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Leadership

INTERVIEWS • INSIGHTS • INTELLIGENCE

SA'S #1 AWARD WINNING BUSINESS MAGAZINE

Smart cities
Modern solutions for Africa

Corporate collapse
Examining unethical global practices

Aquaculture
Preservation amidst the challenges

Tshego Sefolo
An indomitable force in the private equity space

ISBN 0251-9988

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COVER & COVER ARTICLE SPONSORED BY AGILE CAPITAL

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The theme for the event is: **"Regulating the Health Professionals in the 21st Century"**, with a focus on the role of the Regulator in Universal Health Coverage as well as looking at the Regulators' contribution towards advocating for good health and well-being.

The conference will attract delegates from the various disciplines within the health fraternity. The Conference will also feature both local and renowned international speakers within the healthcare industry. There has been a number of emerging trends within the healthcare environment such as innovation, technological advancement, shortage of resources, financial viability and others.

It is envisaged that the Conference will provide practical solutions to these and other challenges faced by healthcare practitioners. The HPCSA National Conference will serve as a "meeting of minds", at the same time providing a networking environment for healthcare practitioners. The Conference will also feature an exhibition and most importantly the inaugural HPCSA Health Merit Awards to acknowledge fellow colleagues who have contributed immensely in assisting the HPCSA to deliver on its mandate.

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Leadership

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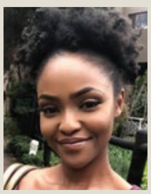

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Leadership

Fortune favours the brave

In navigating the ups and downs of life, there are several mantras that stand the test of time. Can they be scientifically proven? Your guess is as good as mine. A mantra being what it is, is considered a sacred utterance and some believe it to have psychological and/or spiritual powers. One of the most powerful mantras is believed to be that "fortune favours the brave". It is said that in ancient myths, Fortune was often personified as a goddess; her wheel betokening vicissitude. Otherwise, fortune refers to chance, good luck and a force in human affairs. Those who uphold this mantra have it in them, they have the fighting spirit, are brave enough to take calculated risks and, in most cases, are rewarded generously.

In his famous advice to the ruler of Florence, Lorenzo de' Medici, on how to stay in power, Machiavelli wrote: "Fortune is the arbiter of half the things we do, leaving the other half or so to be controlled by ourselves."

He further maintained that those princes who were utterly dependent on fortune would come to grief when fortune changed, but that those who adapted to the policy of the times would prosper. Likewise, the ones whose policies clashed with the demands would also not. It is rather difficult to counter such eloquent and well-reasoned contention.

Machiavelli's assertion resonates with the phrase, "God helps those who help themselves." Essentially, it cements the importance of self-initiative, taking control of your circumstances and determining your path, fate and destiny. I also consider this to be a mantra that has stood the test of time and which is still famous around the globe.

Striving for success and achievement requires a significant effort on our part. In all spheres of life—be it the acquisition of education and knowledge, seeking wealth, be it in politics, even in the religious domain, irrespective of beliefs—people must play their roles when it comes to determining their own fortunes. The quest to conquer and be an achiever in life is seldom delivered on a silver platter. Of course, there are those who are born with a silver spoon in their mouths, but they too need to do something to further and sustain their fortunes.

The challenges we face as a society and as individuals require us to heed the advice and meet our fortunes halfway. We must brace ourselves for brevity and put our best foot forward when asserting our own destiny. Fortune will undeniably favour those who innovate, think out of the box and are brave enough to re-imagine the future.

Better still, why be a Machiavelli if you can be the Prince? If you want tantalising future rewards, be prepared to roll up your sleeves and dirty your hands. Be ready to play in the mud.

Publisher's Note

THABO OWEN MOKWENA
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Leadership

A new dawn?

Twenty-five years of democracy is respectable because it is a sign of progress. Tackling corruption and mismanagement is a step in the right direction. Having a generally peaceful election in Africa is a feat not many countries have been able to achieve. A cabinet with 50% women is not only uncommon but deserving of applause and trimming ministries and combining some ministries saves the nation much-needed money.

So, what can we make of all of this? Perhaps, just perhaps, we have entered a new dawn, a new era. The era where merit trumps quotas, where youth and the zeal to serve and succeed trumps alliances, appeasement and entitlement. Where opposition leaders congratulate an election winner and acknowledge positivity. An era where other political parties are heard loud and clear and encouraged to voice their opinions as that is the hallmark of democracy.

The final results of the 2019 national elections reflected the mood of the population. The ANC secured a solid majority vote for another term, securing 57.5% of the vote, the DA came a distant second securing 20.8% and the EFF contesting in only its second-ever election had 10.8% of the vote.

Key learnings? The ANC's result represented their worst-ever performance at the polls post-1994. This had been hugely predicted, though it's important to note that low voter turnout was cited as the potentially biggest hindrance to the party getting a bigger percentage of the vote. The DA was predicted to lose more support than they did. The suggestion is analysts were off the mark as they still managed to stay above the 20% mark. It was predicted the EFF would gain a bigger victory than they managed. However, it's important to note that this was just their second national election and their rate of growth points to the balance of power shifting.

The poll outcomes point to a vibrant democracy. A democracy that is heading in the right direction. The future is unknown; however, the hallmark of a functional state is different voices with a common goal and, in this case, the betterment of society. So maybe, just maybe, this is the dawn of a new era.

Editor's Note

EVANS MANYONGA
Editor

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Building an agile empire

Resourceful businessman, founder and CEO of Agile Capital, Tshego Sefolo, exemplifies the belief that success hinges on hard work, tenacity and the ability to recognise opportunities

Born from a desire to be his own boss, he founded his company in 2015 after a successful career in blue-chip companies, both locally and abroad.

His passion for the private equity space came about at an early age.

Sefolo describes his journey, which began in his mid-twenties, upon returning to South Africa after working abroad: "I was just as fascinated by the deal-making world as any other impressionable young Chartered Accountant wanting to crack it in the financial services industry in the late 90s.

"There weren't too many options for private equity at that point as the industry was relatively immature. At most, I think there were two to three significant players with a few newly-formed ones.

"I was fortunate to join one of the leading ones at that time. In fact, I distinctly remember sitting with employment offers from both and not being certain of which was the right one to pick," he recalls.

This was where his passion started and it became abundantly clear to him that one day, he would start his own private equity firm, especially owing to the fact that there were hardly any black-owned firms at the time.

Soon after joining the company, Sefolo decided to further his studies and complete an MBA.

"It was also because I realised that I had age on my side—as an advantage—therefore, I needed to learn as much as possible, given the opportunity. That took some discipline," he says, adding that he learnt very early on that the investment process requires a substantial amount of patience.

"Ultimately, this is a long-term game where you only really get to see the benefits or misfortunes of the decisions you made five or so years later. As a result, the process of

“We are comfortable to walk away from a potentially lucrative opportunity if, as we say internally, it doesn’t pass the smell test”

investing requires one to be very disciplined in one’s approach.

“You spend most of the time analysing businesses, understanding how they operate, interrogating financial models and unpacking the investment case to build a thesis as to why you think the business has the potential for good growth prospects. This can be very challenging, particularly in the current economic climate. I always say, investing in this game is a bit of an art, a science and a lot of luck is involved at times,” Sefolo explains.

Establishing credibility

The world of entrepreneurship presents its own set of challenges, such as capital. As a start-up, establishing credibility is paramount if one is to raise capital.

Sefolo explains: “Credibility is everything in this game. Ultimately, a true entrepreneur will make it or break, depending on their integrity and reputation. This is something that we at Agile guard against very seriously.

“We are comfortable to walk away from a potentially lucrative opportunity if, as we say internally, ‘it doesn’t pass the smell test’.

“We also spend a lot of time and effort understanding the parties we enter into business partnerships with. Unfortunately, integrity and good business ethics are very difficult things to do due diligence on. You also cannot pay consultants to give you all the answers when it comes to these aspects.

“Very often, one has to make decisions based on instinct. Credibility takes a long time to build, it can be destroyed in seconds and recovering it can be extremely difficult.

“What we have learnt is that, once you have established credibility in the marketplace, provided you have a compelling business case, capital is accessible. One has to obviously do their homework. This sometimes takes time and knocking on several doors before succeeding,” he says.

In the initial stages, every start-up encounters a set of challenges and Sefolo explains that, for Agile, finding the right people who would also buy into the long-term vision was the biggest hurdle.

“I have come to realise that, very often, people work because, for them, this is a day job. It takes a particular style of leadership to inspire people and get the right level of commitment. It also takes time to nurture talent in any organisation and one needs to have the patience for that.

"We hope to be an enabler and, at the very least, a beacon of hope for some of the burgeoning entrepreneurs in the financial services industry"

"My view here is that one must take the time to find and nurture the right talent. This, in the long run, can be one of the most valuable assets in the organisation. However, if done incorrectly or hastily, it could prove to be a liability," he says.

The formation of Agile Capital

Essentially, Agile Capital is a venture that Sefolo invested his heart and soul in and over the years, the company has demonstrated impressive growth and transformation.

"The business is a traditional investment business, which was formed just over 10 years ago and through a management buy-out. Our portfolio of assets dates back to 2009 when we concluded our initial investment with the backing of the FirstRand Group through RMB Corvest," he says.

To date, Agile is invested across 13 businesses, which range from services, manufacturing, automotive, food, healthcare and mining services, and is continuously looking for new opportunities to deploy capital into and grow its investment reach.

Since the company's formation, Agile has managed to establish itself as a respected black-owned investment equity company in South Africa, which has forged long-term relationships, launched a sustainable brand and built an impressive investment portfolio in a very competitive industry.

"Unlike twenty or so years ago when I got into the industry, the business now has a number of players and competitors who have emerged. In a South African context, this is a good development and must be encouraged, particularly black, young entrepreneurs.

"That said, it increases the amount of competition, which requires one to be agile and nimble in one's business affairs. We differentiate ourselves through the long-term partnerships we forge and continuously invest in our brand and market positioning. Very often, the opportunities we explore come through individuals or organisations we have dealt with over the years," Sefolo explains.

South Africa as an investment destination

Having lived and worked in the United Kingdom for some time, Sefolo has a keen understanding of the country's financial services industry and how it differs from South Africa's, particularly in terms of opportunities.

"Broadly speaking, South Africa as an investment destination has significantly more to offer in terms of opportunities. If you look at the rate of urbanisation, both in South Africa and the rest of emerging markets, it far surpasses that of Europe and particularly the United Kingdom.

"With this comes the need for bulk infrastructure, healthcare services, communications, education and so forth. These are all key pillars on which an investment case is built. Furthermore, South Africa has one of the more sophisticated financial services sectors arguably on the African continent.

"This makes us an ideal investment destination, provided we get a few basic principles correct. Lastly, whether one likes it or not, South Africa is just beautiful. I often admire our wide landscapes, rolling hills and beautiful coastal lines when I travel the country. It's mostly a pretty sight," he says.

In terms of future goals and what Agile further hopes to achieve, as well as the larger role Sefolo wishes for his company to play in a South African growth context, he says that, although the market is becoming more competitive, he believes there is enough scope for other players in the market.

"We hope to be an enabler and, at the very least, a beacon of hope for some of the burgeoning entrepreneurs in the financial services industry. We hope that we can effect ripples of positive change and differentiate ourselves as true business leaders for generations to come," he says.

The Agile Foundation

The promotion of education and making a real impact in South Africa's impoverished communities is a cornerstone of the company. Thus, the Agile Foundation was conceptualised when Agile Capital was formed.

"One thing we are passionate about in the business is education. We realise that most of the issues we have as a country, particularly as they relate to the youth, can be addressed through quality education. This gives one an opportunity to give others a chance and hopefully effect positive change. It is because of this that we started the Agile Foundation with the sole objective of supporting education-related initiatives. We have made some inroads, however, given the challenges in the country, I feel we can do more," Sefolo says.

A successful business partnership

A large part of Agile Capital's success can be attributed to the powerful relationship that Sefolo has with the company's Director, Londeka Shezi, whom he has worked with for over a decade.

"It is a business relationship, which is very important to me and the business. It's a relationship based on trust, mutual respect and a shared vision. We are clear about what we are trying to achieve in the business. I also like the fact that she is honest and candid with me, even when I don't want to hear it. She also has a high emotional quotient (EQ), which is helpful, particularly in this male-dominated industry. I have also learnt that having the right business partner is crucial and can sometimes make or break the business," he explains.

A humble achiever

Sefolo was awarded the Association of Black Investment and Securities Professionals (ABSIP): Private Equity Deal Maker of the Year 2012, and in terms of his achievement, he demonstrates the fibre of a true leader who is appreciative, yet remains humble.

The award was for dealmaker of the year, and Sefolo says, "It was humbling as I did not expect it. What I appreciate about it is that you are nominated by your peers in the industry, unbeknown to you, and after interviews, a set of judges decide whom the award goes to. It was a good gesture, which I appreciate."

Additionally, when speaking of other achievements and successes that he is proudest of, Sefolo says that instead of focusing on specific highlights, he sees it all as a journey.

"I enjoy what I do with all its positives and negatives and will do this for as long as I can. I have been fortunate to have people who have supported me through this journey and, hopefully, I can also do the same for others," he says.

Having successfully embarked on his entrepreneurial venture, the one piece of advice he would give to young people who are eager to forge their own paths, is to always push boundaries and never settle.

> "I think professionals thrive and perform at their best when given the latitude to think, make mistakes and correct themselves"

"Very often, when I talk to people about their aspirations, in the very same conversation, you hear negative self-talk as to why they cannot make it. I have come to realise that, in business, it is not always the most intelligent or well-spoken who make it. I have come across very successful businessmen and women who, in most instances, will be the first ones to say when they don't know something, but who are willing to learn and apply themselves," Sefolo explains.

The leader at the helm

As the founder and CEO, Sefolo says the most exciting part of his role is having the opportunity to inspire people towards a common goal, which is arguably the most challenging aspect for any CEO or business leader.

"The day-to-day management of the business is not as glamourous as one thinks. In most cases, one becomes almost like a cheerleader, encouraging people to give it their best in their respective roles. Because of the number of businesses we are involved in, this can be very complex," he says.

As the leader, Sefolo encourages his employees to grow and thrive through his enabling leadership style.

"I am happy to set the framework and let people work their way through challenges and assist when required. I think professionals thrive and perform at their best when given the latitude to think, make mistakes and correct themselves. We try to create a learning environment and a culture at Agile where people can learn and develop," he says proudly.

Sefolo has enjoyed a long, prolific career and has learnt numerous leadership lessons throughout, the most important of which is that one cannot buy loyalty and commitment in an organisation.

"In some of the businesses we are involved in, I have seen that the most financially looked after people are often the ones with the least amount of commitment. As a leader, one needs to understand what makes people 'tick' in order to be able to inspire and motivate them. Very often, it is the very simple things.

"I recall once asking colleagues what matters to them the most. Almost all of them responded by saying 'family'. What that meant was, as an organisation, if you don't recognise this value, you may not be able to retain good talent in the business," he cautions.

Sefolo has devoted a great deal of his time and energy to building Agile Capital into the behemoth it is today. That being said, he recognises how crucial it is to successfully maintain a balance between his work life and his personal life.

"Maintaining a work-life balance is very critical and I realised that as an executive and businessman, if you don't pay attention to your health, it very soon takes a toll on you.

"Fortunately, I am very physically active. I am an avid runner and golfer and whenever I plan my week, I always make sure that I make time for these activities. I also have a very good routine where I make time for family.

"I have learnt that it is crucial to be disciplined when it comes to this. Work can consume all your time if you permit it to do so," he concludes. ▲

Monique Jacobs

"One thing we are passionate about in the business is education. We realise that most of the issues we have as a country, particularly as they relate to the youth, can be addressed through quality education."

Smart cities: modern solutions for Africa

Due to continuous mass urbanisation across the African content, a rising population and climate change, the pressure is greater than ever on governments to successfully manage cities and the ever-growing needs of their populations. Cue the concept of *smart cities*.

The International Organization for Standardization's Smart Cities Strategic Advisory Group defines a smart city as one that "dramatically increases the pace at which it improves its social economic and environmental (sustainability) outcomes, responding to challenges such as climate change, rapid population growth, and political and economic instability by fundamentally improving how it engages society, how it applies collaborative leadership methods, how it works across disciplines and city systems, and how it uses data information and modern technologies in order to provide better services and quality of life to those in and involved with the city (residents, businesses, visitors), now and for the foreseeable future without unfair disadvantage to others or degradation of the natural environment". Therefore, the extent of a city's "smartness" is the extent to which it can use its resources to seamlessly achieve the goals that it has set for itself.


SAL

Different cities have different needs, depending on their maturity status and the material pain points being experienced in that city

Africa is one of the world's fastest-urbanising regions, with experts predicting that by 2020, it will be the fastest-urbanising region in the world. According to the Food and Agriculture Organisation (FAO), the urban population of South Africa has grown from about 19 million to over 35 million people between the years 1990 and 2017. In 2017, South Africa's urban population made up 65.8% of the total population. Given this rapid growth, the time is now for Africa's policymakers to integrate smart cities into their urbanisation strategies.

Different cities have different needs, depending on their maturity status and the material pain points being experienced in that city. Broadly, there are three types of cities: legacy cities (typically characterised by a large city with an ageing infrastructure); new cities (found in emerging territories most commonly located in Asia and the Middle East); and transitioning cities.

Transitioning cities are typically found in growth territories where there are large established entities undergoing rapid urbanisation and population expansion. South African cities, such as Cape Town and Johannesburg, are transitioning cities and the key drivers for them are the implementation, provisioning, strategic planning and funding for infrastructure.

Infrastructure

Smart cities consist of hard infrastructure (such as buildings and roads); and soft infrastructure (such as governance, leadership and innovation). The hard infrastructure needs to be physically present for, without basic infrastructure for roads and transportation networks, it is impossible to provide alternative transport options to citizens as a means to reduce traffic congestion. Soft infrastructure needs to be strategically present. There are two key components thereto: an unambiguous vision of the role that technology will play across all governmental departments; and a strong political mandate with a will to enhance service delivery.

The key to improving infrastructure is city systems, with interdepartmental collaboration as a base requirement to ensure that there is a consistent and aligned vision of the various municipalities; and to maximise the intelligence collected from their various data resources. It is necessary to foster support for pioneering innovation through all-inclusive risk management structures and mechanisms; to encourage local business growth through the review of procurement procedures in order to support smaller local companies; and to enhance service delivery through data analytics.

Africa at a competitive advantage

Less historical drawbacks

African cities are at an advantage for technological adoption because many of them do not face the costs associated with maintaining and updating legacy infrastructure and systems. For example, countries such as Libya and Ethiopia do not have substantial telecommunication cable installations and, instead of considering whether to upgrade from analogue to ADSL, they can move directly to the pure implementation of the latest 5G/LTE network.

They would also avoid the significant cost of upgrading sections of existing but outdated network components. Local businesses are impacted positively as they haven't already invested in expensive IT systems that would otherwise be running on outdated servers, and this allows businesses to immediately port their services through cloud infrastructure and reach a global audience with very little overhead cost. This will enable them to position themselves as powerful competitors in geographies, which had previously not been considered.

The African middle class

Africa's burgeoning middle class has been identified as having the most disposable income, with the power to drive demand in the economy. Coupled with the fact that Africa has a disproportionately young population, with 62% of the population under 25 years of age, Africans will provide a secured consumer base for many decades to come for products such as food and housing, entertainment and connectivity, etc.

ICTS and connectivity

ICTS is increasingly being seen as both an indicator of socio-economic wellbeing and a predictor of participation in the mainstream economy. Studies have shown correlations between African countries with very low Internet access, and low levels of income, health and education.

Further, an increase of even just 10% in mobile phone penetration can result in a gross domestic product (GDP) increase in a middle- or low-income country of 1.2%. Fortunately, Africans are now more connected and active than ever, with mobile subscription penetration increasing rapidly.

Smart agriculture

Over 800 million people are undernourished, with one in three people not getting an adequate diet. According to the FAO, the global population will increase to over 9 billion by the year 2050. With a current global population of about 7.7-billion, in order to adequately feed the population, food production will need to rise by 50% by the year 2050. Besides population growth, other challenges include changes in the climate and drawbacks of intensive farming over land and water resources, making it imperative to devise new methods to tackle challenges in the agricultural sector.

Water management

When it comes to farming, one of the most critical challenges that farmers face is the efficient management of water. Every crop has its own requirement of the right amount of water supply for seedlings to grow into healthy crops, and an excess or shortage of water can hamper both the quality and the quantity of the harvest. Technologies such as Web Map Services (which provide geo-registered map images) and Sensor Observation Services (which query real-time sensor data and sensor data series) enable farmers to better assess the water requirements of a crop.

Technological advances can also help make sense of the water resources available in a particular area and more efficiently make use of water, especially in circumstances where water is limited. An example of this is the use of remote controls to carry out irrigational activities in order to minimise the wastage of water.

Precision farming and pest control

Some companies are developing unmanned aerial vehicles or drones to survey and map land in order to assist farmers in planning their activities in a more precise manner and to mitigate against any contingencies. By setting the drones at a certain altitude to survey a designated field, the drones can collect real-time data about weather conditions, wind speed and other visual or imaging data. With the growing emphasis on organic food and farming, farmers are now looking for measures to replace pesticides. Modern technologies allow farmers to monitor and control pests with the use of sensors, which observe pest behaviour as well as the rise of pest populations, allowing adequate measures to be carried out in order to reduce any major losses.

The future?

Though Africa has great potential to be at the forefront of smart cities globally, it will, to a great extent, depend on cohesion in the government and a unified vision of the goals to be achieved. With challenges in Africa such as political unrest and corruption, to name just a few, the future remains uncertain. ▲

Wela Mlokoti


WIFI GRATIS

The horsemen of corporate collapse

A pattern of moral disengagement and displacement of responsibility paves the way for the horsemen of corporate collapse: unethical decisions, no accountability, recklessness, hubris and greed

With all the revelations emanating from South Africa's many commissions of inquiry, we might begin to think this is the only place in the world with misdoings of the magnitude of Steinhoff, Bosasa, Eskom and the many-headed State Capture companies. It's not, it's a global issue.

I certainly don't draw comfort from the fact that we are not alone. The extent of poor governance, corporate misdemeanours and unethical business practices the world over points to an alarming trend of companies proclaiming good governance, accountability, transparency, probity and a focus on the sustainable success, but that are doing the opposite.

A recent, spectacular example of corporate failure, this time in the United Kingdom, was the public listed company Carillion. On 9 July 2018, the international news agency, Reuters, announced: "Carillion, which employed 43 000 people to provide services in defence, education, health and transport, collapsed in January, becoming the largest construction bankruptcy in British history. It left creditors and the firm's pensioners facing steep losses and put thousands of jobs at risk."

The collapse was put down to "recklessness, hubris, and greed", according to the inquiry into a report on Carillion by the UK's House of Commons Business, Energy and Industrial Strategy and Work and Pensions Committees. As we await the report on Steinhoff, what is interesting to note is that the pattern of ethical and moral abdication worldwide is often the same.

It is also consistent with the considerable body of theory and empirical research on how corporate misdemeanours follow a routine pattern of moral disengagement, moral justification and displacement of responsibility, which leads to unethical behaviour, a lack of accountability, recklessness, hubris and greed.

Too often, hubristic corporate leaders transform into self-pitying victims when their company collapses and instead of taking responsibility, they blame market forces turned against them or unscrupulous competitors, or people hiding misdoings from them.

Business Ethics Researcher, Professor Adam Barsky, from the University of Melbourne, has extensively researched moral disengagement and unethical behaviour, and his work from 2011 is as valid today, with the passing years having offered an exponential increase of examples. He logically sets out the predictable pattern of organisational corruption, with obvious red flags and neon signs along the way.

In the Journal of Business Ethics, Vol. 104, No. 1 (November 2011), in an article titled Investigating the Effects of Moral Disengagement and Participation on Unethical Work Behaviour, Barsky offers the following 'Unethical Deception Scale' checklist. All companies need to answer how many of the 12 points get a 'yes'.

Unethical Deception Scale

Do you:

1. Conceal information from the public that could be damaging to your performance.
2. Report financial data inappropriately to make it seem you are performing your job better than you are.
3. Conceal information from your supervisor that might be detrimental to your performance.
4. Withhold negative information about your products or services from customers and clients.
5. Exaggerate the truth about financial information (e.g. revenue, losses, budget etc.) to make your performance look good.
6. Exaggerate the truth about your company's products or services to customers and clients.
7. Misrepresent the truth to the internal auditor to help make your finances (e.g. revenue, losses, budget etc.) look good.
8. Fail to inform customers or clients of important changes to your products or services.
9. Misrepresent financial data to your customers, clients, or shareholders.
10. Understate losses or expenditures to make your department's financial situation look better.
11. Misrepresent the truth to your supervisor to help make your finances (e.g. revenue, losses, budget, etc.) look good.
12. Withhold negative information from a potential client or customer about your services or products.

Too many 'yes' answers strongly indicate moral disengagement in the company, which paves the way for recklessness, hubris and greed, and the risk of corporate collapse. So, what are some of the red flags for this?

In an opinion piece in the New York Times by James Comey, the former FBI Director, titled *How Trump Co-opts Leaders Like Bill Barr,* he describes how moral disengagement is never the work of one person. *[https://www.nytimes.com/2019/05/01/opinion/william-barr-testimony.html]*

"People have been asking me hard questions. What happened to the leaders in the Trump administration, especially the Attorney General, Bill Barr, who I have said was due the benefit of the doubt?

Too often, hubristic corporate leaders transform into self-pitying victims when their company collapses

"How could Mr Barr, a bright and accomplished Lawyer, start channeling the President in using words like 'no collusion' and FBI 'spying'? And downplaying acts of obstruction of justice as products of the president's being 'frustrated and angry', something he would never say to justify the thousands of crimes prosecuted every day that are the product of frustration and anger?"

Comey points out how many accomplished people lacked the inner strength to resist the compromises required to remain on Trump's team and comply with 'management orders'. He says the only person who has emerged with honour from the Trump administration is James Mattis. His moral fibre is such that he walked away.

"It takes character like Mr Mattis' to avoid the damage, because Mr Trump eats your soul in small bites.

"It starts with your sitting silent while he lies, both in public and private, making you complicit by your silence. In meetings with him, his assertions about what 'everyone thinks' and what is 'obviously true' wash over you, unchallenged ... Speaking rapid-fire with no spot for others to jump into the conversation, Mr Trump makes everyone a co-conspirator to his preferred set of facts, or delusions. I have felt it—this president building with his words a web of alternative reality and busily wrapping it around all of us in the room.

"...Of course, to stay, you must be seen as on his team, so you make further compromises. You use his language, praise his leadership, tout his commitment to values.

"And then you are lost. He has eaten your soul."

It's no different in the Carillion and Steinhoff-type corporate environments.

In the Carillion case, the report by the House of Commons Business, Energy and Industrial Strategy and Work and Pensions Committees references a wide range of research including Sridhar Ramamoorti, David Morrison, Joseph

Koletar and Kelly Pope's ABCs of Fraud, which elaborates on the antecedent conditions of fraud, and distinguishes between the "bad apple", "bad bushel" and "bad crop".

Perpetrator/s are categorised as apple (individual fraudster), bushel (collusive fraud) or crop (collusive fraud with an ethically bereft tone-at-the-top).

In the Carillion case, the parliamentary committee is very clear that there was a rotten corporate culture (equating to a bad crop) with the associated undesirable behaviour of executive leadership pushing the blame onto someone else and morally justifying what they did.

The Barksy article elaborates on moral justification. It says the first rationalisation of moral justification involves "cognitive reconstruction of the behaviour itself" where the person justifies to themselves the morality of their actions by attributing them to being in the service of higher loyalties or important causes. One example is the decision-makers at Enron, who were quoted as "morally justifying" their fraudulent behaviour by attributing it to the important cause of "creating a deregulated and ultimately better energy market".

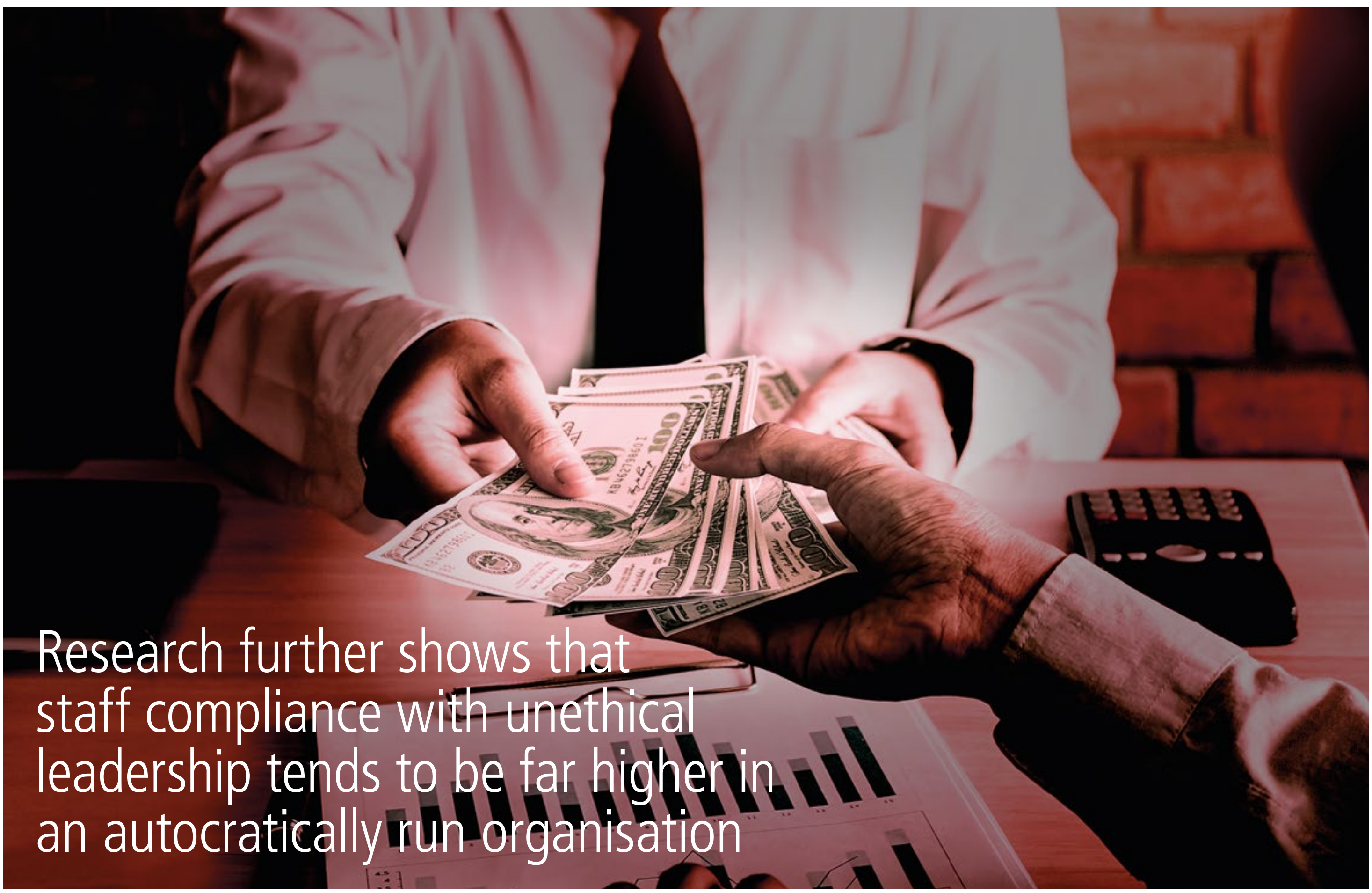
Barsky goes on to offer several hypotheses for moral justification, moral disengagement, deceptive behaviour and displacement of responsibility.

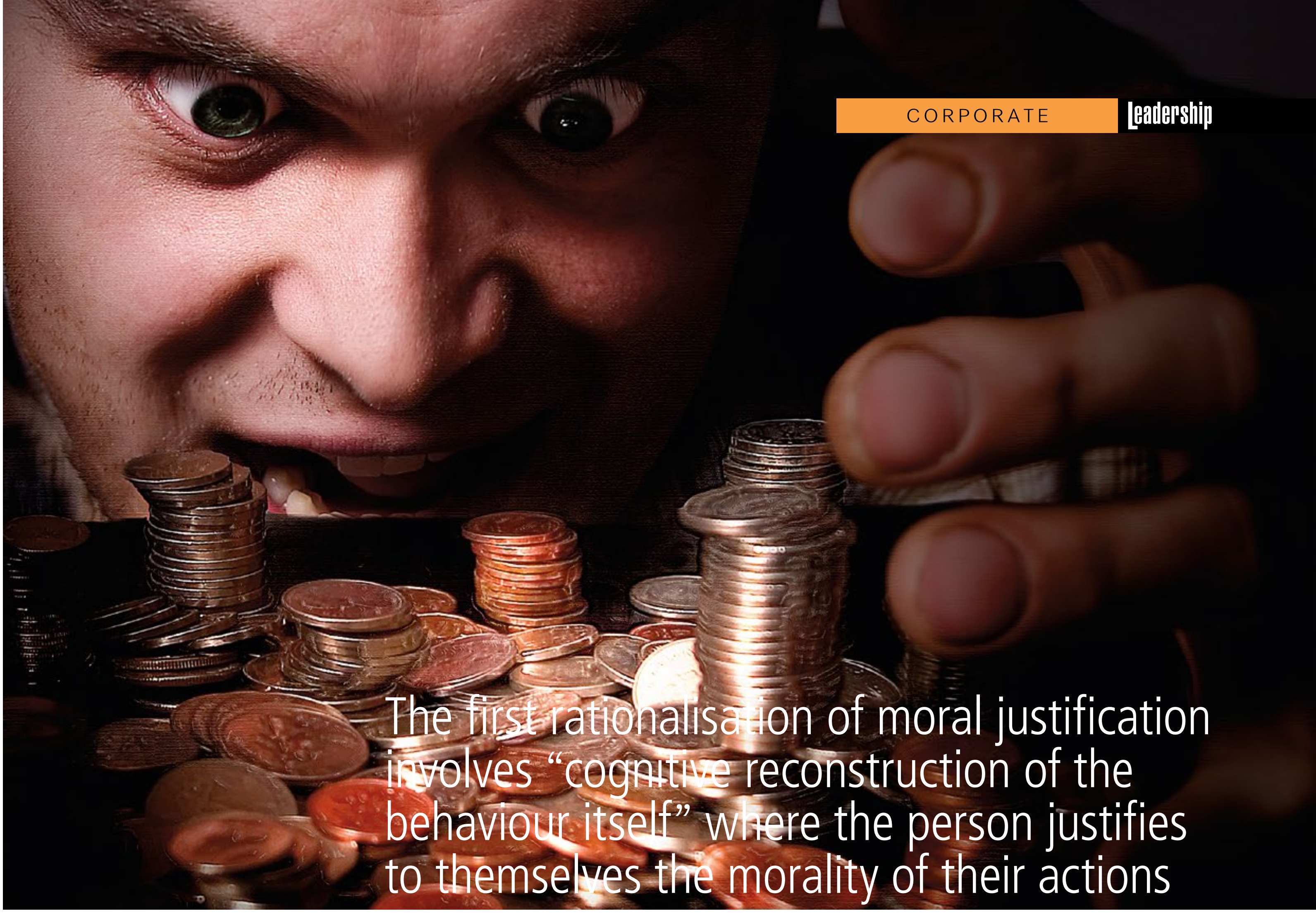
In Barsky's hypothesis one, for example, he says "moral justification is positively related to engagement in deceptive behaviour". Linked to this is the "displacement of responsibility". Barsky explains that this form of self-deception removes the ethical decision from the leadership's backyard due to "circumstances beyond their control", thus watering down the ethical demands of the situation.

Barsky says the circumstances may include management orders, peer pressure, dire financial straits or existing precedents. And when leaders don't behave as they should, it sets the wrong tone as employees look to the leaders for standards of conduct. They are more likely to report problems or misconduct in an atmosphere of good leadership but when you don't lead by example how can you expect the people working for you to do so?

Research further shows that staff compliance with unethical leadership tends to be far higher in an autocratically run organisation. Barsky says if you give people the opportunity to engage in the decision-making in a participatory process, it is less likely that deception will occur as people at all levels tend to feel more accountable for their actions.

In the Carillion report, the committee members speak about Carillion's rotten corporate culture where individuals at the top wielded enormous power but still tried to morally justify why things went wrong. By extrapolation, Carillion's collapse followed the predictable pattern of 1. moral justification 2. displaced responsibility and refusal to take responsibility for the collapse 3. no participation in the way the company goals were set and 4. not setting the right example from the top of how things should be done.





The first rationalisation of moral justification involves "cognitive reconstruction of the behaviour itself" where the person justifies to themselves the morality of their actions

Things can go wrong in business and companies do get into trouble, and this can be due to factors beyond the control of the decision-makers. There is much to be learnt, for example, about the way in which Brand Pretorius dealt with the turnaround of McCarthy Retail Limited.

But what is particularly galling is top executives who are paid a huge amount of money to run things properly, and then don't take responsibility. Frankly, too many don't. In the Carillion case, a number of questions were asked about this, such as why non-executive directors too often failed to scrutinise the executive directors, why internal controls were not maintained, why suppliers were treated with contempt—Carillion's suppliers were paid 120 days after delivery except if they paid a fee for earlier payment—and why their aggressive accounting went unchecked. In repeated examples, their aggressive accounting was nothing more than diddling the numbers.

The report questioned what "aggressive accounting" for a company like Carillion would look like. It was explained as follows: "Much of Carillion's revenue came from construction contracts that are inherently difficult to account for. Accruals accounting dictates revenue should be recognised when it is earned, not when it is received. For construction projects spanning several years, this means companies must assess how far to completion their projects are. This is usually done by reference to the costs incurred to date as a percentage of the total forecast costs of the project ... This puts a great emphasis on total estimated costs of a project. As KPMG's audit report on Carillion's 2016 annual report notes, 'changes to these estimates could give rise to material variances in the amount of revenue and margin recognised'. A company wanting to indulge in aggressive accounting would make every effort to minimise the estimates of total final costs to ensure that margins on contracts are maintained and greater amounts of revenue are recognised up front.

"Deloitte, Carillion's internal auditors, explained that the company had two processes to review margins reported by site teams: monthly Project Review Meetings (PRMs) at which a management contract appraisal could adjust the site team's position; and peer reviews to 'provide challenge to the financial, operational and commercial performance of contracts'.

"In July and August 2017, Deloitte examined peer reviews conducted between January 2015 and July 2017 of the contracts which made up the £845 million provision. They found that management contract appraisals tended to report higher profit margins than peer reviews. In 42% of cases, three times as many, management used higher margins than recommended by the peer reviews.

"Deloitte noted that the differences between the two assessments were far from trivial: in more than half the cases where the peer review recommended a lower margin, the difference exceeded £5 million. A November 2016 peer review of the Royal Liverpool University Hospital contract suggested a loss of 12.7%, compared with the contract appraisal margin of 4.9% profit. The result was that the annual accounts published in March 2017 recognised approximately £53 million in revenue in excess of what would have appeared had the peer review estimate been used."

This was the Carillion way, and in the Carillion report, the committee was particularly critical of three key Carillion figures: Richard Adam, Richard Howson and Philip Green.

Richard Adam was Carillion's Finance Director for 10 years. "He was the architect of Carillion's aggressive accounting policies... His voluntary departure at the end of 2016 and subsequent sale of all his shares were the actions of a man who knew where the company was heading."

Richard Howson, Chief Executive from 1 January 2012 until his sacking when the company issued its profit warning on 10 July 2017, "was the figurehead for a business that careered progressively out of control under his misguidedly self-assured leadership... Mr Howson demonstrated little grasp of the unsustainability of Carillion's business model or the basic failings of governance that lay at the root of its problems".

Philip Green "joined the board in 2011 and became Chairman in 2014. Philip Green was Carillion's Chairman from 2014 until its liquidation. He interpreted his role as to be an unquestioning optimist, an outlook he maintained in a delusional, upbeat assessment of the company's prospects only days before it began its public decline. While the company's senior executives were fired, Mr Green continued to insist that he was the man to lead a turnaround of the company as head of a 'new leadership team'. Mr Green told us he accepted responsibility for the consequences of Carillion's collapse, but that it was not for him to assign culpability. As leader of the board, he was both responsible and culpable. The UK Corporate Governance Code says that a company's Chairman is 'responsible for leadership of the board and ensuring its effectiveness on all aspects of its role'. In this position, Philip Green oversaw low levels of investment, declining cash flow, rising debt and a growing pension deficit. Yet his board agreed [on] year-on-year dividend increases and a rise in remuneration for his executive board colleagues from £1.8 million to £3.0 million. Mr Green was still at the helm when the company crashed in January 2018."

The committee felt compelled to spell out the definition of corporate governance:

"Corporate governance is the process by which a company is directed and controlled. Its purpose is 'to facilitate effective, entrepreneurial and prudent management that can deliver the long-term success of the company'. The UK Corporate Governance Code, held by the Financial Reporting Council (FRC), states that the 'underlying principles of good governance [are] accountability, transparency, probity and a focus on the sustainable success of an entity over the longer term'. Philip Green told us that Carillion's board upheld these standards, describing a culture of 'honesty, openness, transparency and challenging management robustly, but in a supportive way'. The documents we saw, however, showed a very different picture."

Remarkably, at the time of the 10 July 2017 profit warning, Carillion's board was "thinking again how to remunerate executives rather than what was going on with the business". The report explains that in the year's leading up to the company's collapse, Carillion's remuneration committee paid substantially higher salaries and bonuses to senior staff while financial performance declined. It was the opposite of payment by results.

This is a familiar trend that we see in South Africa. What we also see are executive and non-executive directors who have behaved unethically, still maintaining top positions.

Alison Horner was a non-executive director and Chair of Carillion's Remuneration Committee for four years. The report reads: "Alison Horner presided over growing salaries and bonuses at the top of the company as its performance faltered. In her evidence to us, she sought to justify her approach by pointing to industry standards, the guidance of advisors, and conversations with shareholders. She failed to demonstrate to us any sense of challenge to the advice she was given, any concern about the views of stakeholders, or any regret at the largesse at the top of Carillion. Ms Horner continues to hold the role of Chief People Officer of Tesco, where she has responsibilities to more than half a million employees. We hope that, in that post, she will reflect."

The committee recommended that the Insolvency Service, in its investigation into the conduct of former directors of Carillio, "includes careful consideration of potential breaches of duties under the Companies Act, as part of their assessment of whether to take action for those breaches or to recommend to the Secretary of State action for disqualification as a director".

The report states that the only Carillion director to emerge from the collapse with any credit was Emma Mercer. She demonstrated a willingness to speak the truth and challenge the status quo, fundamental qualities in a director that were not evident in any of the other directors who sought to blame everyone but themselves for the destruction they caused. A huge number of employees, suppliers and clients suffered because of their failure of leadership.

In South Africa, we await the outcome of the Steinhoff debacle with huge anticipation, as it is absolutely essential that our regulators, Parliament and everyone involved start becoming far harder on executives and board members who take no responsibility for what happens. Where jail time is the sanction, then it must be enforced. Disgraced directors should be barred from sitting on boards. Of course, the rule of law must prevail. But if the law must do its work, quick justice is essential, otherwise, the legal processes themselves become complicit in not rooting out these rotten practices. Then society loses out and these corporate misdemeanours fade from our consciousness.

Strong anti-fraud and anti-corruption behaviour need to be front of mind for all members of governing bodies, explicitly considering prevention, deterrence and detection.

Prevention entails routinely encouraging ethical thinking in the organisation, emphasising its importance to the company as much as any other imperative such as productivity, and to deal decisively, without fear or favour, with violations of ethics, trust and responsibility, with a strong tone set from the top.

Deterrence requires that proper controls are in place—whistle-blower hotlines, activity monitoring at all levels, open communications with employees, vendors, suppliers and customers and perpetrator punishment protocols.

Lastly, detection entails proactive fraudulent identifying processes, with a strong understanding of potential fraud paths and a proper understanding of the business model and the risks it faces by possible fraudulent activities at all levels.

All of this emphasises the critical role of managerial values and behaviour in limiting the mechanism for moral disengagement and corruption. Upon reading this, you might be left with more questions than answers but hopefully, it can contribute to a step in the right direction and we can collectively start stemming the tide of the widespread corporate and political corruption with which we have become far too familiar in our own country and worldwide. ▲

Professor Owen Skae,
Director of Rhodes Business School

Copper Development Association Africa

Cu

Copper Alliance

Cut cash transactions to curb COPPER THEFT!

Criminals particularly in the Western Cape continue to target any facility where copper may be present and accessible.

The thieves have now resorted to hijackings and armed robberies which is putting lives at risk. Unless government reduces the export of copper and its alloys it may not be long before someone is killed.

The demand for copper scrap has created an enormous increase in the number of scrap merchants in South Africa

Many of the large South African copper manufacturers rely on good quality recycled copper for their production processes. Large volumes of copper and copper alloys are exported from South Africa at high prices due to an insatiable demand from particularly Asian countries. This is having a devastating effect on the local copper industry and the drive to obtain copper is fuelling the theft of copper cable from Transnet, Eskom and the telecommunications companies causing billions of Rand of consequential damages. This massive exodus of scrap copper is starving local industry leading to lower production volumes and unemployment.

The CDAA is in constant engagement with government to stem this outflow in an attempt to retain material for its members and grow the South African copper industry. CDAA is asking for a levy on the export of copper scrap, improved container inspections, one port of export for copper scrap, no cash for scrap and the elimination of vat on scrap.

Until measures are introduced to reduce the export of scrap, looting of copper cable and other copper objects will continue.

PROUD MEMBERS OF THE COPPER DEVELOPMENT ASSOCIATION AFRICA

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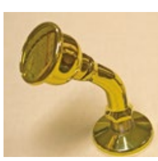

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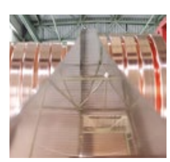

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Preserving aquaculture amidst various barriers and environmental threats

Successfully securing investment in technological advancement will help to develop the aquaculture industry in South Africa

In turn, it will contribute towards an economy that builds sustainable livelihoods through big business, employment creation and extended nutrition. The Centre Director of the Copper Development Association Africa (CDAA), Levine Warries, elaborates on the use of copper alloy nets to avoid biofouling and create a sustainable fishing ecosystem.

It is estimated that one in four fish eaten today is farmed. This is where the definition of aquaculture is drawn from: it is the process of producing fish for food in freshwater systems such as dams, open and indoor ponds, tanks and recirculation systems. Aquaculture in South Africa is divided into freshwater aquaculture, which cultures species that are native to rivers, lakes and streams, and marine aquaculture, which cultures species that reside in the ocean. Unfortunately, freshwater aquaculture in South Africa is limited by the supply of suitable water, which is why it is mostly done on a smaller scale, in comparison to marine aquaculture, which is predominantly the type of farm fishing done in the country.

With aquaculture becoming the fastest, most rapidly growing agricultural production system and industry in the world, developing fish farming technology that is cost-effective, produces targeted volumes and is easy to manage is paramount. Several other continents have made headway but Africa still has a huge hurdle to overcome in order to level up. One of the main challenges associated with fish farming is the issue of biofouling, according to Warries.

"Biofouling is caused when microscopic organisms attach themselves to the synthetic netting and the apertures soon become completely obstructed, preventing the flow of fresh oxygenated water. This causes diseases, which increase mortality and operating costs due to the need for additional antibiotics and cleaning of the nets. Synthetic nets are also prone to predator attacks and the loss of huge numbers of fish," she says.

South Africa mainly focuses on marine aquaculture since it takes place in the ocean. This type of fishing makes use of cages suspended on the seafloor or manmade systems, such as ponds or tanks. There is a wide range of global states that prove that fish farming is not only intense but is surrounded by several complications. Constraints, such as access to fresh water, suitable land, access to technology, high transaction costs, lack of supporting policies and legislation make fish farming challenging.

It's easy to assume that, with the relatively large seafood demand, fish farming is contributing immensely to the country's gross domestic product (GDP) in South Africa. Unfortunately, it's quite the opposite. South Africa's aquaculture is underwhelmingly underdeveloped and is performing below its potential, mainly because it lacks the necessary technology to address key issues such as diseases and parasites, that result in lower yields and higher production costs, and flexible regulatory policies that are appropriate and organise the sector. Designing suitable technology will create a platform that consolidates South Africa's wide variety of small-scale farmers to produce commercially viable volumes.

Taking into consideration the above factors, it is interesting to note that, ironically, these circumstances have not stopped people from dramatically farming and consuming fish. National Geographic reports that fishers remove

Levine Warries, Centre Director of the Copper Development Association Africa (CDAA

more than 77 billion kilograms of marine life from the sea each year; resulting in many scientists fearing that if we continue to do so at this rate, it will result in a severe collapse of the world's fish populations.

South Africa consumes 312 million kilograms of fish each year, half of that being locally caught, according to the South African Sustainable Seafood Initiative (SASSI). Seventy per cent of that tonnage is hake and sardines. This is evidence that, despite the many challenges surrounding aquaculture, it is still an in-demand sector. Formulating realistic strategies that take into consideration the environment but at the same time, allow fish farming is crucial. It is when fish farming is done illegally that it poses a serious threat, not just to the environment, but to the people who consume aquaculture produce.

South Africa is lagging behind in commercial production. Aquaculture and Fisheries Specialist, Prof. Peter Britz, believes that, "Regulation and environmental management are crucial in growing the fish farming industry in South Africa." How can this be achieved? The first step is to take a closer look at and understand the techniques that facilitate aquaculture.

Freshwater fish farming requires the maintenance of ponds solely for the purpose of developing aquatic fauna at a yield that is greater than the one we find in the natural ecosystem.

Here, the fish numbers are kept low and the fish are fed naturally most times. Intensive freshwater aquamarine fish are bred in tanks until they reach marketable size. Marine aquaculture requires that the fish are reared in cages that are anchored to the seabed. This accommodates the more sophisticated techniques, such as the use of submersible cages.

These techniques, shape the systems that govern the sector. Technology influences breeding, feeding, harvesting and vaccines in fish farming. Regulations decide policy frameworks, organisational structures and market standards.

Among the many challenges associated with fishing that should be addressed, biofouling is the most crucial.

Then, there is the distraction and pollution of coastal and aquatic ecosystems. Adding these challenges is social disruption—synthetic nets destroy the habitats of thousands of creatures, affects the salinisation of land and aquifers and introduces exotic species into the ecosystem. Another major problem is bycatch, which are the creatures caught by accident.

These species go to waste as they are regarded as useless, causing them to suffer an unnecessarily painful demise. As long as these challenges are not addressed, fish farming will continue to decline, not just in South Africa, but across the globe.

This leads us to the question of what can be done to preserve fish on a commercial scale. The answer lies in carefully thought-out research and development policies that are accompanied by technological investment and innovative methods that can be used to safely fish. The CDAA is in the process of revolutionising aquaculture in South Africa. They have managed to come up with new technology that addresses the impacts of biofouling.

This new technology substitutes synthetic nets with copper cages, also referred to as copper alloy nets, which facilitate commercial aquaculture operations, something that synthetic nets struggled to achieve. This is mainly because synthetic nets are prone to predator attacks, leading to the loss of large amounts of fish.

Warries adds that, among the many advantages of copper alloy nets, "They are not prone to biofouling and unlike regular nets, they do not have to be removed and cleaned. The fish generally grow faster and bigger as opposed to synthetic cages. Predators are unable to penetrate copper netting. Copper netting will not rust and lasts a long time. Fish farmers can save on operating costs. These results came after we conducted thorough tests that proved the resistance of copper netting to biofouling," she explains.

It is evident that more focus needs to be placed on exploring some of the most recent technologies that can revolutionise fish farming and contribute to long-term sustainability in the aquaculture sector.

Investing in the necessary research will enable the successful maximisation of the sector's potential and the role it's capable of playing in terms of the country's GDP. Technology and the revision of legislation will improve the fish farming sector in South Africa, and the business opportunities are staring us in the eye. The modern era has granted us massive opportunities to learn, grow and answer questions that we were previously unaware of, we need to utilise everything at our disposal. ▲

Tavonga Jacqueline Manyonga

Dtorque, the perfect partner in the aquaculture industry

As the distance of most aquaculture farms is quite close to shore, the operators of these farms require smaller vessels and barges to manage these farms compared to other inshore and offshore fishing operations. In order to reduce the cost and complexity of these vessels further, the operators typically fit outboard engines to power these vessels, with petrol powered outboard engines being the most commonly accepted.

The concept of a diesel-powered outboard is not strange to many commercial operators and Yanmar is well known for their D27 and D36 diesel outboard engines. With the introduction of stricter emission regulations, the decline in the oil and gas markets around 2008 and the high costs of research and development of diesel engines, the decision was made to stop the manufacture of these diesel-powered outboard motors. Ever since, there has been a gap in the market for diesel outboards. In 2017, Yanmar announced the global distribution of the Dtorque 111, a 50Hp diesel outboard, after an agreement was reached with the developers of the engine, Neander Shark.

Operators of small-scale fishing and aquaculture operations now have the option of fitting this, game-changing outboard engine to their vessels. The compact design of the Dtorque with its innovative design features has a life expectancy of at least double that of a comparable 60 or 70Hp petrol-powered four-stroke outboard. The engine is rated at a respectable 50Hp @ 4000rpm, but it is the 111Nm at a modest 2500rpm which distinguishes it from its petrol-powered counterparts. This torque figure is comparable to modern 60 and 70Hp, four-stroke petrol-powered outboard engines currently sold on the market. The low-down power will quickly put the vessel on the plane and will have plenty of torque for heavy displacement duty.

The twin cylinder common rail diesel engine uses a unique system of twin counter-rotating crankshafts, dual conrods with patented Spaceball design in a compact aluminium block, which helps to reduce the vibration and noise of the engine, which is a characteristic of diesel engines. These unique characteristics of the engine also have the added advantage of the engine being free of operation and steering torque, a characteristic of conventional engines. This quiet, low vibration and easy-to-handle engine helps to reduce operator fatigue in the working environment.

Cost of ownership is usually top of mind when a new engine has to be purchased, which includes daily fuel costs, insurance as well as the periodic inspections and maintenance that is required. With a fuel consumption at wide open throttle (WOT) of below 12L/hour, the Dtorque uses around half the fuel of a typical 70Hp four-stroke petrol-powered outboard. The low fuel consumption rate, together with service intervals of 250 hours, relates to fewer refuelling stops and a further operational range for the vessel with the same work rate as a comparable four-stroke petrol outboards of 70Hp. The expected lifespan of around 10 000 hours is a testament to the Dtorque's dependability and robustness as can be seen in the Aquaculture and small fishing operations in Portugal, Croatia and Spain.

The Dtorque is available in two shaft lengths of 20" and 25" and can be steered either remotely or by a proprietary tiller. Other accessories available for the Dtorque include fuel tanks, controls (single or dual), tachometer, fuel meter and range of propellers for both planing and displacement purposes. The engine comes complete with mounting kit, 5m fuel hose, diesel pre-filter and battery harness.

Seascape Marine Services is the authorised distributor for Dtorque 111 in South Africa and Sub-Saharan Africa. They are ideally situated in Paarden Eiland, Cape Town and their fully-trained and qualified staff can service or repair, not only all their own products but any diesel marine propulsion or auxiliary engine. Additionally, their service is not restricted to South Africa only, but they service clients anywhere in the world. Technicians and staff are continuously trained, both inhouse and abroad, to the OE manufacturers' standards, ensuring all work is done to the highest quality.

Cutting-edge architecture sets Mhondoro Safari Lodge & Villa apart

Mhondoro Safari Lodge & Villa is a statement of intimate architecture and interior design, welcoming guests with a unique sense of comfort in the rugged territory. Designed to present a seamless experience of luxury interiors and bushveld landscapes, it stands alone in its inspired use of leading African and European design.

"With a mixture of local and European design, our interiors match organic architecture to create a feeling of home away from home in the South African bush," says Myriam Vogel, a Dutch Interior Designer who co-owns the lodge in Welgevonden Game Reserve with her husband Frank.

Raw materials, earth tones and natural textures create a comforting interior that complements the landscape. The style has a tactile effect that makes you want to reach out and touch the luxury wallpaper from France's Élitis and Belgium's Arte, or stroke the bespoke wooden table from Cape Town's Pierre Cronje, produced in South Africa by skilled craftsmen.

"Here in Africa, it's all about texture, whether from the plants, animals or earth," says Vogel. "From the wallpapers to the natural wood accents, the interiors instil a feeling of the environment, making you want to reach out and experience the space you are in."

Other striking pieces include the iconic kudu and buffalo sculptural lights by Cape Town's Anthea and Michael Methven, which hang over the fireplace, and statement lampshades from the Amsterdam-based design firm, Graypants, which employs local craftsmen from disadvantaged backgrounds. The lampshades, made from recycled products, give off a warm, low lighting that enhances the calm and home-like feeling within the Main Lodge.

Pieces from the award-winning Cape Town Designer, Vogel, are also to be found, including the brand's signature wooden Nguni head coat hooks. Vogel, one of the first contemporary designers in South Africa, is credited with helping create the country's distinct aesthetic, which is recognised locally and internationally.

Limited edition prints from Graham Springer's wilderness photography collection

Photo: Christopher Clarke

are on display throughout the lodge. The museum-quality wall art features evocative, documentary-style wildlife images from the remote wilderness of northern Botswana.

Even the most minor details, like guest umbrellas, have a designer touch at Mhondoro, with Durban native, Clinton Friedman's nature-inspired collection available.

"I like the sense of purity one gets from African design and the balance it creates alongside the minimalist element of European pieces.

"Used together, it creates a rustic feeling that suits the architecture and the landscape but without losing the sense of high-end design," says Vogel.

Opened in early 2016, Mhondoro's design was a collaborative effort. Working with the insights from (then) Lodge Managers Annemarie Sechterberger and Jasper Bruinsma, the Vogel's were able to maintain the bush experience's authenticity.

Bruinsma conceptualised Mhondoro's underground waterhole hide, the first of its kind in South Africa. An animal viewing hide built around the waterhole that stands out front, it is accessed by a lit underground corridor leading from the Main Lodge, providing guests with the unique opportunity to view game at their leisure.

At ground level, the hide provides excellent photographic opportunities from a distinctive perspective, as well as the excitement of getting really up close, day or night, to elephants and other wildlife drinking from the waterhole.

"The waterhole hide and underground access route really distinguishe Mhondoro from many other lodges," says Julia Williams, the founder of Imprint Architecture in Johannesburg. Working on the architecture of the Main Lodge, Williams worked to integrate features like the waterhole into an overall design that celebrates the bush surroundings.

"In a bush setting, architecture shouldn't compete with the natural environment but should complement it.

"By using the natural outline of the landscape, our design blends into the contours of the environment and puts the horizon and the waterhole on show," says Williams.

This same aesthetic was applied to the luxury Villa at Mhondoro. Completely private and exclusive, the Villa is a continuation of the natural theme with warm, earthy tones and ample outdoor living spaces. In its privacy, the Villa offers a calm escape that makes visitors feel right at home in the bush landscape.

These design and architectural details set Mhondoro apart as a home-away-from-home in the bush.

"Our design captures a sense of home so that you can embrace the bush, the animals and the atmosphere without having to rush around or go on a game drive every day.

"We'd like to think that we have created a home for everyone here at Mhondoro," concludes the co-owner, Frank Vogel. ▲

Staff Writer

The guide to Leadership in the mining industry in Southern Africa

Mining FOCUS SECTION

Transformation

The key to success in the mining industry

SA company develops a non-toxic taphole clay

Transformation is the key to success in the mining industry

The word 'transformation' must become some form of a slogan in the mining industry if this all-important economic sector is to operate at its optimum level and continue to strongly contribute towards South Africa's gross domestic product (GDP)

Mining contributes about 20% of the country's GDP and accounts for an estimated 3% of its annual GDP growth. South Africa's mineral reserves rank among the world's most valuable and are estimated at R20.3-trillion. The country's GDP value from mining is estimated to be the fifth largest in the world, according to the South African Chamber of Mines.

South Africa boasts the world's largest reserves of manganese and platinum group metals. It also has the largest reserves of gold, diamonds, chromite ore and vanadium, according to the US Geological Survey.

The SA Chamber of Mines says there is considerable potential for the discovery of other world-class deposits in areas yet to be explored. The country's mineral reserves include precious metals and minerals, energy minerals, non-ferrous metals and minerals as well as industrial minerals.

Because of SA's mining experience and its mineral wealth, the country's mining companies are key players on the global stage. Its strengths include a high level of technical and production expertise, as well as comprehensive research and development activities.

For SA to maintain its global position or move higher on the global rankings, transformation across the entire mining spectrum is essential. There has to be a transformation in the field of technology, safety measures, environmental practices, labour practices, ownership patterns and the beneficiation of metals and minerals.

With regards to the ownership of mines, transformation is still way below the desired levels, with about 90% of the country's mineral output still in the hands of about 10 multinational companies. The dominant mining company in SA is Anglo American, which is one of the largest mining companies in the world and has major assets in copper, coal, iron ore, nickel and diamonds. The other large companies are Rio Tinto, Vale, BHP Billiton, Barrick Gold, Freeport-McMoran, Newmont Mining Corporation, Teck, Gold Corp and Alcoa.

The sector remains largely untransformed in SA, with only a few blacks having made significant inroads in the sector, notably Patrice Motsepe, who is among SA's richest individuals. The ANC government will have to up its act in terms of helping to elevate black-owned companies in this sector since it is capital intensive. Most black companies fail to make headway because of the lack of finance.

This has led to calls for the nationalisation of mines by Julius Malema's Economic Freedom Front (EFF) and by some within the ANC, but the ANC as an organisation does not seem keen on nationalisation, as careless moves could result in the collapse of this important sector.

A lot also still needs to be done to transform safety measures underground as miners continue to die under circumstances which, trade unions deem avoidable "if only mine owners were willing to invest more towards safety measures". Joseph Mathunjwa, the President of the Association of Mining and Construction Unions (AMCU) has been scathing in his attacks when it comes to the deaths of miners underground, labelling mine owners greedy and uncaring. He says if mine owners could invest more in safety measures, many lives could be saved.

He says mines should invest more money in equipment to detect tremors and, where necessary, evacuate miners before disaster strikes. He blames the love of super profits as the major stumbling block to ensuring effective safety measures are put in place.

He has relentlessly called on the government to legislate for better safety measures and his union was formed as an alternative to the National Union of Mineworkers (NUM), which some workers felt was not doing enough in fighting for transformation in the mining industry. To its credit, AMCU was able to fight for a better minimum wage in the mining sector.

According to Advocate Paul Mardon, Solidarity's Deputy General Secretary for Occupational Health and Safety, there is a particular concern about seismic activities in deep-level mines in South Africa that cause falls of ground, leading to mining fatalities and injuries. His remarks come after 13 miners were trapped underground on 3 May 2019, after a landslide caused by seismic activity.

Adv. Mardon says the incident, which was still under investigation, could have been preceded by seismic activity and also followed by further seismic activity. Of the 13 workers, the search and rescue team managed to rescue six miners, while seven, unfortunately, lost their lives.

Solidarity also expressed concern about the lack of regular high-level talks between the various stakeholders in the mining industry to promote health and safety. Solidarity reminds employees of their legal right to withdraw from unsafe working conditions, and urges them to do so should it become necessary. Employers are also urged to respect the exercising of this right as enshrined under the country's labour laws.

Solidarity once again calls on employers to transform mining conditions to prevent mining fatalities and urges all players at all levels in mining to accept full responsibility for themselves and for each other in a mature spirit of collaboration and interdependence.

Serious transformation is also required with regards to how mining impacts the environment. Mining has the potential to cause severe adverse effects on the environment, including the loss of biodiversity, erosion and the contamination of surface water, groundwater and soil. Mining may also affect the surrounding population's health as a result of contamination caused by the leakage of chemicals.

Mining requires soil to be removed and when that happens, vegetation is also removed, eventually exposing the soil to weather elements, causing the particles to become airborne through road traffic and wind erosion. The unrefined particles can be composed of toxic materials such as lead, cadmium and arsenic. Such particles can adversely affect the health of humans, thus contributing to illnesses related to the respiratory systems, such as emphysema. The particles can also be absorbed through the skin or ingested.

There is a need for mining companies to redouble their efforts in finding innovative ways of transforming the current mining methods so as to have the minimum possible impact on the environment. They must avoid shortcuts or circumventing certain necessary processes as a way of maximising profits.

The SA Chamber of Mines says that through the implementation of more stringent regulations, South Africa's mining industry has become safer as well as more socially and environmentally conscious, compared to most countries in the world. The law requires companies to establish environmental trust funds and to rehabilitate disturbed land.

Finally, the beneficiation of both minerals and metals is a most welcome development as it adds value to the country's resources and, at the same time, creates more jobs. However, beneficiation is accompanied by processes, which bring about further pollution. The refining and smelting of minerals result in the emission of smoke and, at times, even toxic gases, which need to be carefully handled. Failure to carefully manage beneficiation processes will adversely affect the health of people around the beneficiation plants.

Therefore, there is a need to constantly review current methods to ensure they are transformed enough to guard against damaging not only people's health, but also the ozone layer, which ultimately results in adverse climate change.

Taking transformation seriously in every sector of the mining industry would certainly go a long way towards bringing about much-needed improvements not only in terms of health, but the environment in general. ▲

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TMT

SA company develops a non-toxic taphole clay

Refraline, a South African company, has developed a groundbreaking, non-toxic low-temperature binding system that replaces the use of tar and resin, which were used for decades in the smelting industry

After years of research, a high-tech binder system has been developed that fulfils all operational requirements. The newly developed non-toxic taphole clay (THC) not only delivers on all aspects of health and safety—by eliminating all toxins currently emitted when heating up a traditional taphole clay—but also ensures that the newly developed THC is more cost-effective for the end user.

For a long period, conventional taphole clays consisted of anhydrous tar that acted as a binder. Although effective, tar has two main problems concerning the environment and health.

The first is that it releases volatile organic compounds (VOCs) into the atmosphere. These VOCs play a significant role in the creation of tropospheric (ground level) ozone and fine particulates, which, in turn, contribute to photochemical smog. Ground-level ozone gas has been shown to create a significant amount of problems, including chest pain, coughing, throat irritation and congestion. It can worsen bronchitis, emphysema and asthma. Ground-level ozone can also reduce lung functioning and inflame the linings of the lungs. Repeated exposure may permanently scar lung tissue. The same can be said for photochemical smog, which not only reduces visibility on days when atmospheric conditions are suitable, but can also irritate eyes and affect the respiratory system.

The other main problem with using tar in THC is that it contains benzo[a]pyrene, which is a polycyclic aromatic hydrocarbon. This binds to DNA, resulting in mutations and eventually cancer. It is therefore listed as a Group 1 carcinogen by the International Agency for Research on Cancer (IARC). Research has also shown that exposure to benzo[a]pyrene affects memory and learning in rats, and also has an effect on the number of white blood cells, inhibiting some of them from differentiating into macrophages, the body's first line of defence in fighting infections.

Recently, due to these problems, some THC used resin instead of tar to act as a binder, claiming it was a safer more environmentally friendly option. Most of the resin used, however, contains formaldehyde as an ingredient. When formaldehyde is present at levels exceeding 0.1 ppm, some individuals may experience effects such as watery eyes, burning sensations in the eyes, nose and throat, coughing, wheezing, nausea and skin irritations. However, while some people are quite sensitive to formaldehyde, others show no reaction when exposed to the substance.

Not much is known about the effects of long-term exposure to formaldehyde, but a study in 1980 showed that exposure to the substance could cause nasal cancer in rats. In 2011, the National Toxicology Program in the United States named formaldehyde as a known human carcinogen.

Refraline's commitment to the environment and health and safety of the people who work day in and out around the furnaces of its customers caused it to intensify its research, eventually developing a non-toxic low-temperature binding system, which does not use tar or resin.

THC is required to close the taphole in a safe way after the taping of the furnace is complete, and then retain the metal that is building up

The other main problem with using tar in THC is that it contains benzo[a] pyrene, which is a polycyclic aromatic hydrocarbon

until the furnace is ready to tap for metal again. This requires that the taphole clay be easily pressed into the taphole opening by using a mud gun. The heat in the furnace lining has to set off the bonding system to ensure sufficient strength in the THC to hold the metal trapped behind, like water behind a dam wall.

The vast temperature profile in the refractory lining requires a dual binding system to fulfil this task, ensuring the hardening of the THC at lower temperatures as well as at higher temperatures. The low-temperature binding system has to set the THC at around 300°C and has to be in place until the sintering of the material takes place at temperatures above 900°C.

Any variation for different metals can be accommodated using the same new binding system and only modifying the refractory aggregate to suit any furnace environment.

To the astonishment of Refraline's clients, industrial trials have now proven that its new THC eliminated all toxins emitted by a traditional THC and fulfils all requirements to close a taphole safely under normal furnace operating conditions, at no extra cost.

With this competitive advantage, Refraline has since invested in a new production line at its factory in Meadowdale, South Africa, and is able to supply the smelting industry with this much sought-after THC.

Refraline has set a new industry standard with this engineered solution of a well-known industry problem. "We at Refraline believe that this development is fundamental to our business and we are proud that we have been able to reduce the health and safety risk for people working around furnaces on a daily basis," said Refraline (Pty) Ltd managing director Manfred Rösch.

Smruti Rekha Dash, a Master of Technology student in ceramic engineering at the Rourkela National Institute of Technology, India, defines a taphole as an outlet for hot metal produced in a furnace. Taphole clays are used for plugging the taphole of a furnace. The major objective of this material is not only to plug the taphole but also to be drilled for the subsequent cast.

The mud gun pushes the taphole clay into the taphole of the furnace where it hardens and checks the hot metal and slag from coming out of the furnace. The clays participate in the process as key elements to ensure reliability and safety in order to not disturb the furnace productivity. The particular arrangement of the taphole area and its management requires that the clays not only drive and resist the molten metal attack, but that they also have a positive influence on the hearth drainage and on the peripheral iron flow by the hole length.

The environmental aspects are assumed both as a politic in the improvement of human working conditions at the cast house level and as general environmental protection extending the furnace domain to the surrounding area. ▲

Babington Maravanyika

You said it!

President Cyril Ramaphosa, at his official inauguration, said in his speech:

“Despite our differences, despite a past of conflict and division and bitterness, despite the fierce political contestation among 48 political parties in recent months, we share the same hopes and fears, the same anxieties and aspirations.”

The FW de Klerk Foundation, reacting to President Cyril Ramaphosa’s reconfigured cabinet, said:

“But if we may be bold enough to point out the obvious: Watch your back with regard to Luthuli House.”

Donald Trump, the US President, said in a tweet vowing to impose a 5% tariff on Mexican goods until that country stops immigrants from entering the US illegally:

“The tariff would take effect on June 10, "until such time as illegal migrants coming through Mexico, and into our country, STOP.”

President Cyril Ramaphosa, at his official inauguration at Loftus Versfeld, said in his speech:

“Having taken the oath of office I am saying yes, South Africa Thuma Mina. And I pledge here today that I will serve you, I will work with you, side by side, to build the South Africa that we all want and deserve. A new era has dawned in our country. A brighter day is rising upon South Africa and upon our beloved continent, Africa.”

Mkhuleko Hlengwa, IFP’s National Spokesperson and member of parliament, said in a statement released on behalf of the party:

“We certainly hope that the Cabinet will act in the best interests of our country and not the interests of the elite and select few, which have benefited over the past few decades from state control.”

Pravin Gordhan, the Minister of Public Enterprises, said to journalists after he and other members of President Cyril Ramaphosa’s Cabinet were sworn in on Thursday afternoon:

“You might also see an increase in the Bell Pottinger-type of activity, as well—so that you smear [those] who are actually doing the good work of exposing corruption. We will keep the public informed. We are not going to be intimidated in the course of doing that work.”

Elizabeth Warren, the US Senator from Massachusetts, addressed Donald Trump obstructing the investigation into Russia’s 2016 election interference on the ABC talk show, The View, saying:

“If he were anyone other than the President of the United States, he would be in handcuffs and indicted.”

Julius Malema, the EFF leader, expressed his view that President Cyril Ramaphosa would be making a mistake if he does not appoint David Mabuza as his Deputy:

“If you make that mistake of not appointing DD, you won't make it past the National General Council. As a President, you must always put your deputy next to you.”

Sergio Ramos, the Real Madrid Captain, addressed the offer for him to play in China:

“It is true that I have an offer from China on the table, I will not lie about it, my dream is to retire here.”

George Weah, the Liberian President, in his shake-up of the Central Bank of Liberia in his bid to restore confidence in an institution dogged by scandal, said:

“All of these reports and lapses point to a major lack of systems and controls at the Central Bank of Liberia, and call into question the ability of its present leadership to effectively revamp its internal mechanisms to provide greater accountability and professionalism.”

Leadership FOCUS

SPECIAL ADVERTISING SECTION

Leadership FOCUS

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How one organisation is empowering the next generation of South Africa's leaders

ACTIVATE! Change Drivers has empowered over 3 400 youth Activators across South Africa in its bid to transform grassroots programmes aimed at upskilling the youth and creating meaningful change in their communities

The youth of South Africa need to have hope for the future in order to create a meaningful change in their lives and within their communities. This is the view of ACTIVATE! CEO, Chris Meintjes, who heads one of the most successful NPOs in South Africa aimed at empowering the youth.

He explains: "If you have hope for a better tomorrow, you change your mindset, attitude and behaviour. You are more likely not to engage in risky behaviour. The youth need to feel that tomorrow is better than today, so maybe they can see themselves as drivers of a better tomorrow."

ACTIVATE! is part of the Siyashesha Leadership Incubator, an NPO that equips, connects and inspires young people while provoking conversation about national issues affecting the youth. The ACTIVATE! Change Drivers programme, was developed to help the youth around the country connect with each other and think critically about how they can become the change they want to see in the country.

"Our vision was to build a network of young leaders with the capacity to drive change for the public good across South Africa and that vision has remained steady since the day we embarked on this journey. We want to see this network of youth leaders become a powerful force for good. In order to do this, we need real impact in economic, social and political development. Through these three lenses of impact and the expression of a network that is connected and embarking on a journey of development and change, they would become the social, economic and political force this country needs for sustainable change," explains Meintjes.

"Our mission is to build the capacity of these youth leaders—who we affectionately call Activators—to become leaders for public innovation so that they can catalyse connection points that give rise and support to growing the influence of a network of change drivers, as a new political, social and economic force," explains Meintjes.

A movement of change

"It was around 2009/10 that we sat around the table and spoke about this idea. It was inspiring, but we realised we needed to do this project countrywide. We had to go to every province, to the communities in rural areas, and also to the cities to find these young people but we also needed it to be a long-term project. We needed to grow some critical mass around the network in the hopes that it would assist in the development of these youth and address the issues they face as young people within their communities," he explains.

The learning methods and content of the ACTIVATE! programme are very different, as Meintjes outlines: "A lot of socio-emotional learning content was used that could address some of the building blocks that young people needed in order to shape their leadership and implement it in the work that they were doing.

"Learners would enter the programme for two or three single weeks—from weekend to weekend—and they'd go on this journey with us. After three modules, they would enter the network and be connected to each other. That resulted in programmatic development for year one (2012), where we trained 186 young people," Meintjes says.

A nationwide network of youth leaders

As a grassroots organisation that developed nationally, Meintjes says that they discovered a lot about what makes networks tick; what gives value to individual members of networks; and how engagement, conversation and dialogue add value for young people. Funding came through a partnership within their stakeholder community, which gave ACTIVATE! more than five years to develop and implement this very important project. They also focussed on bringing in youthful trainers to connect with the youth, as this was a more effective model.

ACTIVATE! has offices in Johannesburg, Cape Town and Durban, with teams working all over the country. "We have, at any given time, up to eight teams operating in various parts of the country, which makes managing the process, managing people and managing productivity quite difficult—this is something that we're working on," he says.

ACTIVATE! change drivers

Creating social impact

Meintjes says that integrity is a word that resonates with him, and is a word that was taught to him by his father. He further explains how his life experiences over the years helped him to see things differently.

"It was a great opportunity for me when I was working, to start running projects that made a social impact. I was outsourcing my skills, but then those projects grew and I started to work with a consortium of sorts, and that consortium is really important.

"People like Margie Wellington-Smith and James Thomas, who were the founders of the Institute for Entrepreneurship, became my mentors and my trusted collaborators, showing integrity and wisdom for the developments here in South Africa. Dr David Harrison, whom I met when he was running LoveLife, is a very big part of our world and most probably the most important founder of this journey," he says.

In conclusion, Meintjes states, "We are very innovative, flexible and agile, but we have some growing to do.

"Hopefully, in the years to come, we'll achieve that."

Chris Meintjes, CEO, giving a presentation

Combining attitude and skill to create unconventional learning

TSIBA Business School (registered as TSiBA Education in 2004) is taking education to the next level by not just focusing on textbook learning but by placing a huge emphasis on attitude and radical empathy in business education

This 15-year-old enterprise is ready to burst out of the shadows and contribute immensely towards tertiary education in South Africa.

Clear about her purpose from the tender age of 15, Leigh Meinert was certain about her role and what she wanted to bring to the world. Leigh was convinced that creating and supporting a new generation of leaders in the year 1994 when South Africa gained its democracy, was crucial. And the best way to achieve that goal was through education.

Please can you provide us with an overview of your organisation?
When we started 15 years ago, TSIBA was a front runner of the Fees Must Fall movement and in our hearts, we are an activist organisation that's passionate about the transformative impact of education as a catalyst to unlock the best of what humans can be. Access to high-quality higher education that gives young people mobility and options in their lives, and developing the kind of leaders that we need in South Africa is paramount.

What was the vision behind it? As you mentioned earlier, you were at the forefront of the Fees Must Fall movement. Evidently, you were thinking ahead, where did it come from?
We were inspired by a university in Johannesburg called CIDA City Campus, which was started by ordinary people. I had heard of them and what they were doing and I had a dream to start a school for young leaders. After

Leigh Meinert

hearing that you could start a university, I felt I had to go to Joburg and learn how this could be done. This, I did, and subsequently started TSIBA in Cape Town with three fellow co-founders and seed capital from Mark Shuttleworth. We felt that a degree in business administration would be a wonderful launch pad for young leaders and entrepreneurs because it's general and provides fantastic skills that you can take into any area and any enterprise.

How has the journey been?
A lot has happened in the sector in the last 15 years. We have raised money for scholarships in an attempt to eradicate the many barriers for potential students, finance being the main one. We started pioneering in the early days, engaging the industry, and asking about what they really wanted in graduates. To this day they still give us the same answers, "Give us the right attitude," they tell us. "That is the most important thing as we can train for the industry-specific knowledge that they need." We have internships built in to every year of our BBA degree programme, and the last six months of every degree is an industry placement, where they are given a real-life business problem to solve. Often the corporates are so impressed that they offer our students jobs before they even graduate. Universities have books and knowledge, but what's at the heart of TSIBA is its focus on the right attitude. The majors in our BBA degree ('undergraduate degree') are leadership and entrepreneurship because those are the hallmarks of this attitude component.

We have a 93% graduate placement rate and our students are highly sought after—some have received Mandela Rhodes and Kofi Annan scholarships to study aboard. While markets have changed, we have grown because we started off as a non-profit, focusing on social justice and ensuring that there is access to education. In the process, we grew and nurtured a very high-quality curriculum that develops leaders and entrepreneurs. We also practice what we preach. We don't just teach entrepreneurship, we actually do it. We have a for-profit company that offers short courses and enterprise development and that, in turn, funds our non-profit Business School in part. The talk at the moment is all about the Fourth Industrial Revolution. If you are in business, you need to know a lot about that. We constantly reinvent ourselves to suit the era's needs and this keeps us on our toes

TSIBA FUTURE BUSINESS LEADERS

What is your most compelling argument as to why TSIBA is the best choice if you want to study business?
One of the things that we focus on in our leadership curriculum is connecting people to an individual sense of purpose. Our campus is small, we develop attitude and character in a small and caring community. Our students often say, "I'm not a number here", making it a different kind of tertiary option.

Another important factor is that we have so many partnerships across industries; we have industry professionals coming in and teaching at the campus and students going on internships every year. In addition to the attitude component, the skills component entails them learning real life skills and the real skill these days is the ability to deal with constant change.

We believe that, through our curriculum, our students are learning to be resilient and innovative. What is going to future-proof the career of a young person these days is the ability to do things that robots and artificial intelligence can't do. What's going to matter are the uniquely human traits, which we've been focusing in our business programmes at TSIBA on for the past 15 years, such as radical empathy: how do we work with diverse people? How do we lead people? How do we successfully hyper-collaborate, create and innovate? These are not add-ons to the curriculum, these have to be at the heart of the curriculum if your career is going to be mutable going forward. The idea that you are going to have one career in your life is over.

You consistently produce great results and have an over 90% pass rate. How do you ensure and maintain these high standards?
You have to be constantly investing in your staff and your teaching base. We are also very aware of modern learning and online learning—there is a strong focus on that in our institution. We constantly update our curriculum while building those industry partnerships and constantly getting feedback from them.
We are planning to launch a BCom, which we are very excited about, that's specifically focused on preparing agile young students who are ready to learn and unlear.

How many students and staff members do you have, plus or minus?
We have 250 students in total on our campus currently and we have ambitious plans to grow. We are moving to a larger campus in Woodstock next year.

We are looking to quadruple our numbers in the next five years and if you factor in the young people and entrepreneurs we reach through our shorter courses we'll be reaching thousands year on year. To date, we are based in Pinelands and too many people still say they have never heard of us, after 15 years but that's about to change.

Can you tell us more about your exchange programmes in Germany and Switzerland?
Part of a good education is expanding someone's world, literally and figuratively, so our industry partnerships are not just with local corporates but also international corporates and universities too. For 12 years now, for example, we have managed an exchange programme with Northeastern University in Boston, where they bring students over to SA for a four-week exchange programme on Social Entrepreneurship, which is something we know and do well. Our students and American students are grouped into teams and consult with grass-roots entrepreneurs to help them to grow their businesses.

Rosenheim University in Germany takes two students a year to their summer school and we also have a bilateral agreement that has us swapping students every other year, so that we're visiting each other's countries.

There's ESMT, which is a business school in Germany, who provide a six-month exchange programme and we have industry partnerships with organisations like B360 in Switzerland, which finds industry professionals to come and lecture or consult to us. There's also Novartis a large pharmaceuticals company headquartered in Basel, Switzerland, who take our students in exchange programmes and internships.

Diversity is essential as it ensures expose to different cultures and beliefs. How do you ensure you have enough diversity?
Diversity is key and that's part of a fantastic education as it connects you to people whom you may not have ordinarily connected with. Because we subsidise education for those who can't afford it, we can make sure that we have a broad spectrum of students. If you can't afford to be here, we can provide scholarships and that's very important to us. It's not only about socio-economic status but about world views and perspectives—this is where exchange programmes and industry partners come in. They ensure that TSIBA's campus represents the core diversity of South African culture and a global business environment.

Please could you provide us with an overview of your career journey? How did you get to where you are today?
I was TSIBA's Managing Director at age 27. People would look at me and say, "What's your background?" and I would say, "I'm too young to have one". We speak about how TSIBA helps people to find their purpose and I was lucky, I found mine early.

Having the gift of knowing what my purpose is and being able to live that every day taught me that it is the best gift you can give anybody. I would tell the people who asked me about my background that, "My passion qualifies me." I feel I am an example of what I want our students to be in the world—you first find your passion, believe it's possible and gather the people around you to make it happen.

How do you feel about where the institution is today, particularly when you compare it to the early stages?
It's amazing to have a bold dream and actually walk the road of realising it. The most rewarding aspects for me are the relationships I've built and the young leaders I know now. I have so much hope for our future as a result. TSIBA is a small campus, so we really focus on individuals.

This creates an amazing relationship between us, our students and our alumni. I am so proud of what they're all doing. The first Mandela Rhodes scholar who graduated from TSIBA, for example, was a young man called Khanyisa Mtombeni, who currently works for the Clinton Health Access Initiative in Pretoria. There are several other graduates working as ethical change agents in business and further afield, they're not just providing for their families, they are making life better for everyone around them. ▲

Turning disruption into opportunity

A small agile player in the defence sector, Twiga Services and Logistics supplies bespoke customised acquisition programmes for defence, security and humanitarian aid clients

Brigadier General (retired) Damian de Lange, the Chief Executive Officer of Twiga Services and Logistics South Africa, who is also the CEO of Impala Services and Logistics of Uganda, provides detailed insight into the company's journey and how they are turning disruption into opportunity.

Please could you take us through your company's journey by telling us about its establishment, vision, and about its growth and transformation over the years?
Twiga is a small defence industry company, based in South Africa. It uses the technology and industrial base within South Africa to supply into developing countries with a focus on transferring technology, and contributing towards the further development of the client countries' indigenous capabilities.

Our products and services include the provision of 4x4 armoured vehicles, rugged military patrol boats, 4th line repair in the operational area and a wide range of training programmes. We offer a wide variety of services, to different clients, who are mainly military, security, police forces and wildlife services. The division between defence and security functions is often blurred by the kinds of threats countries face today, where smuggling and poaching are often connected to extremist groups. Many of these threats, whether overtly political or criminal, operate across international borders, threatening the stability and development of these countries. Thus, the challenges arising in the security environment are intertwined with challenges to economic development. Our main focus is to see how we can leverage technologies and resources from within South Africa to build and contribute towards achieving the goals our clients want to achieve in security and, in some ways, contribute to their economic development.

How long has Twiga been around for?
We are a very young company. We started operating in 2011. Now, we have an office and workshop in Pretoria, and we have set up sister companies in Uganda and Namibia. There is a requirement from many countries to move away from the direct purchase of capital goods and to use some of the financial spend to encourage local development and the establishment of local industrial capabilities. To do this, we may establish local companies that are independent of Twiga and are able to employ locally, pay taxes and own intellectual property. These companies are not subsidiary companies of Twiga. They bid for projects and where necessary, work with or contract Twiga for specific products and the supporting technologies that they may need.

Is your niche in Africa only, or does it extend to other regions?
Our first focus was on sub-Saharan Africa. However, we have begun to explore North Africa, due to the interest in our Rugged Military Patrol Boats, and in the past two years, we have begun work in South America and South-East Asia. The main product that South America and South-East Asia are interested in is our Rugged Military Patrol Boat. These boats are made from waste plastic (high-density polyethylene), which creates a virtually indestructible water platform. Many of these countries have extensive water territories, rivers and lakes, which are often used by criminal elements for smuggling and illegal activities as well as for cross-border incursions or piracy. These are harsh operational environments where the toll on boats, or water platforms, is heavy. Our boats, generally used as gunboats, are able to survive in these operational environments and provide a water platform for security forces to monitor, observe and take action, whether against extremist elements, pirates, illegal miners or poachers. In essence, our Rugged Patrol Boats are water platforms that can be fitted with various sensors and weapon systems that enable navigation, monitoring, recording as well as responding fire when this is required.

As with our other supply programmes, we supply our boats with comprehensive support and training programmes to enable the client to maintain and operate without constant external support.

What is the biggest challenge you face working in the defence industry, considering the circumstances that surround your job?

The biggest challenge is finance; it's not easy to get finance for defence contracts and in the defence and security industry, you have to carefully manage the cash you have and what you need to execute contracts in hand. The cost of sales element in these contracts is high and fluctuating exchange rates challenge cash flow projections during the execution of a contract. This is the main business challenge.

The Fourth Industrial Revolution is ushering in smart new automation tools and technologies. How is Industry 4.0 changing the face of your industry and the way you do business?

Many people have different views on what the Fourth Industrial Revolution is. To us, it is the growing capability of organisations, communities and individuals to access technology and through this, make work quicker, easier and more efficient. The way technology is becoming more accessible and relatively cheaper means that a small company, like ours, can carry out various functions across time zones and across the world, such as making payments, transmitting instructions, carrying out meetings, using intellectual property and more.

We have found that in many of the sub-Saharan African countries, the use of smartphones and the Internet is much greater than that of South Africa. The number of users may not be as many as South Africa but how the instruments and technology are used appears greater and wider spread.

The use of smartphones and the technologies they use keep communities informed, relay costs of goods in the market, arrange transport and keep track of work. In Uganda, we are able to use our design data, created in South Africa, through Wi-Fi to guide the plasma cutter that cuts the armour plate for the manufacture of our armoured vehicles. Thus, we have young engineers and technicians in South Africa using computers and software technologies to design and control our data for the manufacture of armoured vehicles in another country. And, in that country, there are similar people who can receive and use that technology and ensure the design and manufacture meet our design, again using available technologies. In the not too distant past, this would not have been possible or as easy. The Fourth Industrial Revolution and the advances in technology have helped us, as a small company, to do what would have been the preserve of very big companies in the recent past.

From what we can see in South America and across parts of Africa, countries with reasonably small economies and, arguably limited resources, are extending their capabilities by using these modern technologies.

What are the dangers of failing to evolve with Industry 4.0?

Without wanting to be negative and pessimistic, I think that if you do not evolve and use available technologies to your advantage, your business will remain stagnant and eventually close down, because it would have failed to remain competitive in a world where the use of these technologies enables efficiencies and speed. Although, there is often a blend of old techniques using modern technologies.

I don't think the use of technology is a linear process, for example, the use of fax machines. In many developing countries, fax machines were either hardly used or never used, they just did not enter the work process.

Those countries have "jumped" the proverbial technology route. They have moved to computers, smartphones and computer technology-based communication programmes. They make use of scanned documents, Internet conferencing, data storage and mobile money transfers.

The same can be said in other fields such as medicine, education and agriculture. At the same time, older technologies are not discarded but often used alongside the newer technologies. Thus, older technology equipment remains in service through the application of more modern computer-based communication technologies.

I believe, if you do not use the new technologies and also learn from the youth, you will slow down and, in the end, the competition is going to beat you. Modern technologies also make it easier to keep track of what has been done, there is proof, a record.

In rural areas where schools are often not well developed, people who have smartphones are accessing Google and Wikipedia through those smartphones. In many of these areas, there is no easy access to a formal library filled with books. But, these communities have access to material to read and learn, and often in a language they are able to understand. Some say we need to teach in the formal old-fashioned way. I am old-fashioned. I like reading books and visiting a library. But, I read a lot using modern technology, through the Internet, on the computer, and believe that education needs to change to ensure that technologies available are used to educate. Governments also need to focus on ensuring the infrastructure for the use of these technologies is available.

My argument is there should be more access to technology and how to use it as an enabler, whether it's a business organisation or a community organisation.

We have threats that arise from these new technologies, like cybercrime, hacking of business information, stealing of funds, or funnelling your thinking in a particular direction. But these are aspects of the Fourth Industrial Revolution that need to be understood and worked through. They should not be a reason not to take advantage, for good purpose, of the developing technologies.

What would you say your leadership style is?

I don't think I have a particular style. I want people to be responsible, to take pride in their work, to be confident about their work and to be open to learning.

At the very least, I want them to ask themselves if the company closes down, what will they walk away with. The developmental approach is key in my work ethic and maybe this underlines how I approach leadership.

There are overarching requirements in that everyone who comes into our company has to fall within certain standards: they have to meet the requirements of the Constitution and the Bill of Rights. This is non-negotiable. ▲

The indelible image

The Namib, a coastal desert in southern Africa, at night with orange sand dunes and a starry sky. The name Namib is of Khoekhoegowab origin and means *vast place*. The desert stretches for more than 2 000 kilometres along the Atlantic coasts of Angola, Namibia and South Africa, extending southward from the Carunjamba River in Angola, through Namibia and to the Olifants River in the Western Cape, South Africa
PHOTO: Posteriori/GettyImages

Changing lives: township champions

Nelson Mandela Township (Nemato) in Port Alfred, Eastern Cape, is producing champions in four Olympic sports: rowing, gymnastics, handball and fencing

In all these sports, athletes from the homegrown non-profit Nemato Change A Life (NCAL) are competing at the provincial, national and international level.

Their trampoline club, the strongest in Africa, competes at the World Championships every year. Four of their trampoline gymnasts—Onke Mangele, Liyema Nxobo, Khanyile Mbolekwa and Siyabulela Siwa—competed at the World Championships in Russia in 2018. Mangele has been identified by the South African Gymnastics Federation as their priority for the Olympics, possibly for 2020 but certainly for 2024. This is the first time a South African trampoline gymnast will perform at the Olympics.

It is an absolute triumph of commitment to excellence, despite the humblest of facilities for its 40 to 50 athletes. It causes one to stop and think about the talent, drive and commitment in so many places in our country and what can be achieved if we draw on and duplicate models that link talent to opportunity.

"The potential is so much greater," explains Jan Blom, a rowing coach originally from the Netherlands who lives in Nemato and who, together with fellow community members, founded Nemato Change a Life as a rowing club in 2006. It has since grown into a powerful model of youth empowerment, offering not only the Olympic sports but a cradle-to-career programme, which as Jan puts it, "helps our disadvantaged township youth to overcome the many hurdles on the long and difficult way out of poverty, towards success in life".

Nemato Change a Life is run by its own beneficiaries and its motto is 'Success in Life – For Youth, By Youth'. The programme focuses on supporting local disadvantaged pre-schools, afterschool classes in numeracy, maths, English and life skills (motivation, health, violence prevention), skills training (computer coding, engineering, bookkeeping), computer and Internet access, sport and sporting excellence, support for students and career support.

They have achieved so many success stories: from university graduates to former rowing students who are now rowing coaches, to learners who have been offered bursaries to study at top schools like Grey High School in Port Elizabeth.

Experiencing what they have done, my thoughts turn to the King Code, which says that all corporates today need to work at integrating the 17 Sustainable Development Goals. https://www.undp.org/content/undp/en/home/sustainable-development-goals.html

While many corporates are still not sufficiently addressing the SDGs, Nemato Change a Life as a non-profit is successfully doing this, including addressing poverty (Goal 1), good health and well-being (Goal 3), quality education (Goal 5), reduced inequalities (Goal 10), sustainable cities and communities (Goal 11) and partnerships for the goals (Goal 17).

Constantly working on improving what they offer, Nemato Change a Life has now set themselves the goal of developing an international level Tumbling & Trampoline Academy (recognised by SASCOC) to put South Africa on the map as a global leader in T&T. The academy will have its home in the Nemato Youth Park, a sports park focused on their four Olympic sports, where young people can excel at a national and international level. It's still an "ambitious dream", says Blom, but they are determined to make some progress this year.

Other ambitions for 2019, include:

- Getting their national coach, Lee Budler, to move from Port Elizabeth to Port Alfred, based on being able to pay his salary;
- Increasing exposure to competing at a top level by participation at World Cup competitions; and
- Raising the funds to run the Nemato Gymnastics Academy, budgeted at R800 000 for 2019 and R1.2-million for 2020, including expenses for overseas competitions.

Looking at how Nemato Change a Life continuously develops and improves itself with the resources it has and the sponsors it has attracted, it demonstrates how NGOs, the local,

provincial and national government, and the private sector can effectively work together to contribute to the emergence of many champions in all our communities.

This is why the work on Strategic Organisation for People-Centred Development by David C. Korten is so timeless and powerful. A former Harvard Business School Professor, Political Activist, Behavioural Systems Specialist and President of the Living Economies Forum, he is a leading proponent of community organisation and rural development as strategic catalysts of positive national and global change.

In the mid-80s, he wrote and published a paper titled Strategic Organisation for People-Centred Development. Although it was based on the context of post-WWII Europe, the US and Asia, it remains as relevant to our South African context today.

He wrote: "Widespread interest in the idea of comprehensive national planning as a means of accelerating rates of economic growth in the less developed nations emerged only after World War II, spurred, in part, by its apparent success in the rebuilding of Europe. By 1951, most of the major nations of Asia had long-term development plans. Poverty and basic needs were the common focal concerns of these early plans. But the complexities of dealing with multiple objectives and the interlocking forces sustaining conditions of poverty soon led to a search for simplifying assumptions that would allow for greater focus."

Korten goes on to say that many of the early national planning efforts "produced little more than collections of unrelated public investment projects listed in a single budget document". Gradually, more sophisticated efforts emerged involving comprehensive planning that looked at specific investment requirements and formulated integrated public investment plans, special development budgets, managed separately from operating budgets and the creation of strategic planning units.

If we look at a township like Nemato and the impact of Nemato Change a Life, we see how the national government's planning efforts, even with the best intentions, rarely get down to the ground for outstanding initiatives like these to really get going, to develop and flourish.

If I was in a position to allocate budgets, public investment projects would be a key focus, targeted at organisations like Nemato Change a Life, which is already showing itself to be effective, and which is ready to graduate to the next level of success: operational efficiency and expansion.

Two Nemato Change a Life fencers during a week's training with the Olympic fencer, Sello Maduma, in Nelson Mandela Township

In another one of his papers titled Community Organisation and Rural Development: A Learning Process Approach, Korten explains that the determinants of success are not based on a blueprint approach: "The concepts and methods of the blueprint approach may be more of a hindrance than an aid in the programming of effective rural development action where the need is for an adaptive, bottom-up process of programme and organisational development through which an adequate fit may be achieved between beneficiary needs, programme outputs and organisational competence. This calls not for more sophisticated skills in preparation of detailed project plans, but rather for skills in building capacities for action through action." In other words, action-based capacity building.

A project like Nemato Change a Life is successful (and there are many other examples in South Africa) because the organisation epitomises action-based capacity building, it has worked out an excellent programme model that is responsive to the needs of its community and it has built a strong organisation, which is capable of making the programme work for its particular context.

Nemato Change a Life has the qualities of a learning organisation that has learnt to be effective, which is Stage 1. If you look at the athletes and graduates they have produced, several at the highest level, it demonstrates that there is something very effective going on and they need and deserve to be assisted to achieve Stage 2, learning to be optimally efficient, and Stage 3, learning to successfully expand.

It goes without saying, as Korten emphasises, that at least one strong, charismatic, committed, ethical leader who can articulate the feelings and needs of the community is required for any community organisation to get going, to build capacity and to sustain its growth in a positive direction. Blom is such a person and we see all the evidence of his capacity building in his community.

Korten goes on to explain that the pivot of successful programmes is the "empowerment of people and reorientation of debureaucratisation of development bureaucracies to support that empowerment... Increasing recognition is being given to human creativity as a critical development resource and to human well-being as the prime indicator of development performance".

Nemato Change a Life is more than ready for Stages 2 and 3, including further capacity building and the development of a world-class facility. To their credit, they have attracted a number of funders over the years but this is the stage where they require a significant boost in government or private sector funding, with all the appropriate monitoring, checks and balances.

If funding and support are given to organisations at this stage, the return and growth of all sorts of champions from all our townships and rural areas would be significant. It is fertile ground for many of the SDGs to really take root and, in this instance, for Nemato and Port Alfred to take on a new life of its own.

I hope there are government and corporate funders and sponsors out there who see the worth in participating in the efficiency and expansion stages of this and similar initiatives countrywide. In Nemato's case, how wonderful it would be if we could collectively aspire for that gold medal at the Olympics. As we all know, success breeds success.

Jan's story—from the Netherlands to Nelson Mandela Township

I grew up in a doctor's family in the Netherlands. After the death of my South African partner, Vuyo Matinyana, I moved to South Africa to live with the family of my late partner in Nelson Mandela Township (Nemato) in Port Alfred.

As an experienced rowing coach, I became the coach of the first rowing team at Rhodes University. Living in the township and coaching on the local river, kids in the township asked: "What about us?" That was the start of the Nemato Rowing Club 13 years ago. Working with these youngsters on a daily basis gave me insight into the many challenges they face. With very few jobs in Port Alfred and without money to move to the cities to study, there is little hope of ever getting out of poverty for most of these young people.

In response, we transformed the rowing club into a youth empowerment organisation and when the Mike Thomson Change a Life Trust came on board as the main funder, we named the organisation Nemato Change a Life (NCAL).

Youth empowerment turned out to be much more difficult than just helping a bit and creating opportunities. Anybody who says that our born-free youth should simply move on now has no understanding of the deep damage that colonialism, Apartheid, violence and poverty are still doing to our youth and their potential to keep damaging generations to come if we can't find ways to turn it around. It's the stress in early childhood that does the damage. Many young children experience or witness high-stress events like violence and rape. Poverty creates uncertainty: will there be food today, or a place to sleep, or will the place be safe?

Nemato Change a Life handball players practising their dives

Also highly common in our townships are drinking and drugs, including during pregnancy. The only way out is a very strong decision by the young person to want to turn their life around. At Nemato Change a Life, we see some members making this strong decision, often becoming top achievers and outperforming young people from affluent communities. We also have a middle group who will be able to find employment and live functional lives. Then there is the group of damaged youth, and we have to accept the reality that success in this group is to simply try to help them avoid crime, violence, heavy drinking and drugs, and jail, and help them to find ways to sustain themselves.

The biggest question each one of us and every organisation and company needs to answer is how can we contribute to a better world?

At Nemato Change a Life, we prioritise success in life, in education, careers and sport. When our athletes come back from overseas with medals, it's big news, even the SABC knows where to find us. In our community, we are positively changing the mindsets of people who are used to being given empty promises, and we aim to influence people in power positions to change their thinking too.

In youth empowerment, there are two types of organisations: specialists and holistic programmes. Our cradle-to-career programme is holistic as it works at addressing many of the challenges our youth face. Because we can't solve all these challenges alone, we bring in as many specialist organisations as we can, to offer their programmes in our organisation and/or community. Examples are Early Inspiration for Early Childhood Development, Wordworks for early literacy development, the Rhodes University Numeracy Chair programme, Work 4 a Living job readiness training, the Alternative to Violence Project and more.

As for our sporting success, our small organisation has such a high number of outstanding athletes because of two core factors:

- Continuity: our athletes train five times per week, year in and year out. All our international athletes have years of experience. The lack of other opportunities keeps many of our youth in their sport longer than in middle-class communities.
- Creating opportunities: to prove the pessimists in our community wrong, we go to great lengths to make sure our members can participate at the highest levels of competition possible, including national trials and championships and international competitions.

We go to considerable lengths to achieve this, for example, when I was showing some overseas friends the Mountain Zebra Park, I received a message at 4pm that one of our handball players had to be at O.R. Tambo at 8am the next morning, over 1 000km away. This looked like an impossible mission. In a desperate attempt to achieve the impossible, I battled against the close-to-zero cellphone network to find a car and people to drive our athlete through the night to the airport. Which we did! What a sweet victory to see this boy playing in the Under 17 Beach Handball World Championships in Mauritius!

In the same vein, it is an amazing feeling to have a rower sightseeing in London, a handball player in Berlin and gymnasts in St. Petersburg and Hong Kong, just to mention a few places visited by our members. None of this came easy, but it was more than worth all the hard work and stress, and the potential is endless.

We have also worked hard to attract sponsors for whom we are most appreciative.

Nemato Change a Life is currently supported by Mike Thomson Change a Life Trust, KFC

Nemato Change a Life national and international championship medals

One of Nemato Change a Life's top trampoline gymnasts, Khanyile Mbolekwa, in full flight

Nemato Change a Life rowers at Eastern Cape Championships

Add Hope, National Lotteries Commission, Eastern Cape Academy of Sport, NHL Stenden University, Augusta Steel, the Royal St Andrews Hotel, Alexander van Assendelft, The Learning Trust, Sport for Social Change Network and others.

At Nemato Change a Life, there is so much more we can achieve and we have the ambitious dream of establishing the Nemato Youth Park in our township, but which is easily accessible for people from town. It will bridge the gap between the town and the township, bringing people from town to the township instead of the other way around. We aim to develop the park at a scale that enables us to host international competitions up to world championships.

This will bring much-needed tourists to Port Alfred outside of the holidays. With tourism being the main source of Port Alfred's economy, this will have a major positive impact on the town and surroundings. Sports visitors who experience the beauty of Port Alfred and the Eastern Cape, with its unspoilt beaches and dunes, stunning landscapes and game reserves, and laid-back African way of living, are likely to love the experience and spread the word.

For the development of the park, we hope to tap into enterprise development funding and for running costs into CSI funding. Bear in mind, running on charity donations puts even the most successful community organisations under constant existential threat.

Why not rethink CSI funding? It can work twice as effectively for B-BBEE points for a company if it is used to buy shares for the community organisation in the company: B-BBEE points for CSI and for black ownership. For the community organization, it is an important step away from handout dependency towards sustainability. For humanity, it's a step from ever-increasing inequality towards a world for everybody.

As for me, people ask me if I will ever return to the Netherlands. There is no turning back for me. South Africa is my home. South Africa, and probably Africa as a whole, is highly underrated. The warmth of its weather and its people are more healing than any western medication. The space and the beauty of the country free up the mind.

In Europe, I was programmed to ignore people. Here, you chat with anybody on the street. In Europe, you make an appointment to visit a friend. Here in the township, the doors are open, and you are never alone.

I visited New York last year: there are so many people, yet so much loneliness. Privacy is an unhealthy concept of the developed world. For the mental health of humanity, the world should learn from Africa and embrace Ubuntu.

But what about the crime, violence, poverty and all the other problems here? Sure, we have many problems that we have to try to address but for millions of years, humans have been living on the edge.

Why is it that in Europe, where everything is so safe and organised, mental health has become the biggest health problem? I have met quite a few Europeans for whom being in South Africa was all they needed to heal. I am one of them. ▲

Professor Owen Skae,
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Fifty-four countries, one heartbeat

In a dusty corner sits a drum, a piece of decor. Long gone are the days when it was used to celebrate good news, signal war and accompany stories passed from one generation to the next.

There isn't another symbol so truly African, that unites us and inspires emotion. Every African country has its own drum, its own beat and own story to tell. It's time that we dust off the cobwebs, start to beat the drum in unison and tell the African story.

Storytelling and changing the narrative of Africa was, once again, the central theme at this year's African Public Relations Association (APRA) conference hosted in Kigali, Rwanda. The conversation and debate inspired the almost 200 delegates representing 15 African countries.

We, as Reputation Matters, were thrilled to be part of the conference again. We contributed to the future narrative and Africa's reputation by conducting research about ethics and reputation on the continent.

This was the second year that we conducted and presented the research. We received insights from 225 CEOs, executives, directors, senior management and public relations (PR) individuals across Africa but this is still not enough data to draw enough of a comparison between the countries and regions.

However, it was important to underpin and highlight the importance that research plays when it comes to communication and how it should contribute to building PR strategies and plans. If you don't have a measure in place, you will not know whether you are achieving your goals.

After the conference, I caught up with Yomi Badejo-Okusanya to hear his insights from the week. Not only has he been the President of APRA since 2016, but he is also the Group Chief Executive Officer for the Nigerian-based CMC Connect (Perception Managers). He is also an advocate for all things PR, spreading awareness about the importance of PR on a local, national, continental and global level. He is passionate about elevating the image of PR and the value it adds on the African continent, as well as the impact we have on a global level. It has been his mission to bring African PR into the mainstream of global PR practices.

Each year, the APRA conference is hosted in a different African country. What made you decide to host it in Rwanda this year?

There is no better example of a country that has changed its narrative and working in unison than Rwanda.

What was the main objective of this year's conference?

There were two trajectories. Firstly, to expand the influence of PR. Public relations, especially African PR, has not PR'ed itself well. It is time that the gap between PR professionals and stakeholders is narrowed and that the true value of our profession is recognised. PR practitioners often sell themselves short. Lawyers and engineers bill for all their hours; there is no reason PR practitioners shouldn't do so either. It's time that we draw attention to PR and the value that we hold.

The second objective was to equip and empower our delegates with knowledge and tools that they can then implement when they get back to the office.

For you, what are the three key lessons to take home from the APRA conference?

We are not too far from where the global practitioners are; we are faced with the same challenges. Building consensus and professional practices on the continent are key. We need to start practising what we preach. There is a huge appetite for capacity building and for PR in Africa. We need to continually redefine, reinvest and challenge modern-day practices.

Rwanda has managed to rebuild its reputation. For other countries to follow suit, what is the first thing they need to do?

Without a doubt, it comes down to the leadership, no question.

Three things shared during a panel discussion during the conference about the image of Rwanda included:

1. Umuganda days, which translates to "coming together in common purpose to achieve an outcome". This is something that happens on the last Saturday of every month. Every single able-bodied person between the ages of 18 and 65, including the president and cabinet members, participates. Two hours are dedicated to cleaning up; afterwards, the community sits together and discusses the vision of the country.
2. Every person in power makes their performance agreement public. If they don't meet their objectives, they are fired. They are accountable to the people and if they don't meet their targets, they understand that they will be dismissed.
3. The media played an incredibly negative role to incite violence during the genocide of 1994. Today, the media isn't suppressed but understandably, it is controlled to avoid repeating the past.

The Reputation Matters research also showed the important role that CEOs need to play and how fundamental values and ethics are for a good reputation.

The research found that there is a disconnect between how top management (CEOs and directors) perceive ethics and reputation versus junior and senior managers: top management scored their organisations' ethical practices 12% higher than junior and senior managers did.

Also, leaders need to be the example in all activities and ethics should be the driving force in all decisions. Now, more than ever before, the leaders of countries have the responsibility to lead by example in order to influence the narrative and drive the way that stories are told on the African continent. Ethics should be part of every individual's, organisation's and country's DNA and needs to be communicated from the top down, on all levels, in order to have a positive effect on storytelling.

Furthermore, leaders should become the custodians of ethics and reputation, which will, in turn, have a positive impact on the narrative of the African continent. It is vital to enhance Africa's narrative, as this will have a positive impact on the continent's reputation. Ultimately, this will impact the story that comes from Africa that will stimulate foreign investment and tourism, which is the catalyst for economic growth.

Finally, the APRA conference needs to be on the agenda of all CEOs to attend. PR cannot work in isolation. It needs leaders' understanding and support, which will lead to practitioners and leadership building a consensus of PR practices to build better businesses.

What do you think the biggest myth is that people in the PR industry need to contend with?

I would say that the biggest myth is the unimportance of investing in research and the role of data in terms of helping to tell the story.

Reputation Matters walked away with two SABRE Africa Awards for measurement and evaluation for the work that they do with the Institute of Waste Management of Southern Africa (IWMSA); they have been using the data and insights from the stakeholders to refine the key messages per stakeholder group.

They have helped the IWMSA to increase their membership numbers by 5% each year. So, there is certainly a link between research, building reputations and seeing a positive impact on the bottom line. If our leaders work together to drive ethics and reputation on the continent, we cannot help but move forward in the global economy.

There is a lovely African proverb: "If the rhythm of the drum beat changes, the dance step must adapt." Fifty-four countries, one beat: isn't it is time that we all start beating the drum and change the story of Africa? ▲

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.

Women in African tech

How we can accelerate change from within

While gender equality in business has become a hot-button issue around the world, it is arguably within the fast-growing technology sector that some of the greatest disparities persist. In recent years, the growing emphasis on empowering women within the sector has led to some statistical improvements—yet, it is clear that there is much work to be done.

According to numbers provided by Stinsad Consult at the recent Women in Tech conference held in Cape Town, Sub-Saharan Africa has a technology sector that is 30% female compared to 28% globally. Notably, women hold 33% of executive positions within African tech, which is far better than Silicon Valley where the figure sits at a paltry 11%.

Yet, despite what the regional numbers may reveal, the opportunities to work within gender-balanced teams are still minimal in South Africa. There is no doubt that women are being increasingly underrepresented within the industry. Arguably, the percentage of women holding senior positions within the South African tech industry is on a steady decline.

Why?

This national decline could be attributed to the sometimes unrecognised, multi-faceted

roles that women perform on a daily basis (i.e. mother, wife, manager, employee, etc.). Women are forced to handle the pressures of each role while still attempting to break into an industry that does not recognise what individual life circumstances demand.

Looking ahead, we can be certain that addressing the precarious tightrope of gender balancing cannot be solved overnight. However, we do have the power to lock arms and to influence the scales at grassroots level—particularly within educational institutions. Indeed, communities, the government and businesses must support schools that are empowering young girls (and boys) with coding skills. This is imperative, as such forward-thinking institutions are the game changers.

Creating robust support structures

In addition to the institutional innovation that must take place, it is critical to establish mentorship opportunities and healthy support structures for women.

As it stands, such opportunities are few and far between—and this results in increased frustration and high exit rates within local tech companies.

As women, we have the power to create and sustain such empowerment structures. Moreover, we have the power to create and empower each other, and we shouldn't forget that! It takes the first step of courage, collaboration and actively identifying how we can leverage the partnerships of the environments that we find ourselves in...with integrity.

Investing in personal development

In my own career, I have had to learn how to tap into the self-awareness that is required to evaluate myself in relation to the challenges that I encounter.

With self-awareness, I can course correct and adjust my mindset according to my environment. It was (and is) a necessary and continuous process. It doesn't stop. I have strategically invested (and still do) in personal development, and I made a decision (very early on) to become coachable and teachable. Importantly, I have also leveraged the wisdom and guidance of mentorship.

For women who are looking to kick-start their careers in tech, or to become more confident and established, here is my blueprint for growth:

- Do your research, prepare yourself for the journey and embrace the continuous growth that comes with the process
- Understand the lay of the land—who are the game changers, what are the trends? And find out how you can get involved.
- Participate in workshops, leverage peer groups, stay informed—don't underestimate the power of networking
- Do goal setting, be clear and deliberate, stagnation is not your friend—progress is.
- Challenge yourself to push beyond your comfort zone.
- A high level of emotional intelligence goes a long way, be open to cultivating it.
- Identify thought leaders in the field that you are interested in—where possible, engage with them
- Find a mentor who you can take guidance from—they have the experience.
- Raise your hand when required.
- Be a team player.
- Exercise self-care—always. Know when to refuel and regroup, don't run on empty.
- Fail forward—it's part of the process. ▲

Luyanda Mafungo: Client Relations Manager at Black Beard. Mafungo was recently named the new Client Relations Manager at Black Beard Technology, rocketing her to the front of the line of the group of the most influential women in South African tech. Luyanda has over 16 years of experience ranging from acquisition marketing and client relationship management experience within the online gaming, telecoms, retail and NGO sectors. "The Client Relations Manager position is a hybrid and collaborative role that is both people-centric and underpinned by the project management support methodology required for the project at hand. I am tasked with co-steering our one-of-a-kind development team and contributing to the management of stakeholder expectations in relation to the project that we have to deliver on. In addition, I manage the team's wellness and EQ coaching, which is a major focus of our business and another factor that really sets us apart from most other SA businesses," she says. Luyanda, a self-described "change agent" advises on a commitment to continuous learning and never-ending self-improvement, "Take advantage of the thought leadership and educational platforms (tech and non-tech) resources online to keep yourself in the loop and relevant in the marketplace. Identify a mentor, be coachable and teachable, be a student—always," she recommends.

The Volvo XC40 T3

Intelligent, sexy and bold

Volvo's cars are not ordinarily renowned for their sexiness. Reliable, steady, safe (with a capital S) and bold are words that we would normally associate this brand with. The modern era has brought in a new type of Volvo. A more aggressive, bold and simply beautifully designed line-up of models.

The Volvo XC40 model is perhaps one of the most beautifully designed, sophisticated and intuitive compact mini-SUV models around. The sheer design and simplicity with the right dose of class separate this mini beast from the pretenders. It is simply gorgeous and matches the bold looks with quiet power. Not the power expressed by the engine's roar but rather the power expressed by technology, functionality and class.

Crowned the 2018 European car of the year, the Volvo XC40 is the first three-cylinder engine in the company's 91-year history. This is difficult to notice as the performance suggests Volvo has been making this model for years.

The all-new 1.5-litre T3, three-cylinder, direct-injection petrol engine was developed in-house using the same modular design as Volvo's four-cylinder Drive-E engines.

The three-cylinder powertrain comes with a six-speed manual transmission while an optional eight-speed transmission will follow at a later date. Furthermore, the new three-cylinder powertrain has been deliberately designed for integration into Twin Engine plug-in hybrid cars. A hybridised, as well as a pure electric powertrain option for the XC40, will be added later. In South Africa, the XC40 T3 is now available in manual, with the T3 automatic due to follow later next year. With 115 kW and 265nw on tap, the XC40 T3 performs exceptionally well and delivers excellent fuel efficiency.

Models

XC40 customers have plenty of choice in trim levels, including Momentum and R-Design, plus the luxurious new Inscription level.

The Inscription trim offers exterior styling choices with 18", 19" or 20" rims, unique skid plates, side window and grille mesh chrome, plus model-specific car colours. Inside, Inscription adds a newly designed crystal gear knob and the attractive Driftwood deco, which Volvo first introduced in its award-winning XC60 mid-size SUV.

XC40 customers can further express themselves with accessories like the 21" Black Diamond Cut alloy wheels and the

new accessory styling kit that offers brushed stainless steel skid plates and integrated dual tailpipes.

With the addition of the T3 engine, customers now have even more options when choosing the XC40 that perfectly suits their needs.

The new Volvo XC40 brings a breath of fresh Swedish air to the premium compact SUV segment, throwing away the rulebook to create a new motoring experience where individual style meets a functional and supremely minimalistic driving environment.

A new evolution of Volvo's latest design language has resulted in an expressive and unique exterior, while a bespoke interior inherits all of Volvo's latest design elements, including the revered nine-inch Sensus Connect touch screen and digital instrument cluster.

New design elements like the optional contrasting white roof, white mirror caps and wheels, Oxide Red leather and 'Lava' carpets, which are made from 100% recycled materials, allow XC40 customers to express a more individualistic style.

Functional practicality has also been a major focus on the inside of the XC40, where smart features like a removable rubbish bin, a cubby hole hook, a dedicated smartphone storage area with wireless (inductive) charging, and a multi-adaptable boot floor, transform a typically cluttered and sometimes messy car interior into a place of serenity and organised efficiency.

Volvo XC40 Pricing (including VAT, excluding CO_2 tax)

- XC40 T3 Manual Momentum R486 500
- XC40 T3Manual Inscription R518 200
- XC40 T3 Manual R-Design R525 300
- XC40 D4 Geartronic AWD Momentum R599 000
- XC40 T5 Geartronic AWD Momentum R605 300
- XC40 D4 Geartronic AWD Inscription R630 700
- XC40 T5 Geartronic AWD Inscription R637 000
- XC40 D4 Geartronic AWD R-Design R637 800
- XC40 T5 Geartronic AWD R-Design R644 100

Key innovative features

City Safety with front collision warning and full auto brake

City Safety is included as standard in the new XC40. This system senses potential collisions, even when it is dark, and can activate the brakes automatically should you not react in time. City Safety provides three levels of intervention; warning, brake support and full autonomous braking.

Pedestrian, Cyclist and Large Animal Detection

This groundbreaking technology detects and automatically brakes the vehicle in the event of a pedestrian, cyclist or large animal (such as cattle) stepping/swerving/jumping out in front of the car.

The advanced sensor system scans the area ahead and will prompt you to act with a flashing warning light, along with an audible alarm. If you do not react to the warning, and a collision is imminent, the car immediately brakes with full braking force.

Rear collision warning with braking at standstill

Rearward facing radar detects if a rear impact is imminent, and safety belts are tightened in advance in order to protect the occupants. Lights also start flashing to warn the driver behind and brakes are activated to help reduce the impact movement.

Lane Keeping Aid

Lane Keeping Aid is a standard-fitted system that helps the driver keep the car in its lane by gently steering the car back if it is about to cross a lane marking, and if the car senses that the driver is not driving actively or, for example, not using their indicators.

If the supplied steering intervention is insufficient, the driver is alerted by vibrations in the steering wheel. The system is active between 65-200 km/h.

Road sign information system

The new XC40 can also help you stay informed by displaying real-world road sign information within your instrument display.

This function also has the ability to warn the driver should the vehicle exceed the current road speed limit.

Pilot Assist

Optionally available is Volvo's next generation of semi-autonomous technology. The Adaptive Cruise Control feature maintains the desired set vehicle speed but utilises radar to monitor the vehicle in front and automatically slows down or speeds up as necessary.

In an evolution of this, Pilot Assist also takes care of the steering (up to 130km/h and when lane markings are clearly visible) by continually monitoring the area in front of the vehicle, making the necessary steering, accelerator and brake inputs as required to keep to the desired speed, distance and within the lane markings.

Blind Spot Information System with Cross Traffic Alert

The Blind Spot Information System uses sensors to alert the driver to vehicles within the mirror blind spots, on either side of the vehicle. Cross Traffic Alert uses radar to provide information to the driver about vehicles approaching from the side.

New in the XC40, Cross Traffic Alert now also includes braking support, which allows the car to brake on its own if an impact from either side is imminent.

Visual Park Assist 360º Cameras

During low-speed manoeuvres, the Visual Park Assist 360º Cameras provide the driver with additional information relating to the car's surroundings. A birds-eye view of the car is provided via four hidden cameras, digitally stitched together to create a seamless image on the centre screen.

Run-off Road Mitigation and Protection

Volvo Cars has developed two support systems aimed at helping to avoid a run-off road accident from taking place or protecting the car's occupants in the case of an unavoidable road departure. The Run-off Road Mitigation function is designed to help prevent unintentional road departures at vehicle speeds between 65-140km/h. Run-off Road Protection focuses on accidental road departure. Using input from the car's advanced sensor system, the technology is able to detect a run-off road scenario.

Drive Alert Control

Driver Alert Control keeps track of the car's path in relation to lane markings on either side, by means of the camera in the windscreen. If the system detects that the car is being driven in an erratic manner the driver gets an alert in the form of an audible signal as well as a text message and a coffee cup symbol in the driver display, that indicate it is time to take a break. With Sensus Navigation, the driver also receives guidance to the next available place to take the break. ▲

Evans Manyonga