskjold Peace Prize.

Starting off as a domestic worker, who was later married to fellow music icon, Hugh Masekela. Makeba came from humble beginnings, but that did not limit her desire and dedication to social change within her country. Her legacy lives on through her music and charitable organisation that she founded in 1995, which was designed to help protect the women and young girls in her homeland. ▲

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How to be seen at sea





We all know that celebrities and billionaires love yachts. While most of the 'A-list' usually choose to charter yachts for vacations for a week or two, there are those who want a yacht at their disposal 24 hours a day, 365 days a year.

From Roman Abramovich's billion-dollar yacht that includes its own onboard nightclub to Johnny Depp's classic yacht or P. Diddy's famous massive sea-faring parties, we have to admit that we would all love to own our own such pleasure on the ocean. Where does one look for such yachts locally though? (If you have won the Lottery or sold your dot.com business to Mark Zuckerberg).

It was with a steadfast vision that Boating World founders, Derrick and Suzanne Levy, launched the company in 1999. That vision was to pioneer the introduction of the world's most desired boating brands to African shores. Through passion and determination, today, the couple can attest to their 20-year success by the hundreds of prestigious boats they have sold across the continent. It is a journey that

has established Boating World as the leading importer of luxury yachts in sub-Saharan Africa.

Levy's art for selling yachts spans continents. It was in 2018, after the successful sale of an Azimut Flybridge 80, that he was invited to represent the Azimut | Benetti Group in Southern Africa. The Azimut | Benetti Group is the world's top megayacht builder with a fiscal production of 850 million in 2017/2018 and, locally, Boating World represents the brand.

One of the first reasons why an owner chooses an Azimut Yacht is nearly always beauty. Each collection reflects attention to detail immersed in the most authentic Italian style and craftsmanship.

Azimut's yacht collections boast the widest product range in the world, with models measuring from 34 to 115 foot. For Leadership readers, we chose the Grande 32 Metri Azimut to showcase.

Technology combines the use of a carbon-fibre/epoxy mix in the superstructure, D2P hull form (double chine with a wave-piercing bow to improve efficiency) and a main deck master cabin.

Quite a cabin it is, too, with floor-to-ceiling windows that drop deep towards the waterline, supplying elevated views over the water from the comfort of the bed. The sloping snout of a bow neatly arcs over this cabin without ruining

the profile and provides a fabulous living space all on its own with a mix of seating and sun-bathing acreage.

Below, guest and crew cabins share the space. Guests are catered for in a pair of doubles and twins, and the crew are housed across three cabins of their own.

If any readers want to start living la dolce vita then we suggest you contact Boating World, which is the exclusive sub-Saharan representative. That is, of course, if you have the extra cash lying around as the base boat price (ex factory) for the Azimut Grande 32 is 9 600 000. ▲

Robbie Stammers



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ENERGY
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FOCUS SECTION

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Cape town is running SA's first waste transformer



Gas discovery could boost the economy

In February this year, there was a much-celebrated large gas field discovery off the Southern Coast of South Africa—some 275km South of Mossel Bay. This discovery was made by Total, who own the Brulpadda block, along with others.



It is a much-lauded discovery and Total was congratulated on it by President Cyril Ramaphosa when he said, “This could well be a game-changer for our country and will have significant consequences for our country’s energy security and the development of the industry. We congratulate Total and its various partners and wish them well in their endeavours.”

The discovery was made on the Brulpadda Prospects, which is located in the Outeniqua Basin, block 11B/12B.

The early estimates have started to get many people excited as it could be a major financial boost to South Africa, a boost that is desperately necessary for an economy on its knees, and with the light at the end of the tunnel becoming dimmer by the day. However, there have also been a few cautious warnings about not getting carried away with this discovery.

If all the projections come to fruition, it will indeed provide a boost to the economy, but it is far too soon to tell. It could be up to three years before drilling starts and as some experts have warned, deep sea drilling is not a simple task.

Total drilled the block in 2014 too, but the rough weather of winter wreaked havoc on their equipment, so they pulled the plug. This time, they returned with a more specialised rig and drilled in the summer month of December when the weather is far more conducive.

“We are very pleased to announce the Brulpadda discovery, which was drilled in a challenging deep-water environment. With this discovery, Total has opened a new world-class gas and oil play and is well-positioned to test several follow-on prospects on the same block,” said Total’s Vice-President, Kevin McLachlan.

Because South Africa imports a lot of crude oil and due to the exchange rate of the American Dollar, this discovery is believed to have the capability of having a positive impact on South Africa’s fuel cost.

The prediction from Total is that the field could yield up to one billion barrels of gas. To put this amount into context, ExxonMobil, one of the largest international oil and gas companies, discovered a total of 895 million barrels across the globe and is considered the most successful explorer worldwide.

But this find far exceeds that. This will also be South Africa’s first deepwater well. The country

has over 300 offshore wells but they are in far more shallow waters. As with any new find, it has attracted interest from all over and, soon enough, ExxonMobil might

be in South African waters, as might the Italian group, Eni S.p.A, as both companies have stakes in blocks close to that of Brulpadda’s.

Revenue could stream into the government from this project as Total and its partners will pay the regular 28% tax on all the taxable income from Brulpadda.

While all numbers remain estimates, and according to many, the estimates are rather generous, there is a possibility of Brulpadda earning one trillion dollars for Total, with the tax windfall being massive—oil and gas companies also have to pay approximately 5% royalty on all gross sales.

Despite the largely positive views on the gas discovery, many experts believe it is too early to decide what the gas will be used for. The obvious option is to convert the gas at PetroSA’s gas-to-fuel refinery in Mossel Bay—the closest option to where the Brulpadda is situated. However, other options also exist, such as converting the gas to electricity, something the country is clearly in desperate need of.



This discovery is believed to have the capability of having a positive impact on South Africa’s fuel cost

Another positive for the country would be the impact it could have on job creation, should it all go according to plan. While Mossel Bay is the closest hub to the find, places like Saldanha Bay have already been developed as an oil and gas services hub and can service rigs and drilling equipment, according to Niall Kramer, the CEO of the South African Oil and Gas Alliance.

However, not all views on the discovery have been positive. There have been many legitimate concerns, especially in terms of the environmental impact the discovery could and more likely will have. The strongest of these views came from Melita Steele, Greenpeace Africa's Senior Climate and Energy Campaign Manager.

After President Cyril Ramaphosa lauded the find at the State of the Nation Address (SONA) in February this year, Melita said: "Greenpeace Africa strongly condemns Total's reckless oil exploration off the coast of South Africa. Discovering yet more oil and gas is not something to celebrate when burning fossil fuels is driving potentially catastrophic climate change.

This is essentially oil that we cannot afford to burn in the face of extreme weather conditions and recurrent droughts.

"Deep sea drilling is far too risky. The possibility for an oil spill always exists, and the environmental impacts of deep sea drilling for oil and gas are too significant to be ignored, with very little benefit or job creation for South Africans. It is reckless of the South African government to allow oil and gas exploration to go ahead, and unfortunate that this was lauded as a victory at the State of the Nation Address last night."

Other experts on marine life and climate change are largely in agreement with Melita and believe South Africa needs to back renewable energy as the country possesses some of the best resources in the world.

Should Melita's advice not be heeded and the drilling process goes ahead, as seems likely, there are other pitfalls that must be avoided, the biggest being corruption. There will be large amounts of capital, which will have to be

handled properly for South Africans to feel the full benefit.

While Total doesn't own the full licensing rights to Brulpadda, they do hold the majority with 45%. The others involved will be Qatar Petroleum (25%), Canadian Natural Resources (20%) and Main Street (10%), according to Business Insider. One South African businessman who will be smiling is MTN's Chairperson, Phuthuma Nhleko. Nhleko owns up to 51% and is the only South African Director of the Main Street company.

Like with any find, there are positive and negative views on the Brulpadda discovery, however, it will be some time before this project fully takes off.

The environmental impact will no doubt be discussed at length, but should they not come out on top, hopefully, the project will end up benefitting the people of South Africa, as it should. ▲

Ralph Staniforth

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Waste-to-energy

“Cape Town is running South Africa’s first Waste Transformer. For South Africa, diverting wet waste from landfill will become mandatory by law”

During the Future Cities conference track at African Utility Week (AUW) and POWERGEN Africa in Cape Town in May, Lara van Druten, CEO of The Waste Transformers in the Netherlands, will present a case study on South Africa’s first Waste Transformer at the N1 City Mall in Cape Town. She is also a panellist in a discussion on how waste-to-energy (WtE) plants can be made more competitive.

Can you give us some background on The Waste Transformers and how your organisation started?

The Waste Transformers is an award-winning company on a mission to revolutionise how we deal with waste in a way that is green, clean, entrepreneurial and smart. The Waste Transformers allow businesses and communities to create their own clean energy by transforming their own organic waste on site, in installations housed in shipping containers called Waste Transformers, into green energy. No transportation. No CO2. The Waste Transformer recovers the water and nutrients in the waste, and to give all of these back to the same site. It’s a game-changer, positioned at the heart of the energy, food and water nexus that allows markets, hospitals, airports and local communities, to power their future with good energy whilst realising small-scale circular economies around something that would otherwise be wasted. The Waste Transformers are active globally with current operations in the Netherlands, South Africa, Sierra Leone and Colombia.

Tell us more about your different projects? Any success stories/ case studies you can share?

We propose different solutions to different target customers. Each project is a game-changing initiative that will open the power generation market to local businesses, enabling them to operate small-scale waste-to-energy units on-site on a commercial basis.

For example in South Africa, The Waste Transformers and Growthpoint Properties (South Africa), have united to take on the challenge of leveraging end-of-pipeline food waste from shopping malls, to generate a decentralised change in our approach to organic waste in South Africa. An on-site, anaerobic digester (a Waste Transformer) has been installed at N1 City Mall, which is processing the waste from the mall (140 shops and restaurants) to generate clean methane. The methane is used to generate green electricity and hot water inside the Waste Transformer for the mall. The natural fertiliser created is used in the mall’s gardens and local golf court. It is an on-site, smart, green, transportation-free approach to realising zero-landfill.

In Freetown, Sierra Leone, a blueprint for West African megacities is under construction. Sierra Leone is one of the world’s poorest countries where 60% of the population is living on less than US\$ 1.25 a day. The Waste Transformers partnered with the local waste management company, Masada, to help them divert waste from landfill. This partnership works towards having 40 Waste Transformers around Freetown, operated by local entrepreneurs. They are responsible for their own Waste Transformer, collecting the waste from the neighbourhood, generating energy in a city where many people sit in the dark, and generating much-needed natural fertiliser for local farmers, who are now dependent on expensive artificial (mineral) fertiliser. Once all 40 small Waste Transformers and two large facilities are

running in Freetown, we can ensure that at least 290 tonnes of waste per day are no longer going to landfill, but generating value for local communities and the port.

Do you employ the same methodology in all of them? What are the main challenges in this field?

Circularity touches the core of the existence of The Waste Transformers. First, our business model is circular. Raw materials are extracted from the waste, where clean energy is generated and water is recovered.

This additional value creation from waste makes a Waste Transformer interesting for every location that produces organic waste. We stand for access to clean energy, the recovery of scarce natural nutrients and the creation of sustainable jobs. Circularity is also embedded in our design and technology.

Our technology works in many places and, together with our clients, we do a feasibility study on-site to explore the right applications and solutions are provided. Our Waste Transformers all have the same identity and can be adapted to local circumstances. That can be output into cooking gas (to reduce the [environmental] costs of wood for cooking), electricity, heat (for water) or cold (for fridges).

Our growth and impact lie in its repetition. We want a Waste Transformer on every street corner in the world, at every airport, sea terminal, business park, campus, hospital and music festival.

In your view, what are the main challenges with regards to waste to energy on the continent? And what are the opportunities?

We have projects around the world, and Cape Town is running South Africa’s first Waste

Transformer. For South Africa, diverting wet waste from landfill is not only important, but it will also become mandatory by law. The World Bank estimates that South Africa produces almost 54 000 tonnes of waste per day—that is the 15th highest producer of waste in the world.

The numbers are difficult to imagine, but it shows how much impact local approaches can have once we start being smart around recycling. The materials (organic waste) are there, now we need to start to utilise them and share the value locally.

South Africa needs jobs to be created. Nutrients in the soil are used by the vegetables produced and end up in cities' kitchens. Now, it is time to bring those nutrients back from our kitchens to the soil outside the cities to grow new vegetables and keep the soil healthy.

What is your vision in terms of waste-to-energy's role in the future energy mix globally?

We are committed to scaling up our game, changing technology that has the potential to transform the current waste management systems and practices completely by allowing everyone to create their own energy and become sustainable without the need to rely on the centralised big players.

Our ambition is to have a small-scale Waste Transformer at every hospital, hotel, food processors, trade centre, shopping mall, municipality and street corner, ensuring that waste is processed where it is produced and the energy,

water and nutrients are recovered and benefit exactly the same neighbourhood that produced the waste.

The waste market is traditionally dominated by large players who operate as huge logistics machines, transporting waste over long distances with large CO₂ emissions as a result. Organic waste is still under-treated as a valuable commodity, which destroys important nutrients in the waste. The digestate, the liquid fertiliser (made from food waste) is an attractive alternative to artificial (mined mineral) fertiliser. During anaerobic digestion, no nutrients are lost, which enables farmers to close the nutrient loop. The other good part about digestate is the organic matter, which can build up the humus content in the soil. For land with low carbon content and arid dry land, it is a huge benefit to use this digestate.

At the same time, electricity production generates the largest share of greenhouse gas emissions in our cities (approximately 67% of our electricity comes from burning fossil fuels, mostly coal, oil and natural gas). With this background in mind, we can better understand the powerful impact, decentralised small-scale solutions can have in substantially reducing transportation and landfill limits, whilst fulfilling renewable energy targets.

Congratulations on the Abu Dhabi Sustainability Week Global Innovation Award—tell us more about the reasons for winning this?

We are delighted and proud we have won the Global Innovation Award during the Abu Dhabi Sustainability Week, named by The Ministry of Climate Change and Environment. From 160 global entrants who submitted their innovation to Globally Great, we were selected as the winner. The award's selection criteria comprised the applicant's ability to present a highly innovative solution to a pressing sustainability challenge, their alignment with the UAE Vision 2021, the solution's applicability to the UAE, and capability to tackle the water-energy-food nexus.

You are presenting a case study and are a panellist in the Future Cities conference track at the upcoming African Utility Week and POWERGEN Africa in Cape Town in May. The session theme is How can we make waste-to-energy plants more competitive? Does the answer lie in smaller more geographically spread plants situated closer to the point of waste disposal?—can you give us a sneak preview of what your message will be at the event?

We are looking forward to this event, to share and learn from everyone attending. Our main message is that we believe waste produced should be reduced to a minimum. We have a cleaner and more circular world when there is no waste.

In the consumer behaviour field, we know when things happen close to people, it has a more significant impact on behaviour compared to when things happen far removed from them. Think about your household waste, put it on the street and it gets collected and transported to an unknown destination. Most of the people have no idea what journey that garbage bag makes. Sustainable valorisation of waste, close to people's daily life, makes them aware of the footprint they create. Awareness leads to engagement, which leads to education and understanding why people should take care leads to action. We are looking forward to sharing our experience with the audience.

What are you most looking forward to at African Utility Week?

We hope that after the AUW, we are inspired by stories from people who really take positive action against unsustainable practices, who inspire a new generation to reduce the environmental impact we create together. ▲

Staff writer



Spend your energy on a postgraduate qualification.

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

The GSTM offers internationally recognised postgraduate programmes for practising engineers and scientists at honours, masters and doctoral level. The degree programmes address specific industry needs. A strong focus on research in the project management, engineering management, energy systems analysis as well as in the technology and innovation groups, ensures local and international relevance.

Degree programmes (www.up.ac.za/gstm):

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- Masters in Project Management (MPM)
- Masters in Technology and Innovation Management (MTIM)
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MMUSI MAIMANE, the DA Leader, during a campaign address at the Ficksburg Border Post in the Freestate, told the locals:

“Our democracy must be one of tolerance and respect for one another, and we cannot allow our relationships with foreign nationals to be characterised by mistrust, fear and violence. That is not who we are as a nation.”

JOHAN BOOYSEN, the former KwaZulu-Natal Hawks boss, in his testimony to the State Capture Commission, said:

“I felt like I had been ambushed.”

TIGER WOODS, one of the greatest golfers of all time, in his response to his recent great win at the 2019 Masters Tournament, said:

“When I tapped the final putt in, I don’t know what I did, but I know I screamed.”

FIKILE MBALULA, the ANC’s Head of Elections, responded to the ANC’s dismissal of the debate between DA and ANC leaders, saying:

“The ANC won’t be cajoled into a Ramaphosa vs Maimane TV debate.”

MMUSI MAIMANE, the DA Leader, during a visit to the Ficksburg Border Post in the Freestate, said:

“Between the Department of Home Affairs and the South African National Defense Force, our borders right across the country have become a complete, free-for-all, leaving ordinary South Africans to pay the price, and leaving communities near these borders at the mercy of criminals.”



NELSON CHAMISA, the MDC Leader, during the party meeting in Harare, said:

“Tsvangirai gave me this crown.”

THANDO HOPA made history as the first albino model to grace the cover of Vogue Portugal. In a heartfelt inspirational Instagram post with her cover picture, she said:

“I once said to a close friend that it would really be lovely to see a woman with albinism on a Vogue Cover, I would not have imagined that that woman would be me.”

JULIUS MALEMA, the EFF Leader, at his campaign trail in KwaMashu, KwaZulu-Natal:

“Our people here are tired of empty promises, they are unemployed, they need land, the hawkers here want permits to sell their fruit without the intimidation, the taxi drivers want their ranks improved and reliable salaries and taxi subsidies from government.”

JOE HESHU, MultiChoice Group Executive Corporate Affairs, in his explanation as to, why MultiChoice did not want Steve Hofmeyr to form part of the Ghoema Music Awards:

“We welcome a society where freedom of speech is celebrated, however, we take a stand against racism.”

PRESIDENT CYRIL RAMAPHOSA, despite simmering tensions over the government’s land reform programme, said at a gathering in Lynnwood, Pretoria:

“Let’s find solutions together. The one thing that I’ve always said, that will never be allowed, is to have land grabs.”

RUTH BHENGU, the Chairperson of the Portfolio Committee on Small Business Development, applauded Minister Lindiwe Zulu for firing nine officials who are involved in alleged corruption and fraud:

“History will judge us harshly if we fail to remove corrupt officials who sabotage government programmes designed to uplift those who are poor and struggling to get out of poverty.”

MELINDA GATES, one of the world’s leading advocates for female empowerment and the wife of Bill Gates, the founder of Microsoft, told The Oprah Magazine:

“It’s not about me, it’s about believing that every person has a light inside them, every single person. If we can turn those lights on—on behalf of woman, on behalf of those who don’t have as much as we do, on behalf of minorities in our own country—and stand up for what’s right, we will break through. We’ll all shine. The world will shine.”

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A new breed of technology partner

There is a new breed of technology companies emerging that combines management consulting skills with engineering and quality services but, currently, only a handful of companies are able to offer such a mix of services

“The world is gripped in a technological revolution, which is permanently changing the way we conduct our lives. Common habits in mobility, consumption, production and communication shift monthly—and this unrelenting climate brings not only turbulence, but also opportunities for the agile and innovative,” says Trevor Luyt, MD South Africa for Expleo.

One of the largest hurdles facing businesses is the ability to manage the digital transformation. Technological disruption is escalating the company failure rate.

“Companies collapse when they have no innovation and do not change fast enough. Innovation is paramount but equally essential is the collaboration that allows innovation to come to the fore,” he says.

The technology company, which, in South Africa, is based in Johannesburg and Durban, supports the globe’s largest industrial and financial services players to design the products and services creating the world of tomorrow. Luyt indicates that Expleo is recognised by clients for its ability to deliver complex projects of international stature by finding the right balance of boldness and reliability—and, given the company counts Airbus, Renault, the French National Centre for Space Studies and the Swiss Federal Railways among its clients, these are noteworthy commendations.

Expleo became effective February 2019, following the merger between the London Stock Exchange-listed software company

Software Quality Systems (SQS) and the French engineering company Assystem Technologies. Headquartered in Paris, the company has 15 000 employees globally.

Luyt says in combining the two disciplines, engineering and quality, Expleo has emerged among the new breed of technology partners bringing skills in areas not typically found under the same roof. Both companies are business-to-business models but with marked differences, yet their unifying factor is the focus on people and “world class”.

Consequently, the merger combined complementary offerings to present clients with end-to-end solutions. Luyt says Expleo effectively incorporates management consulting with engineering, design and quality to help companies deal with the disruptive business environment.

His vision dovetails existing strengths to bring world-class needs to South Africa—the need for speed; effectiveness in change and unmitigated quality. The last identifies the services addressing business agility as organisations change.

Since Assystem Technologies previously had no South African presence, he sees opportunities for further expansions locally.

Currently, Expleo has hundreds of international clients while its South African ones include the country’s leading blue-chip stock. Financial services companies account for more than half of the local business with retail being the next largest sector.

“Big organisations have big changes and want to drive information technology (IT) as



Trevor Luyt, MD South Africa

their competitive advantage. In South Africa, Expleo helps mitigate the risks associated with IT change,” Luyt explains.

Key to being at the forefront of innovation is training. Expleo operates its own four-week boot camp programme in South Africa. The local centre is the training ground for English-speaking employees including the United Kingdom, Ireland, the Netherlands, Norway and Sweden.

“We use technology to establish our own culture of collaboration and innovation with our people,” Luyt says.

However, the company also recognises the power in specialisation, with significant offshore centres in India and Romania. The Durban office also provides remote delivery to Europe and the USA. Luyt says that whilst there is a cost differential between South Africa and India, many European and US clients find advantage in the cultural and time-zone alignment offered by South Africa.

Translating that into helping businesses, Expleo embraces the statement for being “as local and as global as you want us to be”. ▲

Nicola Jenvey

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(expleo)

Pioneers in the plastic packaging industry

MCG Industries is a proudly South African-owned and managed company of injection moulded crates and containers, which has been serving the market for more than five decades

Serving diverse markets that include beer, soft drinks, agriculture, dairy, bread and poultry, the organisation's growth has been due to strategic partnerships, keeping up with international trends, innovation, and acquiring a bigger market share within the space.

MCG was initially made up of three divisions: plastic closures, steel closures and the crates division. In October 2013, Sasfin Bank and Zico Investments bought the MCG crate division from RMB Covest. In November 2013, Ian Victor came on board as the Managing Director of MCG to run the crate organisation that was bought.

"The first objective was to assess the plant to see what its condition was. As an engineer, you need to ensure that if you are going to embark on a growth strategy, the plant or organisation meets the required demand or growth," Victor says.

There are two plants, one in Cape Town, which has seven injection moulding machines, and one in Johannesburg, which has 24 injection moulding machines.

"The first assessment was to embark on a replacement programme of injection moulding machines in Johannesburg because they were fairly old.

"We started a replacement programme in 2015 whereby we purchased five large KraussMaffei injection moulding machines and replaced the older machines," he explains.

The machines were primarily purchased not only to improve quality but to attract blue-chip customers whom they wanted to target as a customer base.

Once the machines were purchased, Victor approached AB InBev with the idea to install bigger machines with twin mould capabilities, which would result in better and cheaper



Ian Victor, Managing Director

products as well as better efficiencies that would improve service delivery.

The company agreed, from a South African Breweries (SAB) point of view, to start purchasing twin moulds from a German company called Schoeller Allibert.

"Thereafter, I approached Schoeller Allibert and we entered into a technology agreement whereby they would design all the moulds for MCG and its customers.

"When we approached SAB, we used Schoeller Allibert's technology to actually design these twin moulds for breweries. This was the start of becoming one of the biggest suppliers to SAB," he recalls.

This collaboration served to reduce the cost of the crates and improve service. Through this

process, MCG became the biggest supplier to SAB and other blue-chip customers within the dairy and bread sector.

The objective of MCG and its shareholders was to grow the business. In 2015, they opened a manufacturing company in Windhoek, Namibia, to manufacture crates.

In June 2016, Sasfin was alerted to a company called LR Plastics, which was one of the bigger flexible packaging manufacturers. The company had gone into business rescue mode at the end of 2015 and was about to be auctioned off. This led to the purchase of LR Plastics.

"Within the first four years, we doubled the MCG Group's revenue. By 2018, we were roughly a half-a-billion-rand company offering rigids and flexible packaging products. At the end of 2018, we had converted virtually 100% of our business from traders to about 95% end users, which is exactly in line with our growth strategy," Victor explains.

He explains that the market has been quite depressed in the last five years and that the growth in the organisation has not been due to a very stable growing economy but because of acquiring a bigger market share, through the strategic purchasing of good equipment and by partnering with technology partners like Schoeller Allibert.

The competitive advantage

Victor is an Engineer who has worked in engineering and operations, and because of this experience, he is aware that blue-chip types of customers, such as SAB or Heineken, are always looking for a reduction in their costs.

"Packaging costs are usually expensive. Through the acquisition of the state-of-the-art injection moulding machines, I managed to reduce the costs of the crates to SAB by approximately 20%.



"This is a massive sum of money if you consider breweries, like SAB, purchasing between five to eight million crates a year. The cost saving primarily came from bringing in our technology partner and purchasing the type of machines that could run twin products, so, you could run two crates at the same time.

"This reduces the overhead and reduces costs. In the last three to four years, MCG has commanded around 55% of their allocation, so we have manufactured about 50% to 55% of the allocation offered to converters.

"There were about six converters of a similar nature to MCG in the industry in the South African market. With the market share of 50% to 55%, we have done well," he says.

Blue-chip customers are always looking for extended payment terms. MCG is one of the first converters to assist the blue-chip customers

MCG is one of the first converters to assist the blue-chip customers moving from a 30- to 60-day payment term to a 90- to 120-day payment term

moving from a 30- to 60-day payment term to a 90- to 120-day payment term. This is something that isn't very easy and is a big barrier to entry for smaller players.

"From 2014 to where we are now, MCG is an extremely strong brand and through the acquisition of flexibles, we carried that brand name to enter the flexibles industry. We built a company, which had a workforce of about 100 people and, today we have 350 people," Victor says.

Additionally, handpicking employees who are loyal to you and whom you can trust, and being a one-stop shop, where you can purchase the entire basket of products at a group price are what adds to their competitive advantage.

Trends and technology

Victor believes it is crucial to stay updated with international trends and products in order to constantly match and meet evolving customer requirements.

"We have to stay updated with technology because our customer base in this country expects it from us. All your leading brands are here as well, such as Appletiser, Coca-Cola, AB InBev and Heineken. "This forces you to move with the trends because if Coca-Cola in America makes a decision to change to a different type of bottle, they would expect Coca-Cola South Africa to follow suit," he says.

Victor stresses the importance of technology, research and development.

"I believe in continuously conducting your research and development and bringing technology into your plant, processes and your products.

"At the forefront of technology in our specific industry is looking at biodegradable or compostable type products. That's the type of product that MCG is trying to market for the next century to come—products that are environmentally friendly and customer-friendly," he explains.

Victor sits on the packaging board of Packaging SA, and they are challenged by environmental issues.

"Plastic packaging can never go away because there isn't any real replacement for it. Thus, what we need to do is look at the sustainability of our products.

"In the crates business, this is a returnable product—when you make crates for bottles, the bottles are returned in the same crates. This is part of sustainability because you are not getting rid of these crates. Once these crates start breaking, they are sent back to MCG where they are recycled and made into new crates.

Therefore, the best form of sustainability is actually a product's return ability," he explains.

Crates are the ideal environmentally sustainable packaging product and MCG is arguably one of the biggest recycling companies in South Africa because at least 40% to 50% of its rigid products are made from recycled material.

Being an innovative organisation, Victor explains that MCG is looking at compostable types of products.

"Biodegrading is usually when you incorporate an additive into the polymer that the plastic is made from, and is probably not the long-term solution. Compostable, on the other hand, is when the product goes into the earth and is not harmful to any form of life.

"This process is not one of putting any additives into polymers but making a polymer that is the compostable mechanism. When these products decompose, it turns back into water and gas that are not harmful to the environment.

"This is the type of technology that MCG is already busy with and will be introducing to retail sectors as well as customers," he enthuses.

A question of leadership

In terms of the important leadership lessons he's learnt during the course of his career, which have moulded his personal brand of leadership, this seasoned businessman says, "I believe you are born with certain leadership skills. I have always had leadership roles during my life. I think there is an element of either being born with it or being brought up in a home where you have strong leaders."

Victor believes effective leadership is when you have people who believe in you as a leader—you show leadership skills and they trust in those skills. They believe and trust in your strategy and they drive your strategy.

"Leaders are people who can make decisions. Sometimes, you make a good decision and sometimes you make a bad decision, but effective people are clear and know where they are going to, even if they don't necessarily know how they are going to get there. They know what their objective is and the people who work with see it as well," he concludes. ▲

Facilitating an intellectual revolution

The importance of research and innovation in a rapidly changing world



Professor Sibusiso Moyo, the Deputy Vice-Chancellor: Research Innovation and Engagement at the Durban University of Technology (DUT), is tasked with supporting the Vice-Chancellor's office in terms of the strategic drive and delivery of all areas falling under her portfolio, including alumni and advancement relations, corporate affairs, cooperative education, information technology support services and technology transfer and innovation to name a few.

"My ambit has a number of directorates that broadly drive research, innovation and engagement activities with regard to the staff, students and the public.

"Our research agenda is focused on applied research that helps drive both innovation and entrepreneurship. When we engage with our partners at a local, regional, national and international level, we enter into agreements that will primarily benefit both our students and staff so that they can achieve excellence in everything they do," explains Prof. Moyo.

She stresses that being productive citizens is essential to the university, as they want to be

embedded within their local context and make an impact here while simultaneously producing graduates who can also compete globally.

To this end, they drive internationalisation, both at home and abroad.

"Youth unemployment is one of our key concerns and, hence, we have been driving entrepreneurship so that it is embedded in the curriculum. To this end, we have had our students winning the Enactus National Competition in 2018 and representing South Africa in the International Competition in 2018 in the USA," she says proudly.

According to Prof. Moyo, excellence hard work, dedication and identifying the right supervisors and mentors is crucial in terms of encouraging students to build the university's research and innovation profile.

"We start by encouraging our students to undertake research and innovation projects that will address an issue that will have an impact on the users and society or add to the body of knowledge. DUT has resources where both staff and students can search for not only current literature on any subject but patent checks as well. Our library is well-resourced in terms of both research and innovation resources. Research citations, impact and engagement are important to raise both individual profiles as well the university profile," she says.

Continuous research is paramount, not only for the university, but also with regard to helping society move forward.

"Research helps to identify current issues needing attention and providing inputs on how one can deal with these issues while taking various contexts and scenarios into account. This way, one does not repeat the same mistakes that others might have made, thus, reducing the waste of resources and time," Prof. Moyo explains.

The university's research, innovation and engagement (RIE) agenda is based on strategic focus area two, which focuses on 'Building Research and Innovation for Development'.

"Our RIE agenda focuses on ensuring our academic staff become research active,

innovative and entrepreneurial. We focus on our staff credentialing their qualifications to obtain their doctorates, recruiting high-calibre postgraduate students and creating an enabling and ethical environment for research, innovation and entrepreneurship to take place.

"Our current R&I agenda is organised into research focus areas. The established areas include the Institute for Water and Wastewater Technology and the Institute for Systems Science, which have institute status at DUT, the enzyme technology area, food nutrition and food security, computational chemistry and the Peace Programme under the Management Sciences and International Centre for Nonviolence," she says.

Universities have a responsibility to transcend traditional disciplinary limitations in pursuit of intellectual fusion and develop a culture of academic enterprise and knowledge generation.

Just as their name suggests, DUT is always at the cutting edge of knowledge generation and innovation. The university works very closely with industry and corporates to increase awareness of what the real challenges are out there.

This relationship helps them to focus on mode two type of research, which is informed initially by understanding the nature of the problem and challenge. Based on this, the research project is designed.

Prof. Moyo has stated that "we as researchers need to choose topics that speak to communities", essentially, referring to research and innovation that is relevant and not only focusing on basic research.

"Since we are a university of technology embedded within KZN, we need to co-create and co-produce knowledge that can help address current issues and improve the well-being, health and the quality of life of our citizens. This can have ripple effects that would benefit not only the regional economy but South Africa at large, as well as regional economies," she concludes. ▲

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Setting new boundaries

Within 15 months of its establishment in 1999, the Municipal Demarcation Board reduced the number of municipalities within South Africa from 843 to 284

Before 1994, there used to be separate local authorities for white and black people but that was changed by the Municipal Demarcation Board, thus, the drop off in the number of municipalities. According to the Chairman of the Municipal Demarcation Board, Thabo Manyoni, in those first 15 months, everyone belonged to a specific municipality, unlike before.

The Municipal Demarcation Board is an independent authority responsible for the determination of municipal boundaries. The Board's status as an independent authority is also protected by Section 3 of the Local Government: Municipal Demarcation Act, 1998, and various judgments by the Constitutional Court.

"Currently, you have your metropolitan areas, you've got your local municipality and you've got your district municipalities—the main point that I'm stressing is that the board played a major role in decentralising local government and your local government space, and all that was done within 60 months since the Board's inception in 1999," says Manyoni.

What makes the Board's success even more impressive is the fact that they lack any real resources. Despite the quick turnaround in which they amalgamated municipalities and created workable solutions, their resources remain thin, 20 years after inception.

The government has been required to shift funds elsewhere over the years and with the current financial strife, the Board's funding is unlikely to improve in the foreseeable future.

Manyoni explains, "A major problem is our lack of financial and personnel resources, and with the government facing many financial problems at the moment, we are operating in an environment where it is very difficult.

"We currently only have one office in Centurion, Pretoria. Our intention is to

regionalise our functions and at least have one office per province and we have already submitted the motivation to the National Department of Cooperative Governance (COGTA) and National Treasury (NT), but they did not approve our previous submission simply because of these other financial constraints."

The lack of capacity has not stopped the

congestion, electricity, water supply, etc.—far more than one person can handle.

This is something he wants to address in the strategic vision for the current five years.

"Obviously, we will work closely with all the stakeholders, political parties, Premiers, MECs for local government matters, COGTA, as it is called, and the South African Local

"A major problem is our lack of financial and personnel resources, and with the government facing many financial problems at the moment, we are operating in an environment where it is very difficult"

Board from achieving its goals, and despite only having one office and one complement of staff, they managed to have "wall-to-wall municipalities, functional metropolitan areas and get rid of the so-called cross-border municipalities".

Currently, the main challenge for Manyoni is the functionality and sustainability of these municipalities. "We need to engage with stakeholders and be able to say exactly where the problems are, for sustainability and functionality.

"Of course, there are areas that we still have to look into, for example, the traditional leader space, and be able to ensure that that space is also serviced by your local municipalities and so on. Any place, which is within a boundary of a municipality, the local government there is supposed to service that space," he explains.

The lack of resources in some municipalities is another major issue. According to Manyoni, sometimes, there is one engineer and that engineer must look after everything from traffic

Government Association (SALGA) because that's where it becomes less participative. Even the Independent Electoral Commission (IEC), because our actions have an impact on the IEC's work," explains Manyoni.

Fortunately, the Municipal Demarcation Board operates independently from the government, which gives them the scope they require to do their job effectively and, should any investigation into a municipality be required, the Board can take on the responsibility without consent from the government.

"We do, however, need to notify and speak to the public, after all, the decision does impact them and in terms of our democracy, you need to engage people who will be impacted by the decision one way or another. But the Board can independently initiate an action to delimit or de-establish a municipality," he says.

While the Municipal Demarcation Board's main agenda is to focus on setting boundaries for municipalities, Manyoni is keen to point out that the focus is shifting to ensure that

municipalities are reaching objectives and ensuring that the country has functioning municipalities.

Furthermore, he is well aware that things are not perfect and it can still improve.

“We still have lots to do, particularly when it comes to matters of making sure that we have public education and awareness and it means we need to improve our own communication efforts. However, as I have indicated, the main problem also lies with our resource capacity—there are certain things that we can’t do in this economic climate because we depend more on National Treasury funding.

“Nonetheless, I am looking at some creative ways to sort out the problems, but it is not something we should discuss now, perhaps at a later stage,” he explains.

What is certain is that, in Manyoni, the Municipal Demarcation Board has found a Chairman who has a history of success and prevailing under difficult circumstances. After South Africa became a democratic country, Manyoni was the Deputy Director tasked with setting up the IEC—he and his peers were also credited with saving the first democratic elections after printed ballot papers went missing.

Furthermore, he was the CEO of the Free State Tourism Board in 1998/99, the Executive Mayor of Mangaung Metropolitan Municipality between 2011 and 2016 and the Municipal Manager of Maluti-A-Phofung in 2004/05.

Manyoni has also held many other prestigious positions, which include the National Chairperson for SALGA in 2011 and the role as Vice President of the United Cities and Local

Government in Africa (UCLGA). Leadership skills are something Manyoni has in abundance, however, presently, his focus is solely on the Municipal Demarcation Board and achieving the strategic goals set out. Becoming more visible and letting citizens know exactly what they do and what their function is, are high on his agenda.

In closing, Manyoni says that leadership is very important. “You need leaders with vision, a leader without vision will achieve nothing. You can give them all the resources, all the money, and they will not achieve their goals—a leader with vision is always a step ahead of the rest.

“When you’re a step ahead, you inspire those around you with confidence and that improves them as leaders or future leaders,” he concludes. ▲



Mr Thabo Manyoni, Chairperson of the Board (right, seated) flanked by Board Members, Ms Mbali Myeni, Deputy Chairperson (seated, left). Standing row from left, Mr Themba Dubazana, Ms Jane Thupana, Dr David Mohale, Ms Mmatsie Mooki (centre), Ms Namso Baliso, Mr Monnapula Motlogelwa, Mr Albert Kekesi and Ms Greta Apelgren-Narkedien.

Quality underground support solutions

Timrite, a member of the Thebe Group, is a leading supplier of underground mining support products and services and is the largest supplier of timber-based support products in the South African deep-level mining industry



Nonhlanhla Mabusela, CEO.

Formed in 1995 by former HL&H executives, Timrite was acquired by Mondi Imbani Mining Supplies (MIMS) in 1996.

"In 2005, MIMS and Timrite were merged with the introduction of a B-BBEE partner, Reatile. In 2013, Thebe Mining Resources, a wholly-owned subsidiary of Thebe Mining Investment Corporation, acquired a majority share in Timrite.

"The acquisition of Timrite by Thebe Mining Resources improved Timrite's B-BBEE score to Level 2 with 70% black ownership initially and this has since grown to 100%," explains the CEO, Nonhlanhla Mabusela.

Timrite has been able to diversify its mining product range over the years through research and development initiatives. "Mining timber is no longer our only source of revenue, we have introduced polymer backfill bags and steel support products to bolster the sales and reduce the dependence on timber.

"Timrite has also established an industrial lumber division as well as an Africa division. This further diversifies our sales market and revenue opportunities. We supply value-added, non-mining timber products to both the South African and export markets," she explains.

Timrite has an impressive geographical positioning, and investing in such an extensive logistical network has directly benefited their customers.

Mabusela explains, "Timrite is strategically positioned with an R&D, sales service HUB in Westonaria and customer service centres in Welkom, Rustenburg, Steelpoort and Klerksdorp to do front-end sales and support.

"We have also backwards integrated over a number of years and own our own sawmills, which are located in White River (Yaverland Mill), Baberton (Satco Mill), Hazyview (Ramanas Mill) and Piet Retief (Kemp Mill).

"All the mills are in close proximity to their source of round timber and railway network. We have total control over the value chain and benefit from the uninterrupted supply, enabling us to do our best to keep costs in line and, most importantly, to keep to customer delivery expectations."

A leading vision

Timrite's vision is to be the leading empowered company in its industry. It adopted a dual business focus—to develop safe, cost-effective

composite underground support solutions and optimise the value of their timber asset—in order to achieve that vision.

“The key is to continuously be customer-focused and develop around our customer requirements and where our customers are on the cost curve.

“This, together with our long-standing brand and track record and strong B-BBEE credentials, will go a long way in delivering on this dual strategy. However, what is also key is to ensure that we internally align our business to the current market challenges and minimise all inefficiencies,” she says.

Products and solutions

Timrite’s core business is providing underground roof support solutions that enable the mines to safely and profitably exploit the orebody.

“We design, manufacture and market timber, polymer bags (grout bags), steel and electronics-based hanging wall/roof support systems.

“Our products are customised to precisely solve rock engineering challenges encountered in various mining regions. Our products are backed up by the sales and R&D team that has years of experience in underground mining and who are mostly IP protected,” Mabusela says.

Safety is paramount

In 1990, the company established a state-of-the-art research and development facility in order to ensure it complied with the various engineering and mining standards.

Mabusela explains that, operating in a mining space, safety is their top priority, and by investing in this facility, they could test and certify their products.

Timrite prides itself on being the leader in diversified mine support, optimising costs without sacrificing safety.

“With this ability to test in-house, we are able to react fast to market requirements and, thereby, increasing our competitive edge.

“This also provides customers with a readily accessible testing facility for their own ongoing quality audits, which is quite crucial,” she elaborates.

Industry 4.0

The Fourth Industrial Revolution is ushering in smart new automation tools and technologies.

According to Mabusela, due to the advent of Industry 4.0, mining will become safer and more effective, where data can provide information that is readily available.

“Our engineers are currently far advanced in converting most of our support products into products, which can measure, predict and warn.

“We also have a new range of steel props computing and pre-signalling when danger is identified,” she explains.

Mabusela believes disruption can be turned into an opportunity for their products to offer move value-add in terms of keeping miners safe underground, by linking with these automation tools and technologies to provide an aerial view of the mines underground and creating additional opportunities for pre-warning mechanisms of all sorts.

A natural born leader

Mabusela is a Chartered Accountant by profession and started her career in investment banking, which gave her an appreciation for project and business risks and mitigations, and exposure to diverse businesses globally.

“What was key as a Banker was that I always had to put on the hat of going beyond even the risks that a business owner would consider so as to minimise all potential default risks, and this provided me with a solid foundation to be a well-rounded business person who can adapt to any situation.

“I was also exposed to fairly senior positions earlier on in my career and ran my own business for five years before accepting the Thebe role, and all of this, together with my strong Christian faith, prepared me for this role,” she says.

According to Mabusela, the biggest challenge she faced while rising to her position of leadership, particularly as a woman in what can be considered a male-dominated industry, was that of culture “where, in most cultures (both black and white), men are not used to women telling them what to do especially women way below their age”.

“This, together with a stereotype that most black women are placed in senior positions to meet B-BBEE quotas and, therefore, are not expected to know much.

“I declined many roles in the past where I felt I was not ready, and refused to pretend. I have a personal policy of accepting roles where I am confident of my ability to deliver.

“This was challenging as I had to constantly be firm and stand my ground with regard to my vision and strategic direction that I, as a leader, believed in, and not succumb to pressure from those who believed they were better and knew more. I had to first be clear on exactly what it was that I was being paid to do, which was to provide strategic direction and guidance,” she recalls.

In terms of some of the most important leadership lessons she’s learnt during the course of her career and how have they moulded her personal brand of leadership, Mabusela says, “A person is as good as his or her team. If a team is not clear on its mandate to support and share in the same vision and goal, and if it’s getting lost in competing and trying to prove who knows better, that team is doomed to fail.

“I have also had to learn that I have the greater responsibility of understanding the vision and goals of whoever it is that I am reporting to—in my case, the board.

“A lot of people get lost in the process and think it’s the other way around, and believe that companies need to align to their own preferences and ways of doing things, and this is the biggest career-limiting move.

“The leader or senior carries the vision, therefore, one has to first understand it and then do one’s best to fit into that vision and style. Only then can one start a dialogue of negotiating one’s own preferences and key requirements/requests,” she explains.

Mabusela’s idea of effective leadership is when a leader can add value to the day-to-day lives of the people who report to him or her by providing a different option or solution where there seems to be none.

“A good leader delivers on the results and a great leader has a team that makes it look like a walk in the park, and a team that has personally contracted to the vision and mission beyond how much they get paid,” she concludes. ▲

Building communities is the bottom line

Thebe Investment Corporation uses the core values set by their founding fathers, Nelson Mandela, Walter Sisulu, Enos Mabuza, Reverend Beyers Naude and Vusi Khanyile, to build a strong company that uses sound business principles and good financial results to transform lives and make a difference in our communities

At the helm of this pioneering black-owned and one of the country's leading investment companies is Sizwe Mncwango, the Group CEO.

When was Thebe Investment Corporation founded and how long have you been involved within the organisation?

Thebe was founded in 1992 and opened for business in July of that year with an initial capital investment of only R100 000. We were established as a socially embedded company that uses its business success to transform lives and make a difference in our communities.

I joined Thebe in February 2015 to support the company's initiative in consolidating and then growing its Energy & Resources practice and portfolio set.

Please tell us what the main goal is for Thebe Investment Corporation and what are some of your short- and long-term goals?

"Building communities, is our bottom line", but having realised the need to sustain that goal, it became crucial that our financial objectives are solid and robust, hence our Vision 2020—to build a portfolio of diversified assets with a total value in excess of R20 billion by 2020.

Thebe Investment Corporation works across many industries, in which of those industries do you find the best value?

Each investment in our two main divisions has been carefully chosen and plays a unique and specific role. For example, our Services division assets are highly cash-generative, very asset light and largely exposed to consumers (small-scale commercial and individual client base).

Meanwhile, our Energy and Resources division assets, simply based on its sheer size, play a more crucial role when it comes to growth, but they are very capex hungry while exposed to large industrial users like Eskom, mining sector, etc. Overall, we have set very high transformation standards for all our investee companies in line with value-add to our stakeholders.

Are there any current projects that you can tell us about?

Over the past two years, Thebe has been involved in transactions worth in excess of R7 billion, ranging from as little as a 25% minority participation up to and including taking full control and ownership of a R2.5-billion acquisition. Our focus at the moment is primarily around bedding down,



Sizwe Mncwango, Group CEO

consolidating and integrating these assets, ensuring they deliver the promised growth and cash for our shareholders. In the process, we will continue with our exercise of streamlining and portfolio optimisation/rationalisation. Our capital restructure initiatives are almost complete, and we should thereby be able to achieve optimal gearing backed by a strong war chest to make more strategic acquisitions.

Is there a recently completed project that you'd like to speak about?

We have indicated the completion of a R2.5-billion acquisition earlier. This transaction involved the buying up of all remaining shares in a leading food and facilities services company with over 30 years of experience in South Africa. The company prides itself on having a seasoned management team that has, on average, 14 years' relevant industry experience while employing over 25 000 employees in its three business units; food catering, cleaning and hygiene. The company services blue-chip clients in the healthcare, mining, property and financial services sectors.

Please tell us more about your Corporate Social Investment programmes through which you help to transform and build communities?

Thebe transforms lives through programmes that are administered by the Thebe Foundation Trust. Over the last six years, since the establishment of the Foundation, Thebe has disbursed over R50 million in support of the below initiatives:

1. Enterprise and supplier development: in excess of 200 black-owned SMMEs (including suppliers of Thebe) have been supported through the Small Business Enrichment Programme at the University of Johannesburg and through the mentorship programme with Zengwe.
2. Education: Basic education: supporting 12 000 learners and 280 teachers from 16 schools in Mpumalanga with numeracy and literacy programmes. The Dr EJ Mabuza Scholarship Fund has, since 2016, supported over 50 financially needy and previously disadvantaged students undertaking studies at the Sol Plaatje University, Stellenbosch University, the University of Cape Town, Witwatersrand University, the University of Pretoria and Rhodes University, to mention a few, in fields of study such as engineering, business sciences, construction and agricultural sciences.

How has the poor economy affected Thebe Investment Corporation, if at all?

The headwinds have been very strong, the commodity cycle is on a downturn with the Rand getting softer. It has been tough for some of our investments that are exposed to the mining and petroleum sectors. Overall, as an organisation, Thebe remains resilient—primarily since our portfolio is diverse—as we continue to see growth within our Services division.

In your opinion, what is the best way forward for South Africa from a business perspective? Where can we improve and what needs to be done?

The trust deficit between business and the government/policymakers needs to be narrowed. This was more pronounced over the past 10 years and highly visible through policy uncertainty in some areas. Nonetheless, as a business, we strongly believe in South Africa and our economy, and are positive about the changes that the new dawn is about to bring. South Africa still remains the first- or second-largest economy in Africa, a platform and entry point for most businesses into Africa.

The Fourth Industrial Revolution is upon us. Technology is continuously improving and assisting business, but it can have an effect on employment. How do you deal with the fast-improving technology throughout the industries in which you operate?

Technology has become an enabler for our businesses and is crucial to ensuring that we future-proof our businesses from external disruptions. Our companies operate in industries ranging from petrochemicals to power and infrastructure to business services to technology, media and telecommunications to food and agriculture to tourism to property, to mention a few, and they all employ different strategies to achieve this imperative.

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 as Group CEO?

I am a seasoned professional with extensive experience in energy and energy-related investments spanning over the last 25 years. I am currently the Chief Executive Officer of Thebe Investment Corporation, a position I've held since 01 July 2018. Prior to that, I was the CEO of the Energy and Resources division of Thebe since 01 April 2015. Before joining Thebe, I was the Chief Executive Officer of the Central Energy Fund, a state-owned South African entity focussing on oil, gas, coal and renewable and alternative primary energy sources. I hold a Bachelor of Science and Master of Science degree, both in Civil Engineering, from Northwestern University, Chicago USA; as well as a Master's degree in Business Administration from the University of Cape Town, South Africa.

Is there anything else you would like to add?

The Thebe team is quite amazing and always full of life. Mr Khanyile was very careful in choosing the right calibre individuals who fit in with our culture like a glove. The support during this period of my transition to the new role has been overwhelming, if not humbling. Mr Khanyile remains an icon with his footprints always guiding us on the path we should be following. The board and the staff in the entire group will continue to embrace the culture that has been built over the last 27 years. ▲

The Deciduous Fruit Industry and economic inclusiveness

Transformation and the expansion of the deciduous fruit industry to more provinces are top priorities for the Deciduous Fruit Development Chamber

A shortage of water, policy uncertainty and land reform issues aside, transformation remains one of the biggest challenges in agriculture. And the deciduous fruit industry is most probably affected more than most other fruit industries in South Africa.

Therefore, achieving a transformed fruit industry throughout the value chain in South Africa, and doubling the deciduous fruit industry by 2050, are on the top of the agenda for leaders of the Deciduous Fruit Industry (DFI).

To achieve these goals, the DFI adopted a transformation agenda in 2001 and, as part of its progression and amendment of focus areas, the Deciduous Fruit Development Chamber (DFDC) in Stellenbosch was created in 2007 as a free-standing structure within the governing body, HORTGRO.

Thembi Xaba, the CEO of the DFDC, and Ismail Motala, the DFDC's Chairman, shed more light on the burning issues, challenges and successes in the deciduous fruit industry currently in South Africa.

According to Motala, the original agenda of the DFI was to develop the pome and stone fruit industry in South Africa and to ensure that it became one of the world's best deciduous fruit producing countries in the world.

"As the transformation of the agricultural sectors was beginning to take shape post-1994, there was also a need to create an inclusive deciduous fruit industry. It became clear to the DFI that it had to do something to become part of a globalised agricultural industry—hence, the birth of the DFDC.

"The DFDC's main objective is to play a leading role in bringing black people into the economy of the industry. The current amount of hectares, as opposed to what was envisaged after the turn of the century, is not reflective of black people within the economy of our industry. Our role is, firstly, to look at how to bring more black people into agriculture and, secondly, to look at how we can expand the deciduous industry to other parts of the country other than the Western Cape. The majority of our sector is based in the Western Cape, a smaller part in the Eastern Cape (in the Langkloof) and there are sprinklings in the other provinces," says Motala.

KwaThema-born Xaba, who is currently doing her PhD in Business Administration (and, among others, has postgraduate degrees in Agricultural Economics, Agricultural Management as well as a Master's Degree in Development Finance), agrees. She says that looking at the



Thembi Xaba, CEO

size of the economy of the deciduous fruit industry, and the fact that it commands billions in exports, one would expect an inclusive economy—25 years into democracy—in which one would also have black producers participating in the same space.

"Thus, there was a need to re-align the transformation agenda in order to focus on inclusive growth in terms of transforming the value chain segment. We can only achieve that by accelerating the participation of black producers," Xaba explains.

Motala says that, although the majority of the farmers are still reflective of the "old system", it does not mean they do not want transformation.

"The Deciduous Fruit Industry has decided that everyone has to play a role in transforming the industry. Our role is to give guidance in creating win-win situations and to help ensure that families who have owned



Ismail Motala, Chairman

farms for 300 years and more do not lose what they have, and that we find equitable means of bringing other groups of people into the industry,” he says.

Motala, who got into the deciduous fruit industry 16 years ago and is currently farming with pears in Wolseley after leaving corporate life in Johannesburg behind, says that soon after he started his new venture, he realised that he needed help, advice and knowledge as a new farmer and that was when he discovered that things were not the way he thought they would be.

“That was when I first started to think about what role I could play in order to change that situation. It hasn’t been easy. Change is not easy for many people. A number of these farmers have been third, fourth, fifth generation fruit producers and approaching them with the concept of transformation, how it should happen and why it should happen, is a process. However, we have moved tremendously over the last 15 years. If we have the ability to take away all the uncertainty and the noise around us, we will be able to transform at a much faster rate. This is a process, it is a journey—it is not something that is going to happen in a short space of time,” Motala says.

Expanding on the challenges of transformation in the industry, Xaba says that access to finance to assist black producers and breaking certain barriers remain the main challenges.

“The confidence in transformation by people in other sectors where one would seek funding is also a challenge. Transformation is often misunderstood. When we talk about transformation, we talk about the economy—we are not talking about social responsibility, yet, in some areas, people confuse transformation with social responsibility. So, when you seek funding and present a business case, you’re not presenting a poverty evaluation programme, but you are presenting a case for economic inclusiveness. You are saying that funding could help to empower the person applying—and it can help put this person in a position to employ and create jobs,” she explains.

Another challenge, Xaba says, is that black producers still do not have access to certain cultivars, however, the DFDC is currently working on fixing that as well.



“We can’t be planting a tree that was a prime cultivar 20 years ago, whilst the industry is moving with high value cultivars. As the industry is moving, we need to catch up. It’s not easy to level the playing field, but there is definitely progress,” she says.

Challenges aside, the proud CEO speaks passionately about some of the successes and milestones of her organisation. She says that the DFDC is making vital connections with the right role players to work alongside the DFDC. In this regard, the DFDC has, among others:

- strengthened government relations,
- signed an MOU with the Mpumalanga Department of Agriculture,
- signed an MOU with the Department of Rural Development and Land Reform to implement the deciduous fruit projects identified for the stimulus package,
- leveraged funding from Coca-Cola for some of the Mpumalanga ventures, and
- raised and distributed R120 million to 23 emerging black-owned farmers in order to stabilise them and to ensure that they became economically viable and sustainable.

Furthermore, The Jobs Fund, the DFDC’s commercialisation programme initiated in 2016 (aimed at graduating smallholding farmers to commercial status by 2020), has been creating jobs by creating volume.

“By adding more hectares, firstly, we have ensured that these farmers have greater amounts of volumes and, secondly, by giving them access to new cultivars, they have a higher value in the market. We also brought in technical assistance and advice. We have learnt that when we assist our farmers and bring them into the economy, we need to give them a turnkey package. We need to be holistic—and we need to ensure that they understand their businesses as any other entrepreneur would,” says Motala.

Talking about the biggest difference that the DFDC can make, Motala says the organisation has the power to bring black people into the economy of the deciduous industry in such a way that it increases the industry without having an impact on current production.

“We want to double the industry by 2050. With the development of new cultivars every day, we are looking at Mpumalanga, where there’s a massive apple tree planting drive. We have raised close to R40 million to plant apple trees in this province. We are also looking at the Free State and Limpopo Province as part of the plan to double the industry and make South Africa world class in the deciduous fruit industry,” the Chairman says.

Sharing her views on leadership, Xaba believes that learning is a process and there’s wisdom in people. Her motto as a leader is not to take human capital for granted. “When you are people-orientated, no project or task is big enough or no project is big enough not to complete. I believe in building a future that I want to be part of. Know your audience—and know your people, because they are part of that future you are building,” she concludes. ▲

The pride of the African metrology community

Dr Wynand Louw, one of the National Metrology Institute of South Africa's (NMISA) most prominent and longest-serving Metrologists, has been elected to hold Presidency at the International Committee for Weights and Measures (CIPM), making him the first-ever African President

NMISA is part of the Department of Trade and Industry's (the dti) family of technical infrastructure (TI) institutes. The TI is responsible for the national measurement standards and measurement sciences and certified reference materials (NMISA), South African National Standards (SABS), legal metrology and regulations (NRCS) as well as accreditation (SANAS) that provides confidence in goods and products and allows for the successful prosecution in cases of non-compliance.

NMISA was established under the Measurement Units and Measurement Standards Act No 18 of 2006 and is responsible for maintaining the SI units and maintaining and developing primary scientific standards of physical quantities for South Africa, and to compare those standards with other national standards to ensure global measurement equivalence.

Furthermore, the institute must provide reference analysis in the case of a measurement dispute and maintain and develop primary methods for chemical analysis to certify reference materials for South Africa and the region.

The CIPM's new President

The month of March officially marked a significant date in NMISA's history and the metrology community in Africa. Dr Louw was elected to hold Presidency at the CIPM. The election took place during the first session of its 108th meeting that was held from 20 to 21 March 2019 at the International Bureau of Weights and Measures (BIPM) in Paris, France.

Dr Louw currently serves as Director for International Liaison at NMISA with a career spanning 33 years in a variety of scientific principles and metrology specifics. In 2013,



Responsible for maintaining the SI units for South Africa

Dr Louw was elected to the CIPM and became the President of the Consultative Committee for Ionising Radiation, CCRI in 2015.

Today, he is the first African President of the CIPM, a huge honour and pride for the African metrology community.

"The establishment of the Intra-Africa Metrology System (AFRIMETS), the official Regional Metrology Organisation for Africa,



and to be elected as the inaugural Chair of AFRIMETS, was a specific highlight in my career and prepared me for the Presidency of the CIPM," he stated.

The President of the CIPM has three primary duties: to fulfil the role of the Chair of the Board for the governance of the International Bureau of Weights and Measures (BIPM), lead the Consultative Committee Presidents in the coordination of worldwide metrology activities and represent the international metrology system organs established by the Metre Convention internationally.

Dr Louw specified that his vision for the next four years is to make the international system more inclusive and find innovative ways to ensure that more countries from the low-income group participate in the activities of the Metre Convention at an international level.

In his closing remarks, Dr Louw said, "I believe that Africans have a special ability to work with a diverse audience. Since our roots are "rural", we understand the needs of the developing world. I also had extensive exposure to the developed world during my professional career. Therefore, I can propose ways to link the two worlds within the international metrology system." ▲



Dr Wynand Louw



The indelible image

The famous medieval cathedral of Notre-Dame in Paris. The 850-year-old Gothic building's spire and roof collapsed in a fiery blaze in April 2019, but the main structure, including the two bell towers were saved. It is estimated restoration and repairing the famous structure will take approximately 75-100 years. The last time the cathedral suffered major damage was during the French Revolution. It survived two world wars largely unscathed.

Photo: Getty Images/iStockphoto



Africa's youth bulge requires a revolution and adept leadership

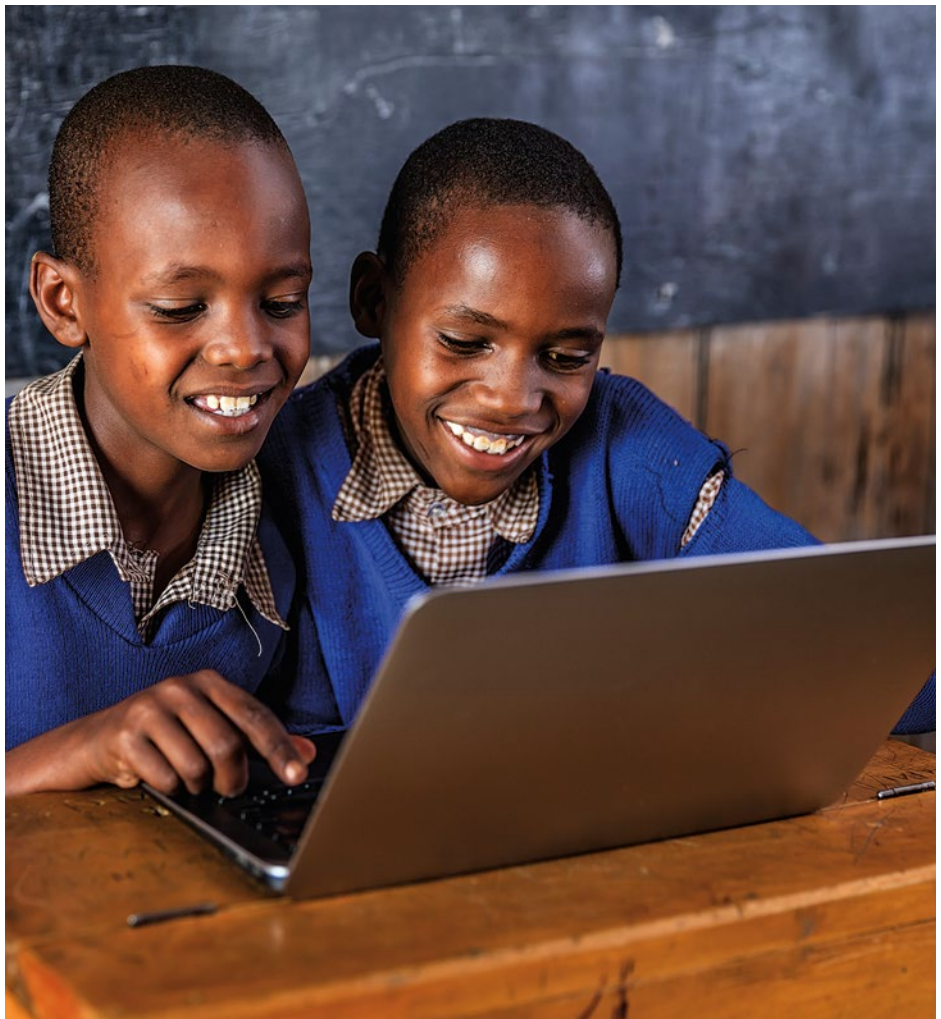
Revolution! A word many African leaders have traditionally shunned and been afraid of is one they may need to embrace as the world's youngest continent enters the digital age.

It is my humble submission, nay, strong suggestion that to turn the twin challenges of job scarcity for African youth and its skills inadequacies into opportunity, we need a revolutionary approach to many of the continent's education systems with the assistance of the private sector.

We have an advantage. This upcoming generation are digital natives. The whole notion of going digital is foreign to them, simply because they are born digital, their thinking is already digital. Even in the most rural of places on the continent, children are becoming exposed to technology, even in the most rudimentary of forms.

Their uptake of the digital ecosystem and its associated products or services is much more seamless than that of the older generation, which tend to be laggards. This naturally means that the new generation tends to be at ease in working around the mobility and fast-paced nature of digital. Working anywhere, anytime and collaboratively is the norm for this generation. Therefore, the Fourth Industrial Revolution poses exciting opportunities for them. However, they do need to be actively and systematically skilled for the future of digital.

To do that, we need to overhaul our education systems and this needs to start from early childhood development. This means, of course, that academic institutions and governments have a central role to play in relooking at the curriculum from pre-school through to tertiary levels. Many companies are of the opinion that most graduates are not equipped to enter a new work environment



and make a meaningful contribution. Literacy is not enough anymore. There is a need to tap the youth for their “out of the box” thinking. In most educational systems, allowing the mind to wander yonder is seen as being ill-disciplined. The idea is to strike the right balance of creativity and rigour in their approach to new projects.

Training institutions in Africa, although behind the curve, have started and some are starting to reassess their curriculum, finding new ways of learning in order to maximise the benefits of the Fourth Industrial Revolution and the digital economy.

It is also vital that we involve the private sector in this root and branch change. As stakeholders and beneficiaries of a skilled workforce, the private sector has a pivotal role in assisting with funding access to technology for those poor schools, which are inadequately resourced, providing bursaries, offering internships and mentorship, investing in research and development, and the list is endless. Equally, they can play a critical role in the upskilling of the youth.

The African youth population is expected to peak before the end of the 21st century and will account for half of the world’s population of children under 18, according to UNICEF’s Generation 2030 Africa 2.0 report. As an African in the human resource space, I am encouraged by the opportunity these numbers hold for employment creation and poverty eradication.

While 2100 might seem a long while away, looking at the numbers in the UNICEF report, the reality is much closer to home—in 11 years i.e. 2030, Africa will have added 170 million children and by 2055, three-and-a-half decades away, the continent’s child population will reach one billion.

Maybe, to appreciate the advantage of Africa’s youth demographics, one simply has to look at some countries in Asia—Japan is a case in point. Saddled with an older population, which is growing in size, that nation certainly yearns for a younger population. A decline in labour productivity, increased healthcare demands and social security are just some of the headaches that the economy is dealing with. In contrast, with globalisation, Africa’s young people can provide a formidable workforce to support economies with ageing and declining populations.

At a global level, the United Nations 2030 Agenda for Development, the recently adopted Africa’s Agenda for Children 2040 and the African Union Agenda 2063 are discussing

and intensifying the discourse around investments in children and youth and accelerated progress on social, economic and environmental development. But to what extent is this trickling down? This future scenario has to inform the short-, mid- and long-term strategy of every government department, from national to local, development organisations, NGOs and all businesses.

The prospects of creating a vibrant working and entrepreneurial generation are immense but require political resolve and business commitment. Of course, the youth dividend will not yield much if there is no clear socio-economic trust between business and the government, underpinned by a robust policy and enabling environment. This shift in the demographics of our continent needs focused leadership and cohesion to harness the potential of this youth bulge, from regional government, national government and trickling down to local government.

With a larger population, there are obvious gaps for job prospects, which include healthcare workers, teachers, farmers and staff services. The advancement of technology and easier access, increasing mobile penetration and Internet connectivity have brought disruptive technological changes, which are admittedly changing the future of the world of work.

The youth, now and in the future, are entering workspaces that need to be equipped differently in order to cope and be aligned with the new order. This means young people need to gain new employability skills.

Soft skills, essentially, human skills, have become paramount as, contrary to the current narrative, not all work will be automated. The skill set needs to be focused on adaptability, creativity, collaboration, empathy, leadership, resilience, self-awareness, diversity, an entrepreneurial mindset and critical thinking.

A mid- to long-term outlook, as opposed to short-termism, is required. Organisations will also have to rethink the composition of their workforce as the younger generation enters the workplace. Rigidity and conformity are out whilst fluidity and adaptability are in.

One is not oblivious to the obvious challenges posed by this youth bulge. Having considered these challenges, it is my view that the upside far outweighs the challenges.

Africa needs to be deliberate in terms of how it brings its youthful population into the centre of its economy. ▲

MODISE MAKHENE



Modise Makhene,
Partner, Stanton Chase South Africa

Awesome AfriCAN!

I had just finished a Skype call with Joseph where he was sharing his screen with me and we were discussing a website he was working on. Skype, the sharing of a screen, a computer—fairly simple, right? For me, it was a moment of utter pride and a realisation that we are onto something wonderful with our Awesome AfriCAN initiative.

You see, a year ago, Joseph Bernard, who lives in Imizamo Yethu (IY) in Hout Bay, had no computer skills, 'Word' was something that formed part of a sentence and 'Excel' was something you did at school and on the sports field.

Investing in the community and being a responsible corporate citizen are key building blocks that we at Reputation Matters measure as part of our reputation research methodology. This is an area that has always been important to us, especially in terms of the type of projects we take on. However, with that said, I didn't feel that we had our own corporate social investment (CSI) programme quite in place, we invested our own time in different areas, planted the odd tree for someone's birthday, but it didn't feel very strategic. It was important to me to find something that linked to our core business of research. I simply did not know where to start. Our virtual office, predominantly active in cyberspace, felt very far removed from my local community. I was unsure of how to link the two together but I knew there had to be a way.

The majority of the research projects we do is done via online surveys; however, we are seeing an influx of corporates who want to engage with their bigger stakeholder groups who don't necessarily have access to technology to complete an online questionnaire. In those instances, we go back to good old traditional paper-based surveys. With one such project, we had a significant amount of paper-based forms that needed to be manually captured. I turned to the local running club that I belong to; one of the development runners had asked me for quite some time whether I had some work for him.

I then saw this data capturing as an excellent opportunity to get him on board. Unfortunately,



it came to the fore that he had no computer skills. He indicated that he had not had an opportunity to learn these skills and even though he had been to the library in an attempt to himself, he simply did not know where to start. I then realised that computer literacy was where we had to start.

Before we could involve the community with data capturing, we had to take a step back and empower them with computer skills. If one does not have access to computers or basic computer skills, you are cut off from so many opportunities, especially when it comes to writing and sending out a CV.

I'm a proponent for working with the community in which you live and work, so my focus has been Hout Bay. Mathias, the said runner, helped me to find the most amazing computer facility next to IY and I met Life Manuwe, a SETA-accredited Computer Facilitator. It broke my heart to see this wonderful computer centre being underutilised due to the lack of local support. Unfortunately, the computer classes can't be run for free, there are overheads and his facilitation fee that need to be covered. It's really unrealistic to ask community members to pay for a computer course if they are living hand to mouth. We worked together on a programme

and I helped Life to generate sponsorships for a pilot project; I will be forever grateful to these generous sponsors.

I did not want to start a new foundation or trust, there are far too many already in our Republic of Hout Bay—if I'm not mistaken, the last count was close 97. So, I am working closely with Rotary International to manage any sponsorships and funding that we receive, and keeping things transparent is non-negotiable. In October last year, our first pilot project kicked off, providing the group with free accredited computer classes. All 43 candidates that signed up completed the course. It was a proud moment when they received their certificates.

At the same time, I noticed an increase in amazing tradesmen looking for work at the traffic intersection, with their basic details neatly handwritten on a piece of paper that they hand out to commuters in and out of Hout Bay in the hope that they will receive a lucky break. I felt so helpless seeing the numbers grow every day, and I just hoped to get a green light so that I didn't have to stop and politely decline that piece of paper.

At that stage, I was chatting to a friend in Australia, we had worked together on a project in the tech space in South Africa many moons ago and we had kept in touch. I was sharing my frustration with the situation and said that I would love to build an 'Uber' for tradesmen. Thus, if you, for example, need a plumber, you can find someone local who can help you. Once they have completed the project, the person who hired them can leave them a rating and reference. Stephen (said friend), then told me about the amazing technology Moboom, that he was involved with, and that they could help me. Using Moboom's platform, I started building an 'at your service' website (I have never built a website in my life, but this was so easy, I was quite proud of my efforts). So, the next time I got close to the traffic light, I hoped and prayed that I would get a red light, and took every piece of paper I could lay my hands on and started populating the website with each person's details. Where possible, I asked them to send photos to me. There is no commercial value to this site, any work is agreed between the person and the person offering the service; this is purely a marketing opportunity for the informal traders to give them a tiny step towards more job opportunities.

As my website building abilities improved, conversations also progressed with Moboom.

We started chatting about how we could build cost-effective websites that load fast and rank well on search engine sites such as Google. The beauty of the Moboom site is that we can produce websites in mass and, even better, I can tap into the newly-graduated community members from the computer classes, to build these sites using superior, proprietary technology to, ultimately, create jobs and alleviate poverty in the community, by the community. When we don't have research data to capture, they can capture an entrepreneur's data into a template to create a website for them.

The Sea Harvest Foundation and the West Coast Business Development Centre (WCDC) in Saldanha had the opportunity to hear about the initiative and we rolled out a pilot project there as well. Their requirement was to train up 15 small businesses because part of the challenge that small businesses face is that they can't access corporates and vice versa, because they don't have computer skills. They send quotes via WhatsApp, which, unfortunately, automatically disqualifies them as they are not registered on the supplier databases that often require a stack of paperwork to be submitted electronically. An added incentive of attending the course was that each small business owner would receive their own website. These websites have been built by guys like Joseph, who attended our pilot computer class last year. Ten people have already found permanent employment because of the additional skills they have gained through the basic computer courses.

I am really hoping to increase the number of computer classes this year and to expand it to other areas of the country. The big audacious goal is to expand this across the continent.

If companies would like to sponsor websites for entrepreneurs, they are not just supporting the entrepreneur and small business development, which has a direct impact on our economy, they are also creating a much-needed job opportunity for someone in our townships. If anyone would like to get involved in the Awesome AfriCAN initiative, please get in touch. ▲

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 importance of programme management in Industry 4.0

The Industry 4.0 economy is characterised by increased competitiveness and the concomitant utilisation of key enabling technologies, leading to rapid organisational transformation and change with respect to paradigms, structures and operations

It accelerates the demise of traditional organisational forms and bureaucratic cultures and encourages the creation of new business models where organisational processes are structured cross-functionally and coupled to virtual networks of organisational partners.

To cope with the abovementioned, it is significant to grasp that, in order to be effective and efficient in the Fourth Industrial Revolution, the dispensation of the total organisational value chain has to be structured cross-functionally and programme-managed. This applies to all supply chain and project portfolios constituting the organisational value chain and it means that traditional ways of designing, leading, managing and governing organisations can no longer cope. Traditional approaches are fast being replaced by cross-functionally shaped agile and flexible structures and practises that perform well, and mitigate today's complexity and risk.

The complexity of technologies, emerging business models and business environments calls for specialisation and sustainable collaboration at all levels of the modern organisation. Flexible, agile, high-performing virtual organisations of specialised partners are the critical success factors of the Fourth Industrial Revolution business environment. Critical for Industry 4.0 organisations is the enhancement of their operational resources



and innovation potential through the involvement of local, regional and international virtual networks of partner organisations with adequate logistical support.

This means that cross-functional programme-managed structures and concomitant cultures, combined with effective and efficient transformational leadership, management and governance, collectively constitute the ideal vehicle for delivering the integration, coordination, collaboration and synergy required for mitigating complexity and risk, while achieving essential organisational performance, strategic benefits and value-add. Hence, Industry 4.0 organisations are characterised by increasing digitisation and the interconnection of products, value chains and business models.

Competitiveness no longer depends solely on the optimisation of one's own resources but on total inter-organisational value chain innovativeness and supportive partner technologies, products, services and systems. Customer expectations have multiplied. A virtual value chain shapes an organisation into strategic, collaborative, value-driven entities, where non-core activities are performed by competent partners with matching organisational cultures. A competitive edge is gained by collaboratively performing strategic activities more effectively and efficiently.

This demands exceptional governance, transformational leadership excellence and profound knowledge of applied programme management. Moreover, this practice will result in efficient planning, monitoring and execution of organisational initiatives, be they supply chain or project-based in nature. Effective and efficient cross-functional and inter-organisational supply chain and project management in virtual networks of partners is a critical enabling competency expected of Industry 4.0 organisations in all sectors.

Programme management is the link between business strategy and the value it generates when implemented. It is the modern organisational management process through which executives are able to express their strategic needs and ensure fulfilment. Programme

managers support executives and leaders at all levels of the organisation in a tangible way to deliver measurable results in private and public entities. Consequently, all managers better understand their roles for achieving superior organisational performance and success.

This enables operational personnel to ensure that improvements are well integrated, coordinated and collaborated to achieve synergy. Programme management delivers organisational benefits resulting from aligned corporate, business unit and operations strategies. It collaboratively facilitates the coordinated and integrated management of all value chain processes and delivers strategic transformation and change, innovative, continuous improvement and customer service excellence with the aim of achieving optimal strategic benefits.

Programme-managed cross-functional processes serving external customers focus on service excellence in the marketplace. Those serving internal customers predominantly focus on enhancing the effectiveness and efficiency, i.e., the performance of the organisation.

Successful organisations in the Fourth Industrial Revolution economy are customer-driven and dedicated to continuous improvement. They understand the importance of effective programme-leveraged organisational learning and transformation.

For optimal success in Industry 4.0, one needs to apply programme management principles diligently in leading, creating, implementing and improving the modern organisation. The fundamental values of programme management must be comprehensively understood and how it interconnects with the cross-functionally shaped knowledge-based learning organisations of today, also known as virtual dynamic learning organisations.

Incumbents need to distinguish between the various supply chain and project portfolios of the organisational value chain and recognise the valuable contribution made by having sound knowledge of project and programme management. ▲

For more information see www.cranefield.ac.za.

PROF PIETER STEYN



Prof Pieter Steyn, Cranefield College

The SAIMM New Technology Conference and Trade Show

The Southern African Institute of Mining and Metallurgy (SAIMM) New Technology Conference and Trade Show takes place from 5 to 6 June 2019 at the Canvas Riversands Incubation Hub. This event offers a superb opportunity for mining companies, equipment suppliers, technology and service providers, and industry leaders to showcase the innovations that are currently in use and those that can contribute to the minerals industry of the future.

Importantly, cross-industry collaboration enables us to leverage incredible innovations and accomplishments and to develop the full industrial capability that our mining industry offers. There are outstanding examples of innovative companies in Southern Africa that have developed leading-edge technologies and systems engineering design approaches, which have an application in or could have a potential impact on the minerals industry.

The South African motor industry is a success story of how to develop a manufacturing hub by leveraging local content component suppliers and service providers.

Mining Charter III sets very ambitious targets for local procurement and, even more importantly, local content requirements. Just like the motor industry, the mining industry will need to develop, from the ground up, the manufacturing and component supply capability to develop equipment locally to meet these charter targets.

At the same time, this offers a massive opportunity for South Africa to once again lead the mining industry globally in research and development (R&D) and the manufacturing



new-generation equipment for export. Leveraging the rapid equipment prototyping being done in other industries using systems engineering and simulation technologies would be a logical requirement.

The first step is awareness of what capabilities already exist and to drive broad dialogue and collaboration, taking tangible steps towards making this a reality through a common value creation vision. This is not easy and requires

commitment and involvement in any way that you can. Participation in events such as the SAIMM New Technology Conference and Trade Show is one way to achieve this. Exhibit your capabilities, give a keynote presentation of applicable thought leadership, offer a case study to present your accomplishments or just attend for the opportunity to network with industry leaders.

The SAIMM works closely with the Mandela Mining Precinct (MMP) in Melville, Mining Equipment Suppliers SA (MEMSA), the South African Mineral Processing Equipment Cluster (SAMPEC) and others to drive this collaboration.

The SAIMM, which celebrates its 125th anniversary this year, has a long history of encouraging leadership and collaboration in the mining industry through its 5 000 members, mining companies, technology and service providers, the government, other associations and the broader mining industry stakeholders.

President Ramaphosa emphasised the importance that he and his Cabinet place on the future of the industry.

As the first Head of State to address the Mining Indaba in Cape Town in February 2019, he highlighted the need for all stakeholders to come together to create a common vision for the future, and to work together to achieve it. In doing so, he articulated the following 10 principles:

- We must foster inclusive growth for all stakeholders where mining takes place. This includes employees, their families and surrounding communities.
- Mining companies should establish partnerships with local governments to address and solve local problems in municipalities and communities.
- Companies should invest in improving the living conditions of mineworkers.
- Mining companies should invest in education and training that allows mine employees and

communities to transition to a new economy aligned to the Fourth Industrial Revolution.

- We should all create partnerships with education and training colleges to ensure curricula are modern and appropriate.
- We should not be afraid to embrace the principle of increased local beneficiation to create downstream benefits and employment.
- We must collectively give more attention to health and safety in the mining industry.
- We must constantly look to embrace the aspirations of the youth by creating internships, job opportunities, and local entrepreneurs and SMMEs.
- We must continue to prioritise the representation of women at all levels of management, operations and on boards.
- We must have the courage to include workers and their representatives on our boards.

Just like the mining industry, the SAIMM is on a journey of change to adapt to the new industry challenges and opportunities of IR4 in order to meet this need as a valued partner in the future of our industry.

The SAIMM has developed a strong reputation for delivering relevant, high-quality conferences, forums, business breakfasts and, now, digital industry events. Being a voluntary not-for-profit institution run by an elected council, it relies on committed industries' volunteers to organise and deliver this extensive programme of events.

This vision can only be achieved through your participation and involvement in the broad dialogue with all industry players. ▲

Please make contact with the SAIMM to get involved in the New Technology Conference and Trade Show from 5 to 6 June 2019

Yolanda Ndimande (SAIMM): yolanda@saimm.co.za or call her on +27 11 834 1273.

And if you are not a member of the SAIMM, please consider joining.

GARY LANE



Gary Lane is the Chairman of the Mining Technical Programme Committee for the Southern African Institute of Mining and Metallurgy. With a passion for transforming the mining industry, Gary has built up a global reputation in the mining industry over the past 26 years.

His experience started with various engineering and project management roles within Anglo American, delivering five mega capital projects before completing an MBA and co-founding his first business start-up, Cyst Corporation, 14 years ago, which focuses on mining optimisation. This was followed by a tech start-up to focus on next-generation technology and, more recently, Vuuma Collaborations, which focuses on systems thinking for the mine of the future and has recently built the experiential simulation centre SiMINE @ MandelaMiningPrecinct.

His philosophy is one of collaboration with thought leaders globally to bring together the technology, skills and experience to drive a quantum change in the mining industry.

He is a registered Professional Engineer and is on the Council for the Southern African Institute of Mining and Metallurgy.

The Opel Grandland X Cosmo

Legendary quality on the road

Opel goes back a long way in South Africa. Way back, in fact, to the 1930s when the first Opels arrived on our shores. The brand was then owned by General Motors and for a short time in the mid-80s, the Opel Rekord was rebranded the Chevrolet Record. When General Motors pulled out in the late 80s, Delta Motor Corporation took over the manufacturing and marketing of Opel products and re-introduced the famous brand.

As a marketing exercise, two locally produced Opel Rekords embarked on an epic journey travelling the distance equivalent to the Moon and back—a distance of 768 000 kilometres or approximately 19 times around the Earth. The two cars with two drivers left their base in Upington at 2am each morning returning at 10am. This was followed by a break of four hours when the vehicles were checked and serviced before completing the same route from 2pm to 10pm. When completed, it was a Guinness World Record for the longest journey undertaken in a passenger vehicle.

The Opel had its heyday in the 90s, with the performance-orientated Opel Kadett Superboss that wooed the crowds at racetracks around the country competing against the BMW 3 Series. Popular Opel products included the Kadett (hatch) Astra (sedan) and the ever-popular Opel Astra Estate. At the turn of the century, Opel manufactured and sold a range of products, which included the new MPV models of the Opel Meriva and Opel Zafira.

Over the years, Opels have evolved and with quality as one of the hallmarks of the brand, they have always been popular on the South African motoring scene.

The latest offerings include the Opel Astra, Corsa passenger cars, as well as the

multi-purpose Crossland X. Sport-utility models include the Mokka X and the larger Grandland X. All models include the inherent German quality that has made them popular.

We tested the latest Opel Grandland X Cosmo, which is top of the Opel SUV model line-up. At first glance, the Grandland X stands out from other SUVs in the market, from the famous Opel blitz mounted in the grille to the streamlined body and stylish rear door. The ground clearance of 123mm ensures that this vehicle can handle all road conditions with ease and safety.

The Grandland X Cosmo is packed with a host of features including electronic climate control, electric windows all round, which are tinted in the rear for added safety. Cruise control, as well as a speed limiter control, ensure the speed limit is not exceeded. Heated electronically-adjusted wing mirrors fold away, ensuring the driver can see clearly even in adverse weather conditions. A power-operated hand brake is also standard, whilst a hands-free power tailgate ensures the ease of operation when loading items into the rear load area.

A 360-degree reverse camera helps the driver in difficult parking situations to park easily and safely. Park assist is also standard and is a great help when stopping on hills and assists with a smooth pull away. The Navi 5.0 IntelliLink Infotainment System with six speakers ensures the driver and passengers are entertained during short or long journeys.

Standard safety features abound in the Grandland X. These include an electronic



stability programme (ESP), a full suite of airbags designed for every eventuality and a side blind-spot alert, lane departure warning and traffic sign recognition.

The driving experience of the Grandland X is where the car really comes into its own. With the power of 121Kw @6000rpm and torque of 240Nm@1400, the vehicle has more than enough power to accelerate to the required speed quickly and safely.

Disc brakes all round and ABS ensure safe braking whenever required.

The car is a pleasure to drive, no matter the occasion. Opel's legendary quality feel on the road is inherent in the product and gives a solid feel.

The Grandland X Cosmo comes with a five-year/120 000km warranty, five-year/unlimited km anti-corrosion warranty. It also comes standard with a five-year/90 000km service plan with service intervals of 12 months or 15 000km.

The test vehicle was provided by Reeds Opel Claremont, Cape Town. ▲

John Elford

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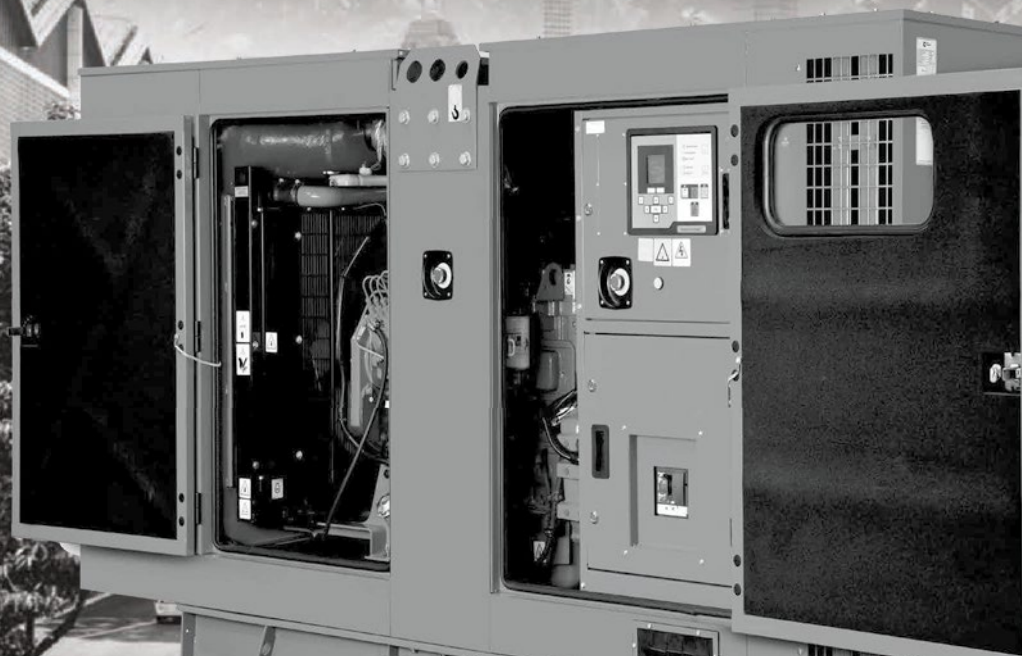
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