

EDITION 407 SEPTEMBER 2019

WWW.LEADERSHIPONLINE.CO.ZA

RSA R29.95

Leadership

SA'S #1
AWARD
WINNING
BUSINESS
MAGAZINE

INTERVIEWS • INSIGHTS • INTELLIGENCE

Jackson Mthembu

A story of struggle and strife culminating
towards a strong future outlook for SA,
from the Minister in the Presidency

ISBN 0251-9988



9 770251 998807

00407





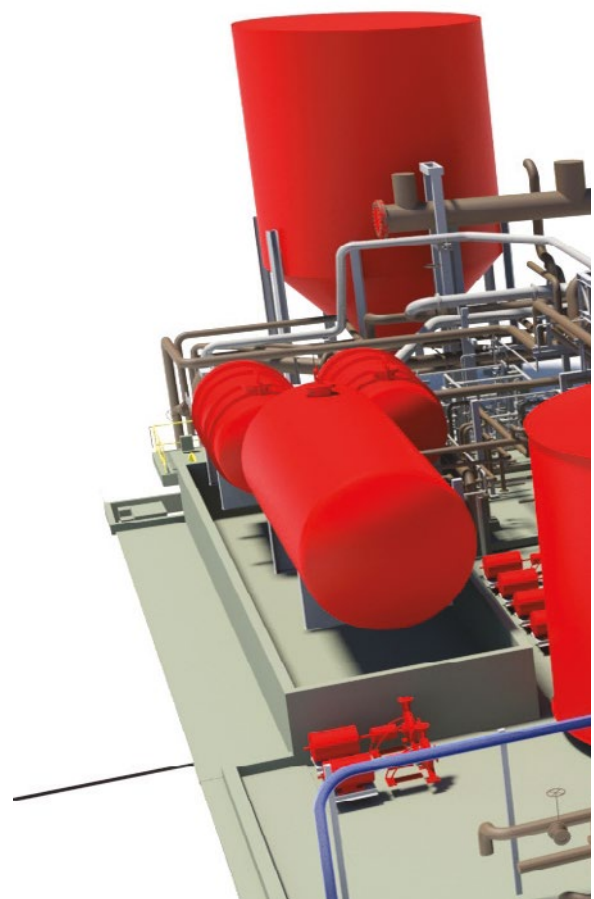
Renewed optimism for project delivery company

Commenting on the outlook for 2019, Denver Dreyer, Senior Vice President Mining, Minerals & Metals for Europe, Middle East and Africa for Worley, says that while the days of mega projects that provided a solid stream of income for a long period of time are mainly a thing of the past, there is a renewed optimism in the industry.

As one of the world's largest project delivery organisations, Worley delivers projects, provides expertise in engineering, procurement and construction management, and offers a wide range of consulting and advisory services through its consulting arm Advisian.

Despite the current local economic climate, Dreyer says that Worley is on an upward trajectory with awards for various smaller value projects which are collectively making a substantial contribution towards its location targets. The project delivery company has seen a surge in the southern African platinum market, with a number of significant platinum projects to the combined value of almost R100-million currently underway in sub-Saharan Africa. These contracts are mainly stay-in-business projects, with services ranging from feasibility studies to a mix of engineering, procurement and construction management.

Worley has extensive experience in process plant and shaft sinking projects in the platinum sector and has provided a full range of services across the mining value chain for major platinum projects including pre-feasibility, feasibility and early works projects, EPC management, bulk materials handling, procurement, manufacture, installation and commissioning, surface infrastructure, personnel logistics, and multiple optimisation projects.



Dreyer says that Worley is also seeing an increase in studies, particularly in the thermal coal sector, as well as in global resources that will be required during the transition to a low-carbon economy. These include nickel, precious metal groups,



lithium, cobalt, and graphite that are necessary for the development of technologies such as electric vehicles, wind turbines, solar panels and energy storage technologies.

He adds that almost all of these studies are driven by digital technology and Worley as an organisation is investing in this field in order to stay at the cutting edge of digital innovation across the sectors in which it operates.

"The world is changing at a rapid pace. Organisations across the globe have a strategic objective to 'go digital' or be at risk of becoming obsolete, but few know how to use technology to add real value to their operations," says Dreyer. "Worley has the knowledge and expertise to offer a roadmap to help our customers navigate what is unfamiliar territory for many. 'Going digital' is very different to the traditional way of doing work, particularly in the mining sector which has seen

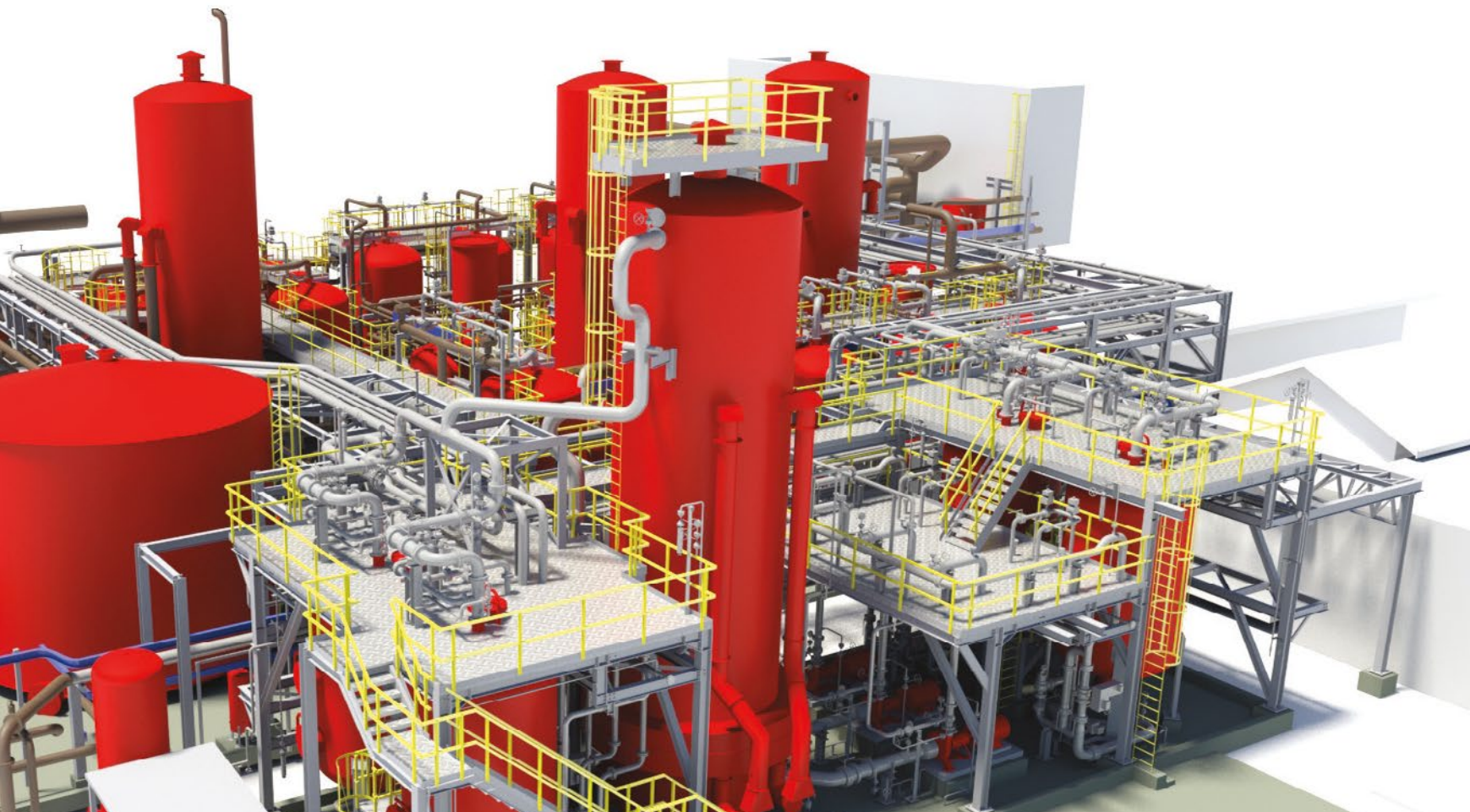
very little change in mining methods in decades. It requires a change in mindset of the entire project team, including the customers' side, right down to mine personnel. Our customers' teams must be aligned with ours to embrace technology and understand the immense benefits of it."

Dreyer comments that although it will take time for the local mining sector to fully realise the benefits of digital transformation, the company intends to mainstream digitisation across its larger projects. Worley is currently collaborating with one of its international counterparts to develop a ground-breaking 'intelligent' mine for a major mining client, which is set to be one of the world's most technologically advanced mines.

"We have people who understand data management and the application of data in an operational context, and can develop digital design techniques from concept development

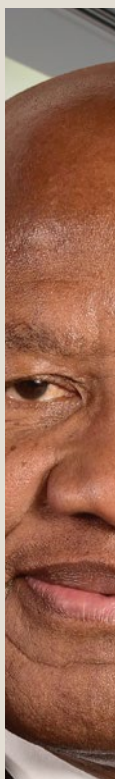
to detailed design, implement data analytics to plant maintenance and operations to improve maintenance and plant availability, and apply digital processes and smart tools through the design, development and implementation phases. With this capability, we can develop the intelligent mine concept into a full lifecycle service offering," he says.

"As a company, we are focusing on creating a profitable and sustainable location, investing in the future and preparing for what will be a cautious return of the mining market in South Africa and beyond. We are ideally positioned to help companies tackle their projects with energy and innovation, taking them right through to execution," concludes Dreyer.



Leadership

10



18



28

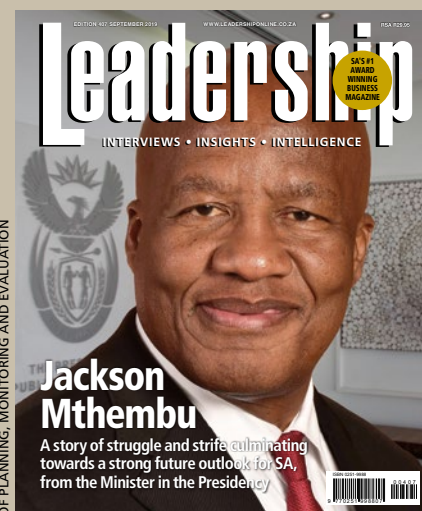


32



Contents

- 10 PRISON TO POLITICS**
FROM HUMBLE BEGINNINGS TO
MINISTER OF THE PRESIDENCY
- 18 WOMEN IN LEADERSHIP**
WOMEN BLAZING THE TRAIL
IN LEADERSHIP ROLES
- 24 ABOR WEEK**
URBAN GREENING INITIATIVES, YOUTH
EMPOWERMENT AND CONSERVING
OUR PLANET FOR THE FUTURE
- 28 LEAVING A LASTING LEGACY**
OUR ICONS MIGHT HAVE DEPARTED THIS
WORLD BUT THEY HAVE LEFT US WITH
MUCH TO APPRECIATE AND PONDER ON
- 32 A TRIBUTE**
SOUTH AFRICA MOURNS A LEGEND
- 34 CORPORATE SOCIAL RESPONSIBILITY**
CASINOS PLAYING THEIR
PART IN COMMUNITIES
- 39 MINING SUPPLEMENT**
- 49 LEADERSHIP IN
GOVERNMENT SECTION**
- 82 THOUGHT LEADERS**
- 86 THE VOLVO S90**



COVER & COVER ARTICLE SPONSORED BY DEPARTMENT OF PLANNING, MONITORING AND EVALUATION

Minister in the Presidency Jackson Mthembu is hard at work, working with the President to ensure a better future for all South African's.

No article or any part of any article may be reproduced without the prior written permission of the publishers. The information provided and opinions expressed in this publication are provided in good faith but do not necessarily represent the opinions of this publication, the publisher or the editor. Neither this magazine, the publisher or the editor can be held legally liable in any way for damages of any kind whatsoever arising directly or indirectly from any facts or information provided or omitted in these pages or from any statements made or withheld by this publication.



SA's top award-winning business magazine

PICA AWARDS

A record 13 PICA Awards, including Business Magazine of the Year, Best Publication Professional Services, Business Magazine Editor of the Year, Business Magazine Design of the Year and Best Front Cover

INTERNATIONAL TABBIE AWARDS

A record 17 International Tabbie Awards, including Best Single Issue of the Year, Best Feature Article, Best Opening Spread and Best Front Cover

MONDI PREMIER AWARDS

A record 14 Mond Premier Awards

Don't let your plastics end up in the ocean

Not everything in the sea is as beautiful as the creatures who live in it.
Carelessly discarded plastic breaks down into small particles that look like food.
When eaten, they harm sea creatures, from tiny fish to large whales.

Be responsible!

Clean-up & Recycle SA Week
16 - 21 September 2019

Recycling Day SA
20 September 2019

International Coastal Clean-up Day
21 September 2019

Let's do it World Clean-up
21 September 2019

The Plastics Industry and
Partners Taking Action
www.cleanupandrecycle.co.za

Plastics | SA



Leadership

Contributors

Professor Owen Skae

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



Regine le Roux

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



Luyanda Mafungo

Mafungo was recently named the new Client Relations Manager at Black Beard Technology, rocketing her to the front of the line of the group of the most influential women in South African tech. Luyanda has over 16 years of experience ranging from acquisition marketing and client relationship management experience within the online gaming, telecoms, retail and NGO sectors.



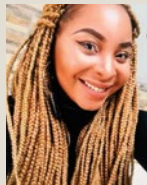
Chris Waldburger

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



Tavonga Jacqueline Manyonga

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



Carys Richards

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



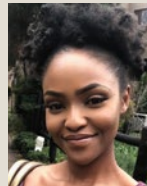
Babington Maravanyika

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



Wela Mlokoti

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



PUBLISHER

THABO OWEN MOKWENA

EDITOR

EVANS MANYONGA

evans@capemedia.co.za

CONSULTING EDITOR

ROBBIE STAMMERS

ART DIRECTOR

BRENT MEDER

SUB EDITOR

MELISSA NDLOVU

PHOTOGRAPHY

GETTY/GALLO IMAGES, THINKSTOCK

ADVERTISING SALES

CAPE MEDIA

DIVISIONAL MANAGER

MADELEINE JANSEN madeleine@leadershiponline.co.za

CAPE TOWN ADVERTISING TEAM - 021 681 7000

CHARMAINE MEYER, JAMES STONE

VIWE NCAPAI, FRANCOIS GEORGE,

DOMINIC JUMO, LES BOWNES, MANDLA MANGENA

DEON HENDRICKS, LORNA MNGXUNYA, JESSE THEBUS

DENNIS MOTINGWE, MAXWELL MAIKOKERA

DISTRIBUTION MANAGER

EDWARD MACDONALD

CIRCULATION

LEE-ANN LAWRENCE

CLIENT LIAISON OFFICERS

LIZEL OLIVIER & NATASHA KEYSER

ACCOUNTANT

CHEVONNE ISMAIL

ACCOUNTS DEPARTMENT

BRIGITTE EBERBACH

DEBTORS DEPARTMENT

NADEEMA ABDULLAH

PRINTING & REPRODUCTION

FA PRINT

PUBLISHERS

NEW AFRICA PUBLICATIONS MAGAZINES LTD

SUBSCRIPTIONS

LEE-ANNE LAWRENCE

lee-ann@capemedia.co.za

RSA: R343 (per annum)



CAPE MEDIA CORPORATION

MANAGING DIRECTOR

ROBERT ARENDSSE

FINANCIAL DIRECTOR

ANDREW BRADING

Cape Media House, 28 Main Road, Rondebosch, Cape Town 7700

SUITE 82, PRIVATE BAG X1005, CLAREMONT, 7735, CAPE TOWN

Tel: 021- 681 7000 Fax: 021- 685 4448

<http://www.capemedia.co.za>



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA



Tshwane South TVET College

"achieve the future"



Tshwane South Technical Vocational Education and Training (TVET) College operates under the Department of Higher Education and succeeded in enrolling about 25 000 students in 2017, making it the 4th largest TVET College in terms of enrollments. The College also managed to achieve a 5th rank in the 2019 T119 national results.

We aim to equip students with the skills required in the job market and have Alumni that work for well-renowned Engineering companies like WBHO. Our campuses focus on various job markets including Civil Engineering, Hospitality, Tourism etc.

Courses offered at Tshwane South TVET College

National Certificate Vocational

*L2 – L4:

- Tourism
- Hospitality
- Information Technology & Computer Science
- Civil Engineering & Building Construction
- Electrical Infrastructure Construction
- Engineering & Related Design
- Office Administration
- Finance Economics & Accounting

Pre Learning Programme

- PLP – Pre Learning Programme (NEW)

General Studies

*N4 – N6:

- Intro Business Studies N4
- Intro Catering Services N4
- Management Assistant
- Financial Management
- Hospitality Studies

Natural Science

*N1 – N6:

- Electrical, Mechanical & Civil Engineering

Skills Programme

- Clothing Production
- Artisan Training
- Gandhi – Mandela of Specialisation for (NEW)
- Centre of Specialisation for fitting & turning (NEW)

Learnerships

- Early Childhood Development
- Community House Building
- Building and Civil Construction

Contact Details

General Enquiries

012 401 5000

Atteridgeville Campus

012 373 1200

Centurion Campus

012 660 8500/1

Pretoria West Campus

012 380 5000

Odi Campus

012 725 1800

@tsc_tvét

Tshwane South TVET College

@tsc_tvét

Tshwane South TVET College



With us you can achieve the future

www.tsc.edu.za

Leadership

The tantalising predicaments, options and choices in human ecosystem

The magnitude and pace of changes that are unfolding in front of our eyes are phenomenal and nothing short of miraculous. We live in an era where there are extraordinary choices and options that are life changing and will fundamentally alter the human ecosystem. On the one extreme is the developments around transhumanism, the desire to evolve the human race beyond its current physical and mental limitations, especially by means of science and technology. While on the other extreme is the race by first world nations to annex the space and the moon. All this is happening in an era of the imperatives of the fourth industrial revolution. The list is long however some examples will help expose the magnitude of change happening right in front of our eyes.

The race to conquer space is in full flow. The Chinese aerospace engineer Ye Peijian succinctly expressed the dilemma about the lunar program when he acclaimed, “some people believe that if we don’t go there now, even though we are capable of doing so, then we will be blamed by our descendants”. Others contend that the majority of our descendants will frown upon us for throwing money up in the sky, despite the world being awash with more pressing socio economic challenges. However this balancing game, has not deterred the various nations from advancing both their technologies and ambitions to conquer the space and the moon. Those less advanced Nations and their inability to enter the race, will in the near future live to regret.

Likewise the choices and dilemmas persist in the fourth industrial revolution arena. To some 4IR is a new buzzword and flavour of the moment, a preserve of the well off, while others have embraced it. 4IR has already penetrated most, if not all aspects of our life, it is no longer an option but an irreversible reality of our daily lives. Without a doubt 4IR is a classical case of the good, the bad and the ugly.

The other extreme end of human advancement is Transhumanism. It is considered to be a patchwork of beliefs about how technology will enhance the human condition, maybe radically so. Also known as “escape velocity” with an intent to prolong life by innovations that add years faster than they pass.

These tantalising predicaments propel the human advancement to newer un-imaginable level. At the end of the day, the cardinal question becomes are we spectators transformed by these developments or we are change agents at the forefront of shaping our own destiny?

Publisher’s Note



THABO OWEN MOKWENA
Publisher

Crafted for your craft. The Crafter.



With its generous capacity and more safety features than you'd expect in a panel van, the Crafter has been carefully crafted for your business needs. Up to 17.5m³ of loading volume awaits to transport your cargo using an efficient 7.5* litres per 100km. In transit, your goods will be protected with advanced technology such as Crosswind and Hill-hold Assist, ESP with Brake Assist and Traction Control with Electronic Differential Lock. The Crafter has everything you need to drive your business from A to B and beyond.



**Commercial
Vehicles**

* Combined fuel consumption tested using prescribed uniform measuring standard. Variations in driving styles and in road, vehicle and ambient conditions, will have a bearing on actual results achieved.

Leadership

Industry 4.0

The Fourth Industrial Revolution (“4IR” or “Industry 4.0”), a term coined by world-renowned founder and executive chairman of the World Economic Forum (“WEF”) Klaus Schwab, he describes it as the proliferation of emerging technological developments through the blurring of boundaries between the physical, digital and biological worlds. It is characterised by the fusion of advances in artificial intelligence (AI), robotics, the Internet of Things (IoT), 3D printing, genetic engineering, quantum computing, and other technologies. In a nutshell, 4IR is the fusion of technologies which enables change.

Because of the rapidly growing connectivity between billions of people and the ease with which we can access information, there is no doubt that the 4IR is radically changing the ways in which we live our lives, and disrupting virtually every business sector.

TSchwab also notes that the Fourth Industrial Revolution, finally, will change not only what we do but also who we are. “It will affect our identity and all the issues associated with it: our sense of privacy, our notions of ownership, our consumption patterns, the time we devote to work and leisure, and how we develop our careers, cultivate our skills, meet people, and nurture relationships,” he explains.

Equality

Industrial revolutions have been portrayed as the road to a better future for all, but increasing innovation does not necessarily mean a more open, diverse and inclusive society. Previous revolutions have shown us that technology and its wealth generation can serve the interests of small, powerful groups above the rest. And according to the WEF Global Risks Report 2017, the economic benefits of 4IR are becoming increasingly concentrated among a small group.

Connectivity

Social media can remove borders and connect people, and the social media revolution embodied by Facebook, Twitter, and Tencent has given people a voice and means to communicate instantly across the globe. Today, more than 30% of the people in the world use social media to communicate and stay on top of world events.

The future is bright in the tech era, however as with all previous revolutions there are areas of concern. As you enjoy the latest instalment of this fantastic publication remember that the time to look at the future is now.

Editor's Note



A handwritten signature in black ink, appearing to read 'Evans Manyonga', with a long horizontal line extending to the right.

EVANS MANYONGA
Editor



CRANEFIELD COLLEGE
Of Project and Programme Management

GET EDUCATED FOR INDUSTRY 4.0

APPLY WHAT YOU LEARN TODAY IN YOUR CAREER TOMORROW

Cranefield's courses are designed to serve organisational leadership, management and governance needs of the Industry 4.0 economy. Learn to achieve organisational performance excellence through programme-managing cross-functional and inter-organisational supply chain and project activities. What you learn today, you apply tomorrow. The mode of delivery is live online technology-enhanced distance learning.

New Enrolments Each Quarter

- ✓ PhD in Commerce and Administration
- ✓ Master's Degree in Programme Management
- ✓ Postgraduate Diploma in Programme Management
- ✓ Advanced Diploma in Project Management
- ✓ Advanced Certificate in Project Management
- ✓ Short Courses
- ✓ Continuing Professional Development (CPD) Short Courses
- ✓ In-house Programmes

FOR MORE INFORMATION ABOUT OUR QUALIFICATIONS

Visit: www.cranefield.ac.za | www.cranefieldacademy.com (short courses)

Registered with the Department of Education as a Private Higher Education Institution under the Higher Education Act, 1997, Registration Certificate No. 2000/HE 07/010.





Baptised in politics

It's a story of strife and struggle, of solitary confinement and strength in brotherhood, a story of a fight for freedom and empowerment. It's a story I had the privilege of listening to. Yet above all, it's a story of leadership and the nature of life and its limitless possibilities.



It wasn't nice to be in prison, a place where one was secluded and put in solitary confinement. You had no interaction with any person all day and night. Apart from the warders, there was no other person you could speak to. This was all meant to break you down, meant to make you yearn to go out of prison and forget about the cause against Apartheid, because if you continued you would then be subjected to this continuous torture. It was cruel and excruciating. Staying alone hours and hours on end, sleeping alone, with no outside interaction. This was, detention without trial. I was subjected to such detention episodes in Witbank, Middelburg, and also in Bethal."

Humble beginnings

Jackson Mthembu was born in 1958 in Mpumalanga. He was a student leader at Elukhanyisweni Secondary School in Witbank during the June 16 Soweto Uprisings in 1976. His activism continued when he was a student at the historic University of Fort Hare, resulting in his expulsion in 1980.

He contributed to the establishment of the Metal and Allied Workers Union (MAWU), now known as the National Union of Metal Workers (NUMSA), in which he became a senior shop steward at Highveld Steel Corporation where he worked as a training officer and was later promoted to the first group of black foremen in the steel industry.

During the state of emergency in the 1980s, he was subjected to relentless persecution by the Apartheid government, resulting in several months of detentions without trial mostly in solitary confinement.

Mthembu was charged with sabotage, treason and terrorism between 1986 and 1988, but was later acquitted during a trial known as the Bethal Terrorism trial that included 30 activists of the United Democratic Front from his hometown of Witbank.

He then moved to Gauteng (the then Pretoria-Witwatersrand-Vaal region) after his house in Witbank was petrol bombed by the Apartheid police. It is during this time that he was elected as the Deputy Regional Secretary of the United Democratic Front (UDF). One of the notable activities he engaged in, was volunteering to form part of the elections campaign of the South West Africa People's Organisation (SWAPO) to win the elections that led to the

liberation of the people of Namibia from Apartheid South Africa in 1989.

After the 1994 democratic breakthrough, Mr Mthembu became an ANC Senator in the South African Parliament and at the same period served as the ANC National Spokesperson under President Nelson Mandela.

From 1997 he served as MEC in Mpumalanga Province for Public Works, Roads and Transport as well as many other capacities in the provincial legislature. He also served as the National Spokesperson of the ANC from 2009 to 2014 and returned to Parliament in 2014 and was appointed Chief Whip of the Majority Party 2016. After the 2019 National and Provincial elections, Mr Mthembu was appointed Minister in the Presidency, a position he currently occupies.

Mthembu's history is ripe with political detail and alludes to an individual who has had the very best guidance in leadership.

Lessons from Madiba

Besides a wide-ranging experience and rich history, Mthembu's political career ensured he worked directly with the great Nelson Mandela from 1995 to 1997. An experience he feels helped him grow as an individual and in politics.

"More than growing in politics, working with Madiba was quite empowering. Having worked with such an icon and seeing him giving you respect taught me a lot.

"He taught me that to be respected you need to reciprocate by showing respect to others. That was the greatest lesson I learnt from

"We learnt from Madiba that whatever you do in life—even in politics—you do it to serve. Madiba taught us that you don't occupy whatever positions you are elected into for the sake of occupying those positions but you do so with one intention in mind, that being to serve our country in their various stations, particularly the poor, the marginalised and the down trodden."

Minister in the Presidency

With just over 100 days as Minister in the Presidency, there is still a lot that needs to be done. "As the Minister in the Presidency, I have to ensure that the Seven Apex Priorities that the President has declared during his first State of the Nation Address for this 6th Administration are realised, chief among them is growing the economy and continuing to build a capable and ethical developmental state.

"The President has reiterated that we have to ensure we build a capable state which means all our state institutions need to be functional. I therefore interact with ministers, departments, the various clusters and cabinet committees to ensure that there are capacities to take forward the mandate that we carry as this ANC government as expressed in our elections Manifesto.

"As Minister in the Presidency, I am also responsible for government wide planning, monitoring and evaluation. Through the Department of Planning, Monitoring and Evaluation, we have crafted targeted indicators for the 5-year period of this administration that will guide the work of government informed by the seven priorities, the National Development Plan

"More than growing in politics, working with Madiba was quite empowering, working with such an icon and seeing him giving you respect taught me a lot"

Madiba. Those will forever be unforgettable times for me. Working with such a wonderful human being was humbling, a human being who loved humanity and was down to earth notwithstanding his popularity both in the country and in the international domain. Madiba was always there for others, particularly those who were poor and worse off. From those years I learnt the value of assisting those who are worse off than I am.

and the electoral mandate we carry. We have received inputs from all government departments regarding their portfolios as informed by the planning tool and this is being consolidated into a Programme of Action (POA) for the 6th Administration between 2019 - 2024. It is then this government-wide POA that will inform the Performance Agreements to be signed by all Ministers, Premiers and Directors-General with the President in October. It will be our duty as



“As the Minister in the Presidency, I have to ensure that the Seven Apex Priorities that the President has declared during his first State of the Nation Address for this 6th Administration are realised”

the Minister in the Presidency to assist the President in assessing the performance of all those who have signed the agreements on a bi-annual basis.”

Mthembu believes a government that doesn't plan properly cannot achieve its objectives which is why they are the authority in planning. “Assisted by the National Planning Commission (NPC), we ensure that there is long-term planning and clear targets set to be achieved by all spheres of government. There are also other entities that I am responsible for in the Presidency, they include the Media Development and Diversity Agency (MDDA) meant to transform the media space; Brand South Africa (Brand SA) which is tasked with the promotion of the country in the international arena; Government Communication and Information System (GCIS) which is responsible for government-wide communication; Statistics South Africa (Stats SA) who provide official Statistics for the country.”

Leadership principles

Mthembu believes the lessons he has learnt in the past have prepared him well for his current

role in government. His philosophy has been moulded by the experiences he has had from great leaders of the past like Madiba.

“One thing I have always said to people is that we must always be available to give guidance to those who work with us or who work for us. We should always be there to give whatever help that those who work with us or for us need. We should be available to assist where we can. And I think it's a principle that makes people believe in one as a leader. Simply because they know that even if they make mistakes you will be there to assist them in correcting those mistakes.

“That is my style of leadership—when people see you they must not want to disappear and act like a lion is on its way. They must know that you are just one of them. And their achievements are your achievements.”

Mthembu's mantra is if his team is doing well then he too is doing well. Collaboration is a key cog of his leadership philosophy.

“I believe when people around me are doing well in their roles then we are progressing. We can solve any issues—complex or simple—by sitting down, taking ownership and eventually

carving out solutions. We all take ownership of the outcome as well, it is not an outcome that comes from the leader but it's an outcome that has been deliberated on and scrutinised in an open forum facilitated by me as a leader. We are not here to just listen to one person who is a leader and do as we are told, instead, we are here to make our contributions and also own up to whatever outcomes that we have crafted. That is my style of leadership,” he says.

A harrowing past

As a young anti-Apartheid activist, Mthembu was arrested, tortured and detained many times without trial for his links to the ANC. A period he describes as not only difficult but also very frightening.

“We were seen as terrorists trying to make the country ungovernable. It was a difficult time. Being in solitary confinement was the worst part. The security branch police would from time to time, in the middle of the night, take us to different places for torture, either at their own offices or at times in the veld, just for them to torture us and the question was consistently the same,” he says.

“How did you get in contact with the ANC and who are the ANC people you have spoken to? That is the information we want. If you give us this information we will stop beating you up.’ In the 1980s the ANC was a banned organisation, what the police wanted was evidence that I had been in touch with it and once they got such evidence they put it before the courts. The minimum sentence one faced was ten years imprisonment for being a member and/or interacting with or fulfilling the aims and

objectives of a banned organisation. That is what we were subjected to.”

Mthembu and others involved with the ANC would always take the default position of denying ever engaging with anyone from the ANC, which was untrue but only made the beatings and torture more frequent and even more brutal.

“They wanted to know if we had travelled outside the country. ‘Have you been to Lusaka? Have you been to London? Where have you

been and on what business?’ The harassment and torture would intensify as we would claim ignorance. Of course, in most instances we were lying because we had met with the ANC underground and we got instruction from leadership on what to do in the townships to make them ungovernable,” he explains.

“At times we had even been to serious meetings with the leaders of the ANC who had come into the country unannounced and unnoticed and also left the country unnoticed. These leaders are the ones who gave us instructions on what to do. Where we were not able to meet with our leaders, some form of communication would be devised and reach us from our leaders both in exile and in prison on what needed to be done to make Apartheid ungovernable.”

Withstanding torture, solitary confinement, beatings and harassment were not easy and some of Mthembu’s comrades would crack under pressure while some paid the ultimate price with their lives. However, the fight for justice and the promise of a better future kept him going.

“We refused to tell the enemy that we had received instructions from our leaders. Yes, we were interacting with our movement, our banned organisation, including our glorious people’s army uMkhonto Wesizwe, we would keep all those things to ourselves and suffer for that, be tortured for that but still not say anything. Of course, there are some of our comrades who would not be able to continue to hold the information because the going would be too tough. Some, as you might know, would become state witnesses at trials but—again, I don’t blame them. I know what they went through. The obvious fact is real fear would come to grip any person faced with such a situation. What counted at that moment was whether you were prepared to die? If you were prepared to die you would not give in. So some would give in, some would not give in. However I will not at any stage be judgmental because those were very, very difficult times,” he explains.

The hope of a better tomorrow and the presence of other brothers in arms and senior leaders in prison drove him on and ensured he survived the difficult times. “At the time when some of us as youngsters went to prison, we were detained without trial. It was simply the norm and meant to break us down. One would spend six months detained without trial then after that ended, would again be subjected to another six months without trial and so on.”



“What made us resilient? I think it was just a greater commitment to wanting to see our people free and bring an end to Apartheid in our lifetime. What was also helpful to some of us was that we were not alone in prison, we had our leaders who were in prison with us. This simply told me that being in prison in itself for the cause I was fighting for meant that indeed, I was doing the right thing.

“If Madiba was in prison for fighting on our behalf and he had been there for so many years then why would we not be able to withstand it all? Madiba had been tortured like us and if he could not breakdown then who were we to breakdown? So to some of us, Madiba wasn’t only an inspiration after his release, he was also an inspiration for us while he was in prison,” he explains.

Unfortunately, Mthembu’s story was not the same for all comrades. Some lost limbs and some were murdered in prison. Luck and fate he concedes were on his side. “Perhaps some of us are very lucky because we did not die, lucky because we were not maimed. Many cannot tell this tale now, they are no more, they lie buried somewhere in graves both in our country and in faraway lands.

“They suffered greatly and they paid the highest price. We are fortunate that we did not. We are fortunate that we are still here. We are fortunate that we can tell the tale. But we owe our freedom to them and the ultimate sacrifices and price they paid.”

Personal life

With a very busy life dominated by constant travel, meetings and various site visits Mthembu has to juggle a busy political life with fulfilling family time. This is not always as simple as it should be. “I think this is a question that we need to ask all political animals. During the struggle, we spent a lot of time away from our families, because we would be in prison, exile or detained in police stations. Even now it is a choice we have made that we have a bigger family out there and that bigger family is the family of people who have nothing and who depend on us to create an environment where they will have something through government policies and government delivery programs, this why I hardly spend much time at home,” he explains.

“My wife is a head nurse working in Nelspruit. My children stay with me and the oldest girl has just graduated and will be starting her Master’s



Mthembu with his three daughters Khabonina, Khwezi (late) and Thuli, with a friend

degree sometime next year. This has given me a lot of joy. Earlier this year, my eldest daughter Khwezi took her own life due to depression. This was one of the most difficult times of my life as one had thought one had done everything to raise a young lady, take her through school and university. At the time of her departure, she had started working for over four years and was doing pretty well at work. This incident caused great sadness to the family. A sadness emanating especially from not understanding the illness called depression. Nothing prepared us for this. We can only rely on time to heal our wounds. As an individual in public service, we are fixated on solving people’s problems. Unfortunately sometimes at the expense of our immediate families. I believe that is the answer most activists have with regards to what drives them, it is to see all South Africans have a better life,” he explains.

“So it is this drive that ultimately takes time away from our immediate families, it’s this drive that takes us to different places where we need to change the lives of our people for the better—either in political meetings, as NEC members in visiting branches of the ANC or government meetings. Meetings that ensure we are serving our people in the best way we can while aiming to consistently improve their lives,” he says.

“We have just crafted a mechanism where we will be going to all 44 districts and the 8 metros in SA with the President to see whether the projects that are laid by the government are indeed changing the lives of our people and if not then we will have to look at ways to intervene. On 17 September, the first district the President will visit is the OR Tambo district in the Eastern Cape. That will be the start followed by a visit to Waterburg in Limpopo and eThekweni Metro in KwaZulu-Natal. All with one purpose in mind, are the projects and programmes we have in government changing the lives of our people for the better? So it is a very delicate balance between my family life and my political life and my government life but again if we were to say would you want to live this life again I will say without any equivocation that yes I would like to Sir,” he explains.

Future leaders

South Africa as many other countries has a massive youth population. The unemployment rate in SA rose to 29% in the second quarter. Hope, it seems is not at its highest. However, Mthembu believes there is a reason for optimism and there is much to do. “I can confidently say a better tomorrow is possible with the democratic architecture that we have crafted because

there is no young person who can say that they cannot actualise their dreams. Particularly in a country where you can go to primary school and university with the state assisting you. The youth have the tools to be able to actualise their dreams,” he says.

“Of course things are difficult, people go to primary and secondary school, they go to universities and they come out then there are no jobs notwithstanding the support that they have received from their government to get to university. It’s one area that we are dealing with now, that’s what we will say to our young people. But they must not just wait for jobs. We must also try and be entrepreneurs ourselves so that we create the jobs for others. There are many institutions of government willing and ready to assist the youth, like the National Youth Development Agency (NYDA) where young people can go to get assistance to build their businesses.”

“There are also government programmes that the Minister of Small Business Development is seized with to create an enabling environment for young people to start up their own business and cooperatives. Ultimately we have all these possibilities but, of course, with all these possibilities we also have the difficulty of an economy that is not performing optimally, all of us must be alive to that. But we are saying to our young people don’t stop trying to make a decent life, go to NYDA, go to the Department of Small Business Development. We have the arts and creative sector, sporting sector and other areas

of interest that the youth can explore instead of drowning themselves in alcohol and drugs.” Mthembu believes the presence of young entrepreneurs blazing new trails in the country is evidence of the opportunities the country has to offer today to previously disadvantaged youths.

“There are some young people who have crafted names for themselves in the private sector, owning companies, something that was never thought of 25 years ago, that you could have a young person doing very well in business and earning billions.”

Government performance

It has just been a little over 100 days in office for the 6th Administration and Mthembu believes strides have been made in the right direction though there is still more to be done. However with only 11 years remaining until the National Development Plan (NDP) targets are realised, the new administration will have to move faster to achieve the set targets.

“At this point, I believe there are two different elements to this issue. The socio-security side and the economy. From the socio-economic angle, I believe we have done reasonably well. Through our social grants architecture which supports millions of our citizens, we have been able to keep hunger away from many households. We have ensured our public health sector is functional and through the introduction of the National Health Insurance (NHI) including the poorest of the poor, we will be able to access quality healthcare,” he explains.

“A lot of developing countries envy us because many of our young people are able to go to school from basic to tertiary level assisted by the state. In effect, we have state-sponsored education in our country. At the last count we had built over four million houses since 1994 and we are still building, we are going to build one million in the next five years. These things are appreciated by our people. Even where we have not built houses we have also regularised informal settlements and made provision for water and electricity, in informal settlements, whilst people are still waiting to get their own houses, so it is something we must be proud of in the past 25 years.”

Mthembu argues that the most difficult part has been rebooting the ailing economy.

“Where we have not done well is on the economic side. Yes, we still need to do more to create jobs, we need to do more to enhance the performance of our economy. That is our main focus in this 6th Administration. What is it that we need to do to enhance the performance of our economy? Any country that has its economic indicators levels standing at 0.8% cannot be proud, we are at 0.8%. “Any country that has serious levels of unemployment cannot be proud. We are standing at 29% of unemployment. These are challenges that we must fight and do everything to overcome, if we are to reach what we have spoken to in the NDP, 5.4% economic growth by 2030, we must do something, we must do something unusual and we cannot be keeping, doing the same thing over and over again and think that we will change the economy to perform better. We need to think out of the box and use our economic opportunities to our advantage, not think that we will do any other thing outside of what we have, so we, therefore, need to do something drastic around the economy,” he explains.

“It is madness to expect a different outcome while applying the same methods. Therefore there will be changes in approach in the pursuit of better economic outcomes. Though people criticise the NDP goals arguing that the bar is too high, I believe in aiming higher, we must work towards achieving those targets, because such growth would mean a lot to our people particularly as it results to lowering levels of poverty and the creation of much needed jobs.”

The first 100 days

The 6th Administration has been in office for just over 100 days, Mthembu is optimistic about



Mr Mthembu with his wife Thembi Mthembu



Mr Mthembu on the ANC elections campaign trail

the future despite the tough local and global economic outlook.

“The economic environment is tough at the moment; unfortunately it’s not just a South African phenomenon but a global phenomenon. We are hard at work trying to address the economic challenges we are faced with. A clear strategy to recalibrate growth in our economy has just been released by the National Treasury for public comment and government will then consider the various innovative ideas coming from South Africans on how best to ignite inclusive economic growth. However, if I were to look at where we are, from when we took office to present; I will say that – of course, there is room for improvement, we can improve, but what are some of these tangible things that we have done now?

“We have tried to revamp the way we operate to being more streamlined and solid as opposed to working in silos.

“One of this government’s priorities is an investment target of \$100 billion over a period of five years. In 2018, the President hosted the Inaugural Investment Summit and of the R300 billion of investments announced at our Inaugural Investment Conference last year, just over R250 billion worth of projects has entered implementation phase. We continue to build a pipeline of investments, which will be showcased at the second South African Investment Conference to be held from 5 - 7 November 2019. It is this particular reason to attract investment that the President has sent envoys across the length and breadth of the world.”

He has also attended the various high level economic engagements such as the G7 and the G20 with one aim in mind, to make South Africa an investment destination. The World Economic Forum on Africa, an annual regional meeting to be hosted in Cape Town from 4 - 6 September is another platform for South Africa to showcase its huge potential for investment.

Mthembu also pays special attention to Government’s and the ANC’s progress in ensuring the minimum wage is upheld and that gender equality is getting close attention in the ANC and government.

“It has been of huge importance to us to ensure employers cannot pay less than R20 an hour to their employees. This is to curb exploitation. I am also proud to see that adherence and seriousness on gender equality has ensured we have over 47% of women in parliament and the ANC has brought in 50% women. The cabinet



“But we are saying to our young people don’t stop trying to make a decent life, go to NYDA, go to the Department of Small Business Development”

not counting in the President and his deputy has a 50% gender parity which is surely a point of pride,” he says.

“I am also proud that in this 6th Administration we are saying we are doing away with this notion that National Government will just be working as National Government, at some unexplained space called ‘National’, while Provincial Government will be working alone in some place called ‘Provincial’ space, then local governments will have all the difficulties of meeting people at their demands every day. Which is the unfortunate reality now. Through the District Delivery Model, we are bringing integration, collaboration and cooperation amongst all three spheres of government. This will do away with the mentality of all three spheres of government working in silos. They will now be working as a joint government. Working as National, Province and Local government, we will work together to optimise service delivery to the citizenry and ensure we pay close attention to all current projects and ensure that they are implemented on time and on budget,” he explains.

Mthembu is also proud of the progress made with regards the National Health Insurance (NHI) rollout, which he believes will change the

health environment architecture while ensuring all South Africans have access to quality health-care despite gender, race and class.

“I am quite excited by this roll out of the NHI in the 6th Administration. We now have the NHI Bill before Parliament which brings closer the reality of all our people having universal health coverage.”

In conclusion, “Everything we have said, points to a future that is bright where South Africans can feel confident that there is the political will to ignite the performance of our economy and create the much needed jobs despite the challenging economic circumstances.

“The configuration of the state and its downsizing is clear evidence that the 6th Administration will use public finances optimally and focus on service delivery.

“Our people can also look forward to a new NHI Regime that will ensure universal health coverage because a healthy nation, is a productive nation.

“Lastly, this administration is steadfast in its commitment to fight corruption wherever it rears its ugly head.”▲

Evans Manyonga



Women stirring the leadership pot

They are highly skilled, driven by passion and motivated by the urging desire to take South Africa to the next level. Through effective and purposeful leadership, these women have a constant relationship with victory and are living proof that success is not limited by gender as they do a brilliant job in undertaking roles previously regarded as male-dominated.

The status of women has gradually changed over the years, they have leapt to the top despite facing several challenges like gender inequality, unequal pay from their male counterparts and a significant amount of stereotypes.

Women are proving that former president Nelson Mandela was right when he said in his 1996 speech, “As long as outmoded ways of thinking prevent women from making a meaningful contribution to society, progress will be slow.” Ever since incentives were given to companies to appoint women in leadership roles, women are taking on jobs that they would never have dreamt off. They are excelling in those jobs, Leadership met with three women doing exceptional work and got detailed insight on how: President of the Library and Information Association of South Africa (Liasa), Nikki Crowster; CEO of Brand South Africa, Thulisile Manzini; and Creative Director of Regency Global, Shani Kay, are making waves in their industries.

When experience meets hard work, success is ignited.

President of Liasa, Nikki Crowster, started her career in the Library and Information Services (LIS) fresh out of high school because there was no money for her to study further. This year she celebrates 36 years in the field and is currently

a member of the directorate in an academic library of a leading African university. Not having a silver spoon to lodged in your mouth does not seal your fate. Crowster is proof that Rome was not built in a day – it takes hard work, constant focus and years of experience to become successful.

Crowster worked her way up the ranks at Liasa over the years. Her success is attributed to her initial engagement with Information Communication Technologies (ICT) interests from a branch level. She was later elected National Executive and Liasa National PRO in 2014. In October 2018, she became the 9th Liasa President. Her term (2018-2020) is guided by the theme, Libraries: Advancing development through collaboration, partnerships and innovation.

Along the way, she obtained a Master’s degree in Library and Information Science and a postgraduate qualification in Educational Technology. Crowster admits that the experience she gained over the past three decades helped her understand the nuances of the LIS ecosystem which remains heavily siloed into the following sectors: academic, public, school and special libraries. She has acquired several skills over the years in the field, skills in ICT, expertise in project management and the ability to work successfully in complex hierarchical environments. Her key strengths are strategic planning and facilitation together with a deep

understanding of social media and how this applies in business.

Elaborate on Liasa’s core purpose, values and goals?

Liasa arose from the passion, sacrifices and leadership efforts of disparate parties. Some were on the opposite side of the apartheid line to become a unified, inclusive, democratic organisation. The association connects, unites and empowers all library and information practitioners in South Africa. Through dynamic leadership, advancing the transformation and development of the library and information services for all citizenry. This is achieved through engaging with stakeholders, related lobbying and advocacy. In 2014, Liasa was recognised by the South African Qualifications Authority (SAQA) as the Professional Body (NQF Act 67 of 2008) for the LIS sector. This was a game-changer because while the association remains a civil society body, this award places responsibility for ethical conduct within the sector, protection of the public, and engendering public trust in Library and Information Services.

What characteristics differentiate you from a passive supplier of books and information to a key partner in the community and social development?

Libraries are essential to communities notably through the enactment of the following



Nikki Crowster, President of Liasa

sustainable agendas: South African National Development Plan 2030, African Union Agenda 2063 and the United Nations Sustainable Development Goals 2030. The association creates a platform that offers programmes around information, digital literacies, reading development, book clubs, digital inclusion, food and environment security and access to information. As the Professional Body for the LIS sector, Liasa champions the sector's social responsibilities.

Industry 4.0 has changed how we do business; it has affected many sectors negatively and positively. How has the library informative service been affected by the new global era?

The main concern our stakeholders have with regards to the fourth industrial revolution (4IR) is how to further obtain a shared understanding of the concept through skills development. As with other occupations, continuous professional development must be exercised for the sector to remain relevant in this case for Industry 4.0. Furthermore, Liasa is part of the conversation on the investigations by the Council on Higher Education. It reviews the standards and quality

of LIS qualifications. Libraries have been around for a long time despite the continued gloomy predictions of their demise through the industrial and technological cycles because of the ability to respond to the changes in the environment. Reinventing ourselves while continuing to provide information to all who need it regardless of economic and other statuses is our primary focus.

How have you successfully integrated Industry 4.0 in the current state of libraries and librarianship?

Through redesigning spaces to cater for collaboration and innovation. We have also focused on developing staff with competencies that support the 4IR such as coding; encouraging and headlining LIS-related research on the matter.

What has been the biggest highlight in your career as President of Liasa?

Being part of the association's restructuring, to embed the present zeitgeist of mindfulness and purposeful-drive. Expanding on Liasa's values of being people-centric, nation-building and disrupting the sector. Together with members of the executive committee, I have embarked on the 'S'yalalela Roadshow which engages in the

membership on this process. In addition, we are advocating the professional body status of the association and the implications to employers and other stakeholders. It is too soon to call this a highlight, but the impact of these activities will see gained efficiencies in the association.

What are some of the key issues that the 20th Liasa Annual Conference will focus on discussing?

The 20th Liasa annual conference is themed: Liasa—the Butterfly Effect, together with sub-themes of innovation, reinvention and renovation of libraries and the LIS profession. Paying special attention to transformation, we aim to unpack the very questions you have posed here such as what it means to be a librarian or information professional in the present day, in light of Industry 4.0. The metaphor of the butterfly is deeper than an indicator of change. A butterfly retains the DNA from the larva to the butterfly stage and likewise, Liasa will undergo metamorphosis while retaining its core values and, the LIS sector remains true to its mandate of service to the community notwithstanding global changes such as 4IR.

Tell us about some innovative solutions you have in place, addressing librarianship challenges?

The challenges in the profession are multitudinous, our main challenge is retaining our legitimacy and validity as change agents or disruptors within society. There are several negative stereotypes with regards to the value we bring, such as the continuous image of the grey old lady with the bun and glasses shushing everyone.

Library and Information service practitioners have many titles, but the professional designation 'Professional Librarian' is a legal status, a consequence of the Professional Body award which acknowledges both the academic and practice competencies required within the LIS sector.

How does your organisation ensure inclusivity, equality and transformation are the constant focal point?

Liasa came to be because of certain ideals, these ideals are part of the association's core being embedded in all practices. We share the struggles of this country in this regard and for this reason, we are mindful, ensuring that these principles are embedded in everyday practice.



Thulisile Manzini, CEO Brand South Africa

First-class ingredients make an unforgettable meal

The experience she has within public service made her the best person to fulfil the position of Brand South Africa's CEO. Her role is to steer the ship that manages the issues impacting South Africa's reputation.

Leadership met with the multifaceted leader, Thulisile Manzini, who has more than 20 years' experience in public service and got detailed insight on the priority of the organisation and how it is successfully mobilising South Africans in rallying behind their national brand reputation.

The conscious leader uses strategic marketing and communication initiatives to showcase the country's strengths in the hope of building the brand. She explained how the organisation is maximising on selected programmes designed to help Brand South Africa build pride and patriotism.

You're a multifaceted executive leader with more than 20 years' experience

in public service. Can you tell us more about your background?

Before my appointment as the acting chief executive officer at Brand South Africa, I was the deputy director-general for governance and administration at the Department of Telecommunications and Postal Services (DTPS), a position that I held since January 2016. Chief director of corporate services at the Department of Public Service and Administration and head of corporate services at the Municipal Infrastructure Support Agency (MISA). Other senior and executive management roles that I have held include Acting as director-general, chief operations officer and chief of staff.

Your appointment as Brand South Africa CEO came amidst several organisational challenges. How do you hope to drive the organisation moving forward?

My experience within public service and specifically the governance arena has prepared me to fulfil this role. My objective is to ensure business continuity as we all understand the

strategic importance of the work that Brand South Africa does.

Brand South Africa's mandate is to ensure that South Africa is positively positioned, domestically and internationally. What strategy do you have in place to achieve this goal?

Brand South Africa is tasked with managing issues impacting the country's reputation and the nation's brand including managing media relationships and content development related to profiling the country.

This is executed both proactively and reactively through direct engagement with media and stakeholders. The priority for the organisation has been to mobilise South Africans to rally behind the Nation Brand and position the country as an attractive destination for inward investment and tourism. Brand South Africa thus develops programmes to build pride and patriotism through the implementation of the strategic communications strategy to promote active citizenship and social cohesion among all South Africans.

How will you get South Africans excited about your brand?

Brand South Africa's flagship domestic programme, Play Your Part, is a nationwide programme which celebrates individuals and organisations that contribute to nation-building. This is done to inspire, empower and celebrate active citizenship in South Africa, whilst encouraging others to do the same. Through strategic marketing and communication initiatives, the organisation also showcases the country's strengths intending to enhance the Nation Brand reputation.

You've held various senior executive management roles in the South African government. What has been the highlight of your career?

In 2018, the DTPS hosted a successful International Telecommunications Union (ITU) Telecom World event in South Africa, where 180 countries were represented. I was tasked with leading the Communications Workstream which included the interdepartmental communicators and communicators from entities. Also the development of the overall communications strategy of the event. I participated as a panellist at the W-Suite event where I spoke on "Conscious Leadership: Leading with

Authenticity, Intent and Purpose. How do we become Intentional about Change?”

Recently, I was honoured to be selected as a finalist in the Top Gender Empowered Public Sector Leader at the 2019 Standard Bank Top Women Awards.

What leadership philosophy do you live by?

I am truly inspired by the concept of conscious leadership. Forbes Magazine defines; “conscious leaders as those who speak with integrity, lead with authenticity and hold themselves accountable.”

I try to lead with a positive purpose that seeks to grow the next person. The reality is that we spend so many hours at work with an array of personalities and I believe the least we as leaders can do is make the environment more conducive, purpose-driven and effective to growth.

Women are significantly underrepresented in top positions. What do you think needs to be done to encourage women to take on more leadership roles?

Female representation in top positions, particularly within the corporate sector, needs to improve. Government has laid the foundation for women empowerment and women have repeatedly proven their leadership strengths. I think the question should be focused on what needs to be done to ensure that women have equal opportunities to leadership positions.

Many people look up to you, they see your drive, passion and constantly evolving career and aim to be just like you. What words of encouragement would you like to give our readers, especially the young women who look up to you?

It may sound like a cliché, however, the reality is there are no rewards without hard work, dedication and constituency. That being said, I believe that successful leaders are followed because they are truthful. Our children need to be afforded a future where no person will be left behind based on gender, colour or faith. Commitment to self cannot supersede commitment to others.

Encouraging profit for purpose

Her passion is showing the world the massive power that lies in the beautifully crafted, authentic stories that deliver strategic value to businesses. Creative director of Regency global, Shani Kay, elaborated on how her company is



Shani Kay, Creative director of Regency global,

transforming the story of businesses in South Africa. She has a Business Science Degree from UCT and an Executive MBA that focuses on Systemic Leadership from UCT Graduate School of Business. This coupled with her 15 years of experience in strategic social investment and development, together with her speciality in impact communications gives her confidence to say her company understands the business side of storytelling like no other.

You serve as creative director at an award-winning communications and development agency, Regency Global, a global impact film agency spearheading and producing the nation-building SA INC. Initiative. Can you tell us more about your background?

I started my career as a strategic planning and capacity building consultant in the development sector where my passion for social activism grew. Over the last 15 years, I have worked in the fields of strategic social investment and development as well as in specialist impact communications.

What triggered your passion for filmmaking?

I am not sure I would call myself a passionate filmmaker—that would be the domain of my incredibly talented team of producers, directors and cinematographers. What I am passionate about is the power of beautifully crafted, authentic storytelling in delivering strategic value to businesses. Of igniting that spark that transports us from stories of characters who we care about to positioning the brands who have walked alongside them. Transformative stories of profit with purpose are meaningful to stakeholders across the board. From millennials who want to work where their values align, to employees who are by far the most underutilised source of credible marketing.

From Investors, who are thankfully starting to look beyond the short-term financial bottom line, to suppliers and customers, whose social media power grows exponentially every day. We are visual creatures who learn and engage through stories and I am passionate about connecting those dots. About using communications content to integrate the silos of

business to stimulate strategic value creation and to motivate and inspire for a more positive, equitable South Africa.

As someone who identified a gap for offering an opportunity to the business community to broadcast authentic, compelling stories. What has been the highlight of your creative career?

I am proud that we set out with a strategy to transform the story of business in South Africa and that it exceeded our expectations. The highlight is both giving South Africans something positive to talk about and watching our clients revel in both the beauty of their stories and the aha moments they experience around the impactful way they are received and engaged with.

Outside of #SAINC, our most exciting project is the global campaign we have built with CitiBank, where we travel the world producing commercials based on the progress they have enabled by working strategically with their clients. This for me is the ultimate culmination of brand positioning using the power of authentic storytelling.

Please elaborate on the products and services that your company offers, and set you apart from other storytellers?

We offer clients a selection of products and services designed to help them authentically position their brand with a key focus on authenticity, the stories must be real. So from bespoke production in customised formats and tailored digital distribution strategies to thought leadership positioning, public relations and participation in our local or global media campaigns. We bring a blend of insight into the development sector and social impact; understanding the systemic context of business, documentary film making capability and a creative aesthetic that wraps it all together into content that is interesting, engaging and memorable.

Beyond this, we offer the benefits of collaborative media campaigns like #SAINC and Time For Global Action (a television series designed to advance the UN Sustainable Development Goals), where we provide an opportunity to tell a company story under the banner of a recognised and credible goodwill campaign, with unprecedented media coverage provided by multiple broadcast platforms and digital distribution networks. People want real good news. Having worked in this niche space for

the last six years internationally, I believe we understand the business side of storytelling like nobody else does!

How do you ensure your lens focuses on tangible examples of innovation, inclusivity and strong morals?

We invite companies to participate based on what we know about their commitments to transformative business practice. Of course, every business has some skeletons, it's just the way it is. And the bigger truth is that businesses don't have morals, it's the people within them who do.

A strong company culture and sense of purpose (beyond making money) is always a good starting point. From there we help them to articulate the key areas that differentiate them in the contributions they make to sustainable business and social transformation and from there, to identify the spectrum of stakeholders whose voices and perspectives will bring these stories holistically to life. So because we tell authentic human stories, they are a true account of somebody's lived experience and this is real, valuable and irrefutable.

Can you please elaborate on your partnership with SA INC?

#SAINC was a campaign we conceptualised with the objective of using our impact storytelling experience to help change the conversation in South Africa, to help South Africans understand that we need profitable responsible business in order to have a flourishing society and to encourage business to do more good, by getting more value out of the good that they do. We then set out engaging relevant partners in the form of Business Leadership South Africa and Brand South Africa to join us in this endeavour. Based on our shared objective of reinforcing the positive role of business in South Africa.

Since then we have added many more to the cause including Proudly South African, NBI and Black Umbrellas as well as digital influencers like Brent Lindeque at The Good Things Guy, to create an aligned and integrated network through which to distribute positive South African stories.

We all believe business is a national asset. We all believe South Africa is open for business. And we all believe that by changing the conversation we can turn the wheel in the direction of the South Africa we all want to see blossom and grow.

Your 10-year background in business is accompanied with much success.

How has your experience shaped your leadership philosophy?

I have never quite understood why the world cannot be more equitable. There is enough for everybody, if only it were distributed differently. And with this as my constant, I have moved through life being known as the bunny-loving, tree-hugging socialist. What has changed through my learning experience, an enlightening post-graduate education, and thankfully the evolving conscience and longer-term outlook of global business. The work I do and believe in has become more strategic, and likewise, I have become more strategic at it.

Because contrary to historical popular belief, I am not and never was a 'greenie'. What I am is a practical, big-picture long-term thinker, a conscious capitalist and a critical problem solver, whose fortunate experience has allowed me to understand materiality in the broader context and to use this understanding to highlight the win-win solutions for business and society, because that is where the crux of our social and environmental sustainability lies.

What do you hope to teach and expose through your lens next?

Most businesses do a lot of good work, they just don't fully realise how effective the tangible experience of this work is in building a brand. So soon I'd like to broaden practical exposure to the notion that good business is good for business. By taking an integrated long-term approach to corporate strategy, sectors of a business create value for each other. That being a good corporate citizen is not as much about a social investment as it is about doing business the right way. About transforming organisations to leverage the value of diversity. About meaningfully growing a small business in supply chains because it's good for your business and theirs.

I'd like South African business to understand that when you operate with purpose, the same story will appeal to all your stakeholder audiences, for all the right reasons and that authentic communications are an incredibly powerful and critical tool to build your brand, protect your reputation and retain your relevance into the future. I have another, much more idealistic answer. But that's for another time. ▲

Jacqueline Manyonga

Leafy suburbs, dusty townships

The consequential role trees play in our lives is crucial. Unfortunately, South Africa's geographical history ensured townships and informal settlements where deprived of trees, parks and overall greenery. Rectifying this wrong has not only addressed major environmental issues, but also encouraged urban greening initiatives, consequently empowering the youth in rural and informal sectors over the years.



The most deprived people in society are those in rural areas. For this reason, the South African government launched several projects to empower and develop rural communities, a significant one is the Junior LandCare Programme, an initiative that is linked to Arbor Week (1-7 September).

Arbor Week was initially introduced in Nebraska, USA in the 1800s, when a newcomer to the treeless plains of the town, Julius Sterling Morton, persuaded the local agricultural board to set aside a day to plant trees. He shared knowledge and awareness of the importance and value of trees and the board agreed to dedicate a week to planting trees and highlighting issues around the environment.

In South Africa, though, there was no history of organised tree planting, but this changed in the 1970s. Following requests from various organisations and institutions, the Department of Forestry obtained approval in 1982 to celebrate National Arbor Day, which was later declared a week-long event. South Africa realised the urgent need to promote tree planting and launched a national campaign, with the following objectives taking centre stage: celebrating the country's existing trees, encouraging people to plant more trees and raising awareness about the importance of trees. This week focuses on rewriting conservation history, in turn, securing a sustainable future

for generations to come. That concept instils a variety of principles that will result in a green, healthy and dignified environment.

Arbor week is an integrated process of planting, caring and managing vegetation in urban and rural areas. Interestingly the South African population is increasingly becoming urbanised, resulting in congestion due to high

migrate to urban areas. It is crucial that those in rural and informal sectors are assisted by the government and more opportunities are provided to them, to reduce the already high population densities in urban cities.

Every living human being depends on forests for oxygen, making trees and forests the real source of life. Sadly, for most urban residents

As the custodian of forestry in South Africa, every year, during arbor week the Department of Agriculture, Forestry and Fisheries focus on the country's champion trees

population densities in cities, towns, townships and informal settlements. The result of high population densities is environmental degradation, especially in areas where there is no planning for parks. Communities need to plant trees in streets and open spaces to create a sustainable healthy environment. It is a fact that rapid urban development is characterised by a lack of environmental planning. The environment is a unique resource which delivers an economically utilitarian function for the society. When you fail to cater for people in rural and informal settlements, they

across the country, a local park or in most cases a painting on the wall is all they can rely on to link them to nature. Global warming and climate change, are highlighting the need to plant a tree to save a life. This can only be achieved by increasing South Africa's urban and rural greening initiatives and promoting a better understanding of trees—particularly indigenous trees and fruit-bearing trees. At the same time, it's important to educate people on the role trees play in human livelihood, the environment and the sustainable development ecosystem.

Arbor Week allows the government, private sector, non-governmental and community-based organisations and the public to be involved in "greening" their communities by using an integrated and organised approach of planting, caring and managing all vegetation to secure multiple community benefits. As the custodian of forestry in South Africa, every year, during Arbor Week the Department of Agriculture, Forestry and Fisheries focus on the country's champion trees. These trees include some of the oldest, largest and culturally significant trees that form part of our heritage, such as the Sophiatown Oak Tree and the Sagole Baobab Tree in Limpopo.

One of the key themes of Arbor Week is exercising rural initiatives, particularly those that foster youth empowerment, by encouraging communities and schools to participate in tree planting. Through the department, the government seeks to invest and address issues of youth unemployment, skills development, school nutrition and environmental education using the Junior LandCare Programme.



Happy Arbor Day

Plant a Tree



Young people in rural areas are often disadvantaged, mainly because they are excluded from the socio-economic mainstream. They are not only far away from assistance, but they can't access basic services and facilities, feel powerless because they have no voice in decision making and vulnerable because they were previously discriminated against. The Junior LandCare Programme addresses these issues head-on. The objectives of the programme are to: encourage training in leadership and facilitation skills, promote awareness of the LandCare concept, stimulate youth clubs or cooperatives managed by the youth, support small projects that include permaculture and promote food security at homes and schools. Trees have an economic value which contributes a significant proportion of income in rural households.

In 2000, the programme was initiated in all nine provinces. The government gave provinces

money to raise intensive awareness campaigns and to fund small projects run by schools and youth clubs. These projects included field trips to botanical gardens, implementing LandCare within the curriculum and school grounds, youth clubs and activities, development of nurseries and permaculture food gardens.

After a workshop with key role-players, a decision was taken to train existing youth clubs (Youth in Agriculture) and school groups and in existing LandCare projects. The programme is jointly implemented by Youth in Agriculture and Farmers. Schools have since implemented LandCare projects, which are fully integrated into the curriculum. The Department of Education in the Eastern Cape is excited about the opportunity of working with the Department of Agriculture to stimulate LandCare and agriculture at poor rural schools. There is also a need to assist the existing youth structures with LandCare training.

Forestry today is centred around relationships between people and resources provided by the forest. In urban areas trees provide a safe refuge for birds and other wild animals, this increases biodiversity in cities. In rural and informal settlements people use natural forests for multiple purposes, from timber for housing, kraals and fencing, medicinal products from bark, bulbs, leaves and roots. With about 90% of the biomass on land being stored in forests, the importance of trees and forestry is undeniable. Unfortunately, South Africa has never been rich in natural forests. Protecting existing forests while planting more trees is the only way our future can be guaranteed. We need trees, Arbor Week serves as a reminder of our dependence on them for survival, it is our duty as South Africans to plant as many trees as possible. ▲

Luyanda Mafungo



Leaving a lasting legacy

South Africa is a nation with a rich heritage. With 11 official languages, nine culturally diverse provinces and one of the most progressive constitutions in the world – we are the true definition of a Rainbow Nation. But to embrace the new South Africa we live in today, we had to learn from the hard lessons of yesterday.

One of the greatest lessons was that of forgiveness—a powerful message that was reiterated by the late Nelson Mandela. He said, “If there are dreams about a beautiful South Africa, there are also roads that lead to their goal. Two of these roads could be named Goodness and Forgiveness.”

And many were not afraid to walk these roads with him. The late music icon Johnny Clegg and former Springbok winger James Small heeded Tata’s call and aided in helping him achieve his dream of a united South Africa. Their untimely deaths leave us with much to acknowledge. These three men were drawn from different sectors: politics, music and sport but were united by the common goal of creating a South Africa for all its people.

Nelson Mandela, in his quest to take a stand against the deeply rooted discrimination spurned on by the apartheid government, sacrificed like no other. He believed sport had the power to change the world, one of his greatest examples of how sport could be used to help heal the wounds inflicted by apartheid was when he walked on the rugby field wearing the Springbok’s traditional green cap and jersey, after South Africa’s Rugby World Cup win in 1995. Through that action alone Madiba showed us that a path that forgives will be walked pleasantly by many, but a path that holds a grudge very few can navigate. He changed the narrative

with his divine capacity to forgive, even after being imprisoned for nearly three decades.

Singing for change

Johnny Clegg used his musical platform to break racial barriers and Small was an important participant of the first-ever major sporting event to be staged in the country following the end of apartheid. We pay our respects and give tribute to their roles in helping build the South Africa we are all proud to be part of today.

In 1996, Mandela described Johnny Clegg’s music as a combination of, ‘strains of hope and despair’. A decade later he indicated that in a South Africa still ridden by racial and other divides, the country needed more South Africans like Clegg. We should learn from Madiba’s wise words, encouraging us to possess a spirit and heart like ‘the White Zulu’, as Clegg was affectionately known. Clegg’s involvement with black musicians during the apartheid regime often led to arrests for trespassing on government property and for contravening the Group Areas Act. He performed in the bands Juluka and Savuka but it was his transition as a solo artist that attracted an international audience, his songs and performances united people who were against South Africa’s apartheid regime, which institutionalised the racial segregation that plagued the region for five decades.

One of South Africa’s most celebrated sons, the singer, songwriter and dancer used his platform to bring to light the true spirit of what

A photograph of Johnny Clegg performing on stage. He is wearing a red blazer over a black t-shirt and is playing a light-colored electric guitar. He is looking upwards and singing into a microphone. The background is dark with bright stage lights.

The highlight of his career was when he was performing Savuka's 1987 song, 'Asimbonangalead'

it is to be South African. In over three decades Johnny Clegg sold over five million albums, which was a vibrant blend between Western pop and African Zulu rhythms.

After being diagnosed with pancreatic cancer in 2015, he died at the age of 66 on the 16 July 2019. One of the most memorable moments, which Clegg referred to as the highlight of his career was when he was performing Savuka's 1987 song, 'Asimbonanga,' which translates to, 'We have never seen him,' it was penned while Nelson Mandela was imprisoned. During that time, Mandela's images were banned from being published by any newspaper, the song

was a dedication to Mandela, openly calling for him to be released from prison. This track resonated to the point that Mandela surprised Clegg in 1999 during a show in Frankfurt, Germany when he joined him on stage for while he was performing the song. Throughout his career his deep love of music, people and country's history was evident in his lyrics, making him irreplaceable in our hearts. His spirit lives through his remarkable music.

Backing the boys

It's no secret that one of the ways Nelson Mandela used to overcome the legacy of

apartheid was through the sport of rugby. South Africa hosted the Rugby World Cup in 1995, before that, apartheid laws ensured black and white South Africans played rugby separately. The International community, could not fathom this discrimination and racism, so it launched an international boycott on the springboks and made sure South Africa was excluded from participating in the first-ever Rugby World Cup in 1987.

Following that devastating outcome, rugby served as a road to racial reconciliation, Mandela collaborated with Springbok and South African Rugby Union (SARU) leaders

to initiate the 'one team, one country' campaign in the months leading up to the Rugby World Cup. Black and white South Africans alike embraced the campaign. Throughout the tournament, South Africans of all races painted their faces in the colours of the new flag and cheered on the Springboks—who Mandela referred to as 'our boys'.

One of those boys was James Small, who played as a winger on the Springbok's team. Considered South Africa's greatest number 14 and part of the team that won the Rugby World Cup on home soil.

He made his international debut playing against the All Blacks in 1992. His final appearance was against Scotland in 1997. It is with great sadness that this leading try-scorer passed away on the 10 July 2019, at the age of 50 due to a heart attack. When Mandela's government took over, the Springboks were being taught the lyrics of the new National Anthem

"Nkosi Sikelel' iAfrica". Small was one of the most enthusiastic people on the team to learn the lyrics because he understood the damage segregation caused as he had experienced it first-hand when he joined the Springboks.

Looking ahead

The apartheid regime destroyed many lives, however many great lessons were born from this fight for democracy. The greatest lesson learnt is that of forgiveness and the importance of developing a constant desire to fight for unity. Mandela taught us that we might all have different skin tones, backgrounds or work in different industries but when we join forces for the greater good, we create a Rainbow Nation. A nation that thrives because it can embrace diversity and maximise on the advantages of being different. ▲

Jacqueline Manyonga



Small was one of the most enthusiastic people on the team to learn the lyrics



South Africa mourns a legend

Her death comes with shock and inexplicable sadness, Dr Thandi Ndlovu died following an accident that occurred while she was on her way to a funeral in Rustenburg. Her timeless achievements serve as proof that women have massive potential to change the world.

She obtained academic excellence and participated in various student organisations, including the Student's Christian Movement, of which she was a Founding Member. At the height of the Soweto Student's Uprising in June 1976 she was serving as the Administrative Secretary of the Student's Representative Council (SRC) at the University of Fort Hare.

Unfortunately, she was forced to abandon her Bachelor of Science (BSc) degree as a direct result of the oppression and harassment that came from Apartheid security. She solidified her courage by spending the next couple of years in training within the ranks of Umkhonto we Sizwe (MK), the African National Congress (ANC) Military Wing.

In 1976 she was part of the contingent of MK cadres that were posted to Novo Catengue, a military training camp in the South of Angola. There she served within MK as a Senior Political Commissioner, who was in charge of running a Literacy and Education Programme, among the one thousand new MK recruits. She also served as a Commander. Despite not being medically trained at that point, she was appointed a Medical Officer, working under the guidance of the Chief Medical Officer responsible for overseeing the health needs of the soldiers.

She was then sent to the USSR in 1978 for further training. Upon completion, she was sent to the ANC headquarters in Lusaka in 1979 where she served the ANC in various capacities, including Administrative Secretary of the Women's Section. In 1984 she enrolled with the

University of Zambia, completing a BSc (Human Biology) and MBChB degrees.

Upon returning to South Africa after the unbanning of political movements and the return of exiles, she proved she was no stranger to hard-work as she interned at Baragwanath Hospital in Soweto, around that same time she was working at a train station in Vereeniging Gauteng.

She went on to run a private medical practice in Orange Farm, an informal settlement, South of Johannesburg for five years. Dr Thandi was the Sole Private Practitioner when she opened her private practice on Orange Farm.

Delivering medical services covering a population of over 200 000 people paved a way for her to break ground in the construction industry. As she ventured into developing low-income housing, this, after realising that health problems experienced by her patients were unfortunately coming from their poor living conditions.

She became one of the country's leading business women through starting the Motheo Construction Group, her business would serve as a solution to her community. Ndlovu launched Motheo Construction in 1999. The company acquired a grade 9 certificate level from the Construction Industry Development Board. Later it became one of South Africa's largest black-female owned construction companies. In a little over 16 years Motheo has built over 66 000 homes, and its impact has reached far and wide throughout South Africa.

Driven by the urge to constantly do more, she did not just fight the liberation struggle but was an active participant in the struggle to empower and secure South Africa's future

by investing in education. She achieved this through the Motheo Children's Foundation that grants scholarships for tertiary education.

Described by many as loving, supportive, fearless and a constant motivator who believed nothing was impossible to overcome.

This outstanding woman dedicated her life towards advancing black business interests and the business interests of South Africa as a whole.

This is seen in a tweet, mourning her loss by the South African President, Cyril Ramaphosa; "I mourn the devastating and sad loss of a most formidable pioneering and leading woman of the construction industry. I will miss her courageous spirit. Dr Thandi Ndlovu - may her soul rest in peace."

Dr Thandi Ndlovu achieved much success, the most notable among her many accomplishments include: chairing the Wine and various other councils throughout South Africa. Her most recent accomplishments include summing point Lenana, Mount Kenya, Base Camp Everest and Uhuru Peak, Mount Kilimanjaro. Dr. Thandi is also the most recent (2013) winner of the Business Women of the Year Award, by the Business Women's Association of South Africa. She received recognition as the Woman of Substance 2017 by the African Woman Chartered Accountants Association, she is the recipient of the Black Excellence Title, 2019 by Golf and Beyond and an avid golfer.

May this champion of gender empowerment, political activism and exceptional business woman go well. ▲

Musa Ndlovu



Betting on change

Legal casinos have a major impact on South Africa's economy and society because they operate in metropolitan areas and are the largest component of the gambling market, with revenues accounting for 72% of total gross gambling revenues in 2014. The country's gambling revenues were projected to rise to R30 billion in 2019, mainly because we have the largest overall gambling market in Africa, which in turn brings tourists to our shores.

Despite national legislation and uniform laws regulating gambling, there are various social problems and negative impacts associated with the industry. Through help from the Casino Association of South Africa (CASA), hotels and casino members under this organisation have shown their commitment towards addressing and funding the socio-economic developmental programmes within their communities. Which is why hotels and casinos invest and dedicate their time and resources towards corporate social investment initiatives.

These initiatives counteract their business' effects and promote social responsibility within the communities they operate. This is their way of trying to do some good through development projects that empower, educate and create a platform for entrepreneurial growth.

Their multiple corporate social investment initiatives that hotels and casinos are engaging in across provinces in South Africa, in turn projecting a positive social impact while redefining the industry's image. These initiatives target the most underprivileged people in society such as orphans, at the same time they empower the youth through education and the overall community through creating employment and sustainability initiatives. The list of good deeds and doers is long, but the ones listed below best unpack the general idea, of how hotels and casinos are contributing towards making South Africa greater.

Sun Slots group of companies has a vast array of projects that play an integral part in their company's corporate culture. Among the programs that continue to have a positive impact on society are the following: A skills development organisation that assists unemployed people to become financially active by offering training courses that provide work, life and business skills.

Sponsoring two primary schools that are located in communities riddled with poverty and gang violence, Enkululekweni Primary School in Kraaifontein and Melton Rose Primary School in Eerste River—both schools are based in Cape Town. They also fund Elim Home, which is a residential special care facility for children with severe intellectual and physical disabilities.

What's more, they fund Healing Miracles which is an organisation dealing with HIV/

TB in the Western Cape. Their sponsorship is extended towards, Tongaat Anti-Drug Forum (TADF), whose main objectives are to assist the community in dealing with substance abuse awareness, prevention, and rehabilitation. Then they work with Newcastle Community Aid and Upliftment (NCAU) which is a nonprofit organisation established to alleviate poverty, feed the hungry and assist the community in any way possible.

Another organisation they work with is South Coast Hospice a non-profit organisation, committed to serving the community of the UGU District in KwaZulu-Natal by providing specialised palliative care for patients with severe progressive diseases, and their families.

Lastly, they work with the South African Association for Marine Biological Research (BR) whose mission it is to contribute towards the conservation of marine and coastal biodiversity and resources. Sun Slots is funding many initiatives, in addition to that, they have charities working with abused children and care for the elderly.

Grand West Casino also has impressive CSI projects, centred around sustainability and community development. They set-up at Granny's Green Nursery, food waste from the kitchen and hotel is stored and broken down in sealed containers for two months, before being added to a worm farm on site. Once the worms have done their part, the bio-friendly compost is then used in Grand West's vegetable garden, this supplies the property's kitchens with organic goodness.

Grand West has a CSI partnership with the Students' Health and Welfare Centres Organisation (SHAWCO). They fund a Health Clinic in Tambo Village ensuring the underprivileged community has access to essential healthcare services.

Grand West also facilitated the much-needed upgrade of Garlandale High School's new consumer studies classroom. One of 10 schools benefitted from Sun International's nationwide Schools Renovations programme in 2015. Lastly by optimising energy efficiency across its operations, and by implementing energy-saving technologies, Grand West has reduced its energy consumption by a staggering 7%.

PeerMont Hotels Casinos Resorts is significantly contributing towards Broad-Based Black Economic Empowerment (B-BBEE) and sustainable community development. Through targeted projects that give financial assistance, skills



training and leadership support from various PeerMont Trusts and other Corporate Social Investment and Responsibility initiatives.

They currently provide social, educational and emotional upliftment to children in disadvantaged areas of Ekurhuleni. They're financially supporting the primary school through education and holistic growth and development programmes.

PeerMont sponsors seven aftercare programmes that have reached six hundred and thirty disadvantaged children, most of them are orphans. In 2017 they spent R2 million on food, school uniforms, career advice and providing a safe and secure environment to do homework. The PCT works in conjunction with the Departments of Social Development and Education.

Their hotel sponsors disadvantaged learners to study a variety of university courses, achieving an incredible 85% graduation rate and finding employment in firms with big names at a placement rate of 99%. Over R3,8 million was



allocated to the project in 2017 and 120 graduates completed programmes with 24 students on full scholarships.

Then the Frontier Inn Dhlabeng Community Trust continued its bursary support in 2017 allocating approximately R280 000 to seven students furthering their tertiary education.

Tsogo Sun is actively involved in areas of social investment and caring initiatives throughout South Africa. Here are some amazing examples of the work they are currently doing: The group contributes R6 million per annum to the upkeep of the Apartheid Museum, which is situated on the greater Gold Reef City precinct. The group also takes an active role on the board and assists with the operation of the museum. Each year Tsogo Sun contributes financially to the SOS Children's Villages which provides residential care for orphaned and vulnerable children in communities. In addition, they contribute towards educational and developmental programmes for those children and other families in need of assistance.

Since 2007, Blackrock Casino has been the home of Newcastle Community Radio station where it receives facilities at no charge. Currently, the Newcastle Community Radio broadcasts in English, Zulu and Afrikaans to the surrounding areas and has a listenership of about 200 000.

The Gold Reef City Theme Park and the Montecasino Bird Park contribute to the less fortunate by providing free entrance to children from orphanages and shelters, and primary school learners who otherwise would not have the opportunity to experience the joys of these parks. Every year the hotels within the group generously donate significant amounts of linen and hotel equipment to charitable organisations across South Africa.

The Olwazini Science and Discovery Centre is based on the premises of the Golden Horse Casino in Pietermaritzburg. The centre provides support to local schools in KwaZulu-Natal. Launching events such as learner intervention programmes as well as career guidance workshops.

The above insights confirm the sizeable contribution the gambling sector makes to the South African economy. The industry has a significant impact on the country's GDP and has been boosting the economy directly through their revenue and indirectly through its CSI initiatives.

We need to applaud these hotels and casinos for the structural action they are taking to better society, we need to show support and respect towards this sector because they are going above and beyond to secure a sustainable future for South Africa.

The next time you look at a slot machine, table of blackjack or any feature associated with a casino, think about the child that machine is putting through school, feeding and clothing.

Think about the youth it is empowering, the jobs it is creating and the many lives that depend on it. ▲

Wela Mlokoti

Africa Com

Featuring

Africa Tech

Conference & Exhibition: 12-14 November 2019

Cape Town International Convention Centre
South Africa

THE PLACE TO SHAPE AFRICA'S DIGITAL FUTURE

**THE LARGEST TELECOMS, MEDIA AND TECHNOLOGY EVENT IN AFRICA.
EXPECT 14,000+ ATTENDEES, 400 EXHIBITORS AND 450 VISIONARY
SPEAKERS FROM ACROSS THE ENTIRE DIGITAL ECOSYSTEM.**

Over the past 21 years, AfricaCom has become the biggest telecoms and technology event in Africa, bringing together the connectivity champions critical to enabling digital transformation and empowering more people and enterprises to participate in Africa's thriving digital economy.

NEW FOR 2019

AfricaTech:

A brand-new zoned exhibition area dedicated to AI, IoT, Blockchain, Fintech, Cloud, Security, and Data Centres.

Future of Work Africa:

Find out how emerging technology is changing working environments and required skill sets.

Women in Tech Africa:

Discussions looking at diversity and the essential part women are playing in Africa's technology.

The All-New VIP Village:

The VIP Village like you've never seen before, including The Lounge and the VIP Village Bar & Theatre.

**GET YOUR FREE VISITOR TICKET TODAY AT:
TMT.KNECT365.COM/AFRICACOM/**

#AFRICACOM

 @Connects_Africa

 @connectingafrica

 Africa Telecoms, ICT & Media Group

 Connecting Africa Series

Brought to you by


**informa
tech**

The guide to Leadership in the mining industry in Southern Africa

Mining FOCUS SECTION

A large, dark, industrial ladle is shown pouring a bright, glowing orange-red molten metal into a cylindrical mold. The ladle is tilted, and the metal is flowing out of its spout. The background is dark and industrial.

Skills development in the mining sector

The shortage of trained personnel in this sector is rooted in the legacy of a poor basic education system which has resulted in many employees having little capacity to acquire modern skills. How can this be changed?

Mining rehabilitation

The importance of mining rehabilitation cannot be overemphasised. Without rehabilitation the communities around mining areas and mines would be adversely affected. According to the Minerals Council South Africa the objective of monitoring is ensuring the agreed rehabilitation process remains on track.



Skills shortage at the coalface

The mining sector in South Africa faces a myriad of challenges—chief among them, the lack of an effective skills development programme. The shortage of trained personnel in this sector is rooted in the legacy of a poor basic education system which has resulted in many employees having little capacity to acquire modern skills.

According to the Minerals Council South Africa (MCSA), the national shortage of skills in the mining sector highlights the challenges associated with finding and retaining qualified staff and increases the demands for training and development in this key sector of the economy.

There are still several occupations within the mining sector that are difficult to source labour for. The 2017/18 iteration of the Sector Skills Plan (SSP) has noted that occupations such as mining manager, mining planner, mining engineer and rock engineer, among others, are positions that

are still very difficult to fill. There have also been considerable fluctuations, and in some cases a decline, in terms of the numbers of qualified personnel coming out of training programmes. Data from the Mining Qualifications Authority (MQA) indicates fewer certificates being issued for occupations such as advanced mine surveying and advanced mine valuations.

Meeting scarce skills

One of the key drivers for the skills shortages is the lack of sufficient experience at senior levels of mine management within the sector as well as the undesirable geographic locations of mines in SA, driving up salary requirements for these positions. One of the reasons for the lack of experienced mine managers, engineers and planners is the current economic recession in South Africa which has resulted in a high number of skilled and experienced people immigrating to other jurisdictions. The mining industry has increased its investment in bursary programmes and graduate development to address these skills needs, however, the programmes will not alleviate the skills shortages at management levels in the short term.

There is also the problem of diesel mechanics, fitters, boilermakers and instrument mechanics not having sufficient knowledge and experience in updated technologies, as well as adequate STEM (science, technology, engineering and

maths) skills for the modernised mine environment. The mining industry and government need to focus on the development of bridging programmes through which working adults can be introduced to STEM skills to ensure that their skills remain relevant in the working environment of the future.

New, sophisticated technologies are transforming the sector's operations. As a result, the type, level and mix of skills required are

and training) programmes up to level 4, as a way of improving literacy and numeracy levels, will be important to prepare existing and potential employees to operate new machinery and coordinate new processes.

Measures to meet changing needs

Training in mine safety is another key concern in South Africa as ore is buried deep underground which proves increasingly dangerous

Upskilling and training will be required for all skills levels of workers, including managers and supervisors, to ensure a smooth transition to mechanisation

changing, affecting occupations such as rock drill operator, blaster, drill rig operator as well as most of the artisan trades. Upskilling and reskilling programmes are needed so that employees are trained in new mining processes that will extend the lifespans of mines.

Upskilling and training will be required for all skills levels of workers, including managers and supervisors, to ensure a smooth transition to mechanisation. A focus on AET (adult education

for direct human extraction. Modernisation of the industry needs to also permeate into downstream activities with greater value-addition being drawn from mining, however, a core challenge that remains is inadequate access to infrastructure such as water and electricity in semi-urban and rural communities. The various investments being dedicated towards skills development should also be directed at primary school level where the foundation needs to be strongest, says the MCSA. Coupling this with the introduction of new technologies at schools will also be vital to instil a strong technologically driven mindset that can then translate into actionable change and meaningful contributions in later years.

Global trends

At the moment all the major global mining companies are taking stock of what's going to be needed in the coming decade and beyond. The impact of digitalisation within mining is going to be far-reaching, and unless mining companies evolve out of their current models, they won't survive. A look at other major mining markets like Australia, Brazil, Canada and Chile, shows all are making headway towards investing for the future. The skills needed going forward are changing rapidly, from self-driving trucks to enhanced drilling technologies, and labour needs to match these needs to maintain industry competitiveness. South Africa is behind in terms of innovating towards skills development, with pressure coming from the



The impact of digitalisation within mining is going to be far-reaching



The mining industry has increased its investment in bursary programmes and graduate development to address these skills needs

government to transform and diversify the industry, particularly at senior management level.

Mining in SA continues to be labour-intensive in comparison to other major mining markets and according to the latest available mining figures from the MCSA, there are over 460 000 people employed by the mining sector. In comparison, Australia employs less than half that number of people as does Canada. What's interesting to note in these two comparisons is that if you take into account the downstream value-added in the mining sector in both countries, it is considerably larger than SA's.

Employment of unskilled labour

Contrary to the expectation that it would move towards employing a higher number of skilled personnel to catalyse modernisation and mechanisation targets, the South African mining industry has backtracked, employing a significant number of unskilled personnel instead. This is according to a report compiled by Africa-focused research and analysis organisation, InOn Africa and human resource advisory firm Managing Transformation Solutions (MTS) Holdings.

The Mining Trends Report 2018 which was released recently highlights the effectiveness of education and training in the local mining

sector. The sample analysed more than 12 000 people from more than 45 mining and core contractor companies.

A general decline in the local mining industry has been blamed on the slow adoption of mechanised mining methods and the reluctance to extensively modernise operations using technologies such as automation, artificial intelligence (AI) and remote control.

Lack of preparation for Industry 4.0

The move away from upskilling mining personnel and relying instead on a greater number of unskilled and low-skilled personnel contrasts with a global call for greater emphasis on upskilling workforces as the Fourth Industrial Revolution, or Industry 4.0, gains traction. A major component of Industry 4.0 involves mechanisation, modernisation and digitalisation, with machines and AI the driving force behind highly efficient and safer methods for industry, mining, processing and manufacturing.

Any form of modernisation would require a larger number of mining personnel to be highly skilled to operate and maintain intelligent machinery, which, in turn, will likely be deployed in deeper, hotter and more unsafe depths to find previously unattainable ore bodies.

With a paradigm shift in terms of how operations are conducted comes a shift in how

personnel work and are trained. MCSA skills development head Mustak Ally points out that, previously, the basic requirements for entering the mining industry were "gross motor skills", but what is required currently is well developed fine motor skills.

However, he also points out that it might prove difficult to teach some of the older generations of miners fine motor skills, which could be done through, for instance, playing video games.

Many commentators in the mining industry have emphasised that it stands to benefit much from mechanisation and modernisation, with machines taking over dangerous tasks and removing people from labour-intensive and unsafe conditions. This would go a long way towards improving safety for miners and mitigating the high number of injuries and workplace-induced illnesses.

The report states that a greater number of people who have a higher degree of knowledge and skills would need to enter the industry to catalyse a new wave of industrial growth, which would seemingly also require the mining industry to follow suit in terms of employing such people and upskilling existing personnel to ensure a new prosperous, more efficient and safer local mining industry. ▲

Babington Maravanyika



The dark side of mining rehabilitation

While mining is one of the three top contributors to South Africa's Gross Domestic Product (GDP), the activities through which minerals are extracted result in environmental degradation and pollution. Opencast mining displaces topsoil, creating large dongas in which poisonous water may accumulate, thereby threatening both domestic and wildlife. These dongas sometimes become breeding grounds for mosquitoes. Underground mining creates cavities in the ground which sometimes cave in, resulting in damage to infrastructure such as roads and buildings.

Mine rehabilitation is an extremely important exercise because, without it, the communities around mining areas are adversely affected. The government has the unenviable task of making sure that mining areas are properly rehabilitated.

According to the Minerals Council South Africa, the objective of monitoring is to ensure that the agreed rehabilitation process remains on track. There is need to carefully monitor the progress of the physical aspects of rehabilitation (soil stripping, overburden handling, landform development and soil replacement) during the operational phase, and the progress with the re-establishment of the desired final ecosystem. The list of items that should be monitored will vary from site to site and is usually based on the closure criteria that have been negotiated for the site.

Typically, they may include several or all of the following items: alignment of actual final topography to agreed planned landform, depth of topsoil stripped and replaced, chemical, physical and biological status of replaced soil, erosion, surface water drainage systems and surface water quality, groundwater quality at agreed locations, basal cover, vegetation species diversity, faunal recolonisation, crop growth, vegetation and yield on sites rehabilitated for agricultural use.

While South African mining companies adhere to a ‘polluter pays’ policy for restoring land damaged by spent mines,

there are concerns over the informal nature of the financial reporting rules. The Centre for Environmental Rights (CER), a national think tank, says it is worried that there are no clear cut guidelines on the amounts of money companies are supposed to set aside for the all-important duty of rehabilitating mines once mining activities cease. In its latest report, the CER analyses mine rehabilitation funds in South Africa and rank 11 mining companies according

the rehabilitation of the local area once the mine has reached the end of its life. If the company is unwilling to use these funds after a mine closure, the government can opt to take the money and conduct the rehabilitation work itself through the ‘polluter pays’ principle, ensuring that taxpayer money is never spent on cleaning up after large mining operations.

According to CER, detailed information on how the reclamation rate is determined,

“You don’t get access to the trust’s annual financial statements, there’s no information about how the funds in the trusts are accessed, nor who has the power to access those funds”

to the usefulness and clarity of their public disclosures of finances covering environmental rehabilitation. The report describes Lonmin, MC Mining and Wesizwe Platinum as having the least clear financial plans, while Atlatsa and Exxaro have the most coherent. The CER has found that the legal framework for publicising and using rehabilitation funds is itself flawed.

Mining laws

South African law requires mining companies to set aside funds at the outset of a project for

how it is set aside, and even how it can be accessed, is ambiguous. Christine Reddell, a CER attorney who authored the report, said the way the funds are structured at the moment does not enable one to understand whether enough money has been set aside as several operations can be bunched together. This confusion has created an environment where the responsibility is on individual companies to disclose as much or as little information as they like, rather than on the government to ensure that all companies are legally obligated to provide detailed documentation.

Full disclosure

Atlatsa Resources and Exxaro Resources were awarded the highest ranking, by not only providing all information as the companies on lower ranks but, critically, also separating their damage assessments and rehabilitation funds by individual operations. Reddell said that a one-line item in a balance sheet is meaningless without an understanding of details per operation, and Exxaro provided context for its assessments in a supplementary report on the land disturbed by its operators versus the land rehabilitated by the company.

Exxaro also told CER that it consults with external experts on its rehabilitation projects every three years to ensure the funds set aside are proportionate to up-to-date estimates of the cost of any environmental repair work.





“We sent questions to all companies, and in their responses, a lot of the companies said that if it became a legal requirement to provide the sort of information we were asking for, they would”

Consequences and financial risk

These two detailed elements—per-operation costs and information on how assessments are completed—form the basis of CER’s recommendations for the future, and its warnings over the dangers of ignoring the report’s findings. Reddell referred to the Gupta family, which bought a Glencore mine in 2015 and was subsequently held responsible for confusion and fluctuations in the mine’s finances, as an example of the dangers of trusts protecting unknown and unknowable sums of money in mining operations.

Particularly for trusts, there’s no information provided in the financial statements as to the identity of the trustees and the beneficiaries,” she said. “You don’t get access to the trust’s annual financial statements, there’s no information about how the funds in the trusts are accessed, nor who has the power to access those funds.”

With an estimated 6 000 abandoned mines in South Africa, it is unclear if the government would realistically be able to fund environmental rehabilitation on a large scale. The South African Government, according to Reddell, has a responsibility to insist on greater

transparency in how companies administer their rehabilitation funds.

“We sent questions to all companies, and in their responses, a lot of the companies said that if it became a legal requirement to provide the sort of information we were asking for, they would,” said Reddell, adding that her organisation was currently lobbying government to put in place such legal requirements.

Meanwhile, the current government is saddled with the monumental task of rehabilitating a whopping 5 976 derelict and ownerless mine sites, at an estimated cost of R47 billion. At the moment only R200 million is committed to coming through in the next few years to add to the R120 million that is available annually.

This undesirable situation is the result of a lack of legislation in the past. Although legislation is now in place, implementation and enforcement is still a challenge. A parliamentary inter-departmental project implementation committee comprising of the Department of Environmental Affairs, the Department of Mineral Resources, and the Department of Water and Sanitation, has been established to look into the issue of rehabilitating disused mines.

Concurrent rehabilitation is now encouraged and several mining houses were applying for that. Funds had to be made available for rehabilitation before new licences were granted. The case of the Gupta-owned Optimum Coal Mine’s R1.5 billion rehabilitation fund that was drained, allegedly for repaying loans to buy the mine, was also discussed.

The Department of Mineral Resources, together with National Treasury and the South African Revenue Service, addressed gaps in the Trust Fund system to ensure that only the Department of Mineral Resources has access to those funds.

In Gauteng, there is an urgent need to rehabilitate disused mines, especially those which were mining gold.

This is because illegal miners, commonly known as Zama-Zamas, are resuming operations in these mines in search of gold, and scores are killed each year, either due to lack of proper ventilation or when the unsafe mines collapse. These practices will continue until the legislation is implemented and enforced effectively. ▲

Babington Maravanyika

Agri-Business and Eco-Tourism Forum, Angola-South Africa

26 & 27 September 2019 • Cape Town International Convention Centre

The conference will be welcoming high-level Government and private sector delegations from Angola. The relevant South African Government departments will also be represented at Ministerial level. Exciting business and investment opportunities in Angola will be announced at the event.



This exciting high-level conference should prove to be the perfect base from which to launch cross-border economic and social relations in the agricultural and eco-tourism sectors of both countries since it is intended to attract major role-players in this area. Intended as a noteworthy networking platform, it will not only promote and facilitate foreign private investment for agri-business and eco-tourism projects as well as future business relationships between Angola and South Africa, but it may inadvertently become a gateway event for access to other markets in the Southern African Development Community (SADC)



ASACCI
Angola South Africa Chamber of Commerce and Industry
Company Reg. # 2018/071559/08



For delegate and sponsorship opportunities

Contact: Venesia Fowler
venesia@capemedia.co.za





SERVICE

LEADERSHIP IN GOVERNMENT FOCUS SECTION

The role
of firm
leadership in
stemming out
corruption



Weak leadership feeds corruption

In any functioning democracy, a high degree of cooperation across all sectors and between all individuals is required. So, why, when we have well developed rules for a functioning democracy, including codes of governance and anti-corruption, anti-bribery and anti-money laundering laws, is bribery, corruption and a lack of ethical cooperation still so pervasive?



Dr Michael Muthukrishna, from the Department of Psychological and Behavioural Science at the London School of Economics and Political Science has co-authored several interesting articles about this, including for *Nature* and the online journal *Economics*. His co-authors are leading researchers in economics, psychology, behavioural science and human evolutionary biology.

“Understanding how humans sustain cooperation in large, anonymous societies remains a central question of both theoretical and practical importance,” they write. They go on to explain that while bribery and corruption seriously undermine democracies, societies and countries, there is nothing mysterious about why they are still so pervasive. Bribery and corruption, they believe, are natural tendencies inherited through our evolutionary biology, and shared with other animals. In evolutionary terms, bribery and corruption is far more natural to us than democracy, as Muthukrishna et al explain:

“There is nothing natural about democracy. There is nothing natural about living in communities with complete strangers ... There is something very natural about prioritizing your family over other people. There is something very natural about helping your friends and others in your social circle. And there is some-

organisations and civil society have to move beyond our basic instincts and strive for social justice and a better quality of life for all by working hard on developing strong levels of accountability, responsibility and cooperation.

In poorer economies it is arguably even more critical to fight against bribery and corruption than in richer economies. As Muthukrishna et al write: While the total quantum of corrupt money may not materially differ from one country to the next, the scale of its effect must not be underestimated. In a rich country, the difference may mean a city having 25 instead of 20 schools built. In a poor country, the difference might be between having three schools built and only ending up with one.

So what do we do about this? It’s very complex and Muthukrishna says we need to deeply delve into human nature and behaviour to understand the nuances of how even anti-corruption strategies can backfire if they are not astutely managed.

To explore this, they developed several Public Goods Games (PGGs) which experimentally model how cooperation, bribery and corruption occur. The games were played by 74 participants from diverse ethnic backgrounds, some of whom came from immigrant families. The participants were divided into groups of four to seven players. These are essentially laboratory games, and the results

The more corrupt the country,
the more power they have to hold
you under some spurious reason
or to benefit out of bribery

thing very natural about returning favours given to you. When a leader gives his daughter a government contract, it’s nepotism. But it’s also cooperation at the level of the family.”

The trouble is that the world today is not just about family and friends. We live in large, complex societies where acts of self-centred, so-called natural cooperation undermine the large-scale functioning of modern states, as South Africa has painfully experienced.

In the 21st century, for groups of mostly unrelated humans to live and work together; to survive and thrive, governments, companies,

are experimental, with limitations as they are not informed by real world situations. However, they reveal several important points about how to think about, mitigate and prevent bribery accelerating corruption in the interests of building stronger democracies.

In one of the simplest PGGs, for example, ten people were asked to put 10 dollars into the pool on the basis that you can get three times your money back. No one was aware of who had put in their 10 dollars, but it seemed logical that all ten would put in the money and get 30 dollars out. But very quickly one individual worked out

that if they put in nothing, they take home 37 dollars, which is worked out at 9 dollars x 3 given back, plus their own 10 dollars that they didn’t put in. What started to happen is that more people quickly caught onto this and hence contributed less until the pool of money diminished to nothing and everybody took home zero.

In another game, known as the Institutional Punishment Public Goods Game (IPGG) a





When you travel in a corrupt country and you come across a police road block, you at least hope the police official is going to do nothing and wave you through

mechanism was introduced for the punishment of non-payers/defaulters, with one player appointed as the group's leader and given the power to punish the other players with taxes if they defaulted on their contributions. The group leader's role was analogous to governments, taxes, police forces and other enforcing/punishing organisations. In the IPGG, where there were strong, non-corrupt leaders, contributions

from all the players increased and the public goods increased.

From here they incorporated the Bribery Game (BG) into the IPGG. This time, as Muthukrishna explains, players could either keep their money for themselves or contribute to the public goods pool, and also 'contribute' to the leader (effectively, a bribe). In addition to having the power to punish non-contributors, the leader could

also enforce bribes being paid. Very quickly, the leader started taking a larger share of the contributions in addition to accepting increasingly larger bribes. On average the contributions fell by 25%. End result: a powerful elite that looked after themselves, with the other players contributing as little as they could get away with.

In the next BG, where both the leaders and the players could accept bribes, the more powerful

leaders in the groups were twice as likely to accept a bribe than the less powerful leaders, and three times less likely to do nothing—in other words, not accept a bribe or not punish other players for taking bribes.

To give you a tangible example: when you travel in a corrupt country and you come across a police road block, you at least hope the police official is going to do nothing and wave you through. But the more corrupt the country, the more power they have to hold you under some spurious reason or to benefit out of bribery. They are three times more likely to accept a bribe or punish you, by, for example, threatening to lock you up, even though you have done nothing wrong.

In a less corrupt or non-corrupt country, when you encounter a police road block, hand over your passport to an immigration official or walk through customs, you have far less anxiety and a far greater sense of being in a functioning democracy where the official is not looking for something from you but acting consistently in the public interest, by looking

after the law-abiding citizens, apprehending the criminals and removing unroadworthy vehicles.

As we know, bribery can occur at every level and along a sliding scale, all the way to state capture, where you punish people who are doing the right thing by removing them from their office, by bringing contrived court actions against them or even threatening them. The effect is that productive, hard-working non-corrupt people spend increasing amounts of time defending themselves and dealing with the stress. This contributes to the downwards spiral of the country or organisation as their effectiveness in holding back the tide of corrupt behaviour is diminished.

What is also interesting about the game findings, is that the players who grew up in- and still live in more corrupt societies were more likely to accept a bribe, but those who grow up in—but moved to a non-corrupt societies were less likely to accept bribes.

In a democracy it goes without saying, but bears emphasising, you want to ensure your institutions are made up of women and men

acting in the best interests of the country, and that they are immune to bribery. The moment you open the door to the bribery and corruption virus, it wreaks havoc on society and democracy. It leads to more and more people going on tax revolts, moving their money abroad, emigrating, not starting new businesses and investment drying up. Ethical cooperation declines, contributions decrease by 25% and more, and there is less money for the public good – like building houses and schools, or sorting out Eskom.

The overall effect is a small elite accumulates more and more wealth at the expense of everyone else; and when leaders are given positions of unfettered power where bribery is accepted, it corrupts them absolutely.

So what to do? In an attempt to model the effect of mitigation factors, Muthukrishna et al then modified the Bribery Game and introduced two different transparency measures – partial transparency where the players were able to see how much the leader of their group was contributing to the public good (but not the bribes); and full transparency where they were



As we know, bribery can occur at every level and along a sliding scale



Anti-corruption activities can backfire in an environment of partial transparency and weak leadership

able to see everything the leader was doing: how much they earned and contributed, and, even, if they bribed, who they bribed and how much.

The aim was to see whether this had an impact on suppressing or mitigating corruption. A real life example is Singapore which has one of the lowest levels of corruption in the world. Here, the citizens know exactly what their leaders earn and are doing; the economy is strong, and the public goods provisioning is high.

But what happens if you are in a situation where there is strong leadership but a weak economy? Interestingly, the introduction of transparency showed the public goods provisioning still increases, though not quite to the level of the Institutional Punishing Goods Game. Rwanda's President Paul Kagame is a case in point. He is a powerful leader and ruthless about stamping out corruption in a country with a relatively weak economy. Not everybody is happy about his methods, but it cannot be ignored that Rwanda's public goods provisioning and

its economy is growing as a result. Its capital, Kigali, is an incredibly clean city, people obey the laws and the police don't solicit bribes.

In contrast is Zimbabwe, another country with a weak economy that had a powerful leader in President Robert Mugabe. He allowed bribery and corruption to flourish, and Zimbabwe is where it is today.

The most interesting finding though in the Bribery Game, is where there is weak leadership and poor economic potential. Even with full transparency about what the leader was receiving and contributing, it has zero effect on increasing the players' contributions. Where there was partial transparency, i.e. where the players could see what contribution their weak, non-corrupt leader was making to the public good—most alarmingly it resulted in lower contribution levels, lower even when the transparency factor was not introduced.

What does this tell us? Anti-corruption activities can backfire in an environment of partial

transparency and weak leadership. The effect on people is: 'If he only gives that amount, and the country is going nowhere, I might as well contribute even less'.

There are critical lessons for South Africa here. People are saying that President Ramaphosa is not being decisive and that we only have partial transparency into what is going on at the leadership level and in the country, mostly through revelations at the commissions.

Hence there is an increasing call to start exercising incredibly strong leadership and full transparency to get the country on the right path, which will encourage people to invest and contribute more. If he continues to do nothing, if the prosecuting bodies do nothing and the public protector does nothing, we may find the attempts of the Zondo Commission and all the others backfiring. ▲

*Professor Owen Skae,
Director of Rhodes Business School*

LESETJA KGANYAGO, RESERVE BANK GOVERNOR. Expressing concerns over plans by the ANC to nationalise the Reserve Bank. Says in a recent briefing:

"This conversation confuses ownership with the mandate of the institution and the independence of the institution. If it ends up happening and nationalisation takes place, what would we go to war about? When our independence is threatened, that's when you will see us taking up the fight."

JOHN MOODEY, PROVINCIAL DA LEADER, came to Johannesburg mayor Herman Mashaba's aid after the ANC requested a motion of no confidence against him. Moodey told media:

"It is shocking that the ANC wants to table a motion of no confidence in Mashaba when it is them that failed the residents of the city for more than two decades, depriving them of services."

FLOYD SHIVAMBU, EFF DEPUTY PRESIDENT, in his reaction to former EFF members launching a new political party led by Vusi Mathe, responded in a tweet saying:

"What level of desperation and foolishness, do we call this?"

MMUSI MAIMANE, DA LEADER, showed his support for Johannesburg Mayor Herman Mashaba who's currently facing threats of being removed from office by the ANC. Maimane said in a tweet:

"I stand with Herman Mashaba and the incredible work he has been doing. No MONC formed against him shall prosper. He has brought clean governance, increases investment and transforming the inner city."



HARRY MAGUIRE, MANCHESTER UNITED'S LATEST SIGNING AND DEFENDER. Following his exceptional first match performance at Old Trafford, which got him the man of the match title, in an interview he said:

"We knew there were only two clean sheets last year here. We need to make it a fortress."

ZOZIBINI TUNZI, RECENTLY CROWNED MISS SOUTH AFRICA. In her reaction to the controversial Metro FM poll that questioned her beauty after she was crowned the new Miss SA. Responded to media saying:

"Beauty is subjective. You look different to different people, which is why beauty is not even a thing for me. If you say to me that 'you are ugly' I don't even care. I'd be more affected if someone said I wasn't smart. Then I would have been hurt. But being pretty? I don't really care and not interested."

TENDAI BITI, MDC VICE-PRESIDENT. After the court's decision to uphold the ban on protests against the government's handling of the economy says:

"The constitution guarantees the right to demonstration. Yet this fascist regime has denied and proscribed this right to the people of Zimbabwe. We have jumped from the frying pan into the fire after the coup. We don't accept the conduct of this regime and the conduct of President Emmerson Mnangagwa."

PITSO MOSIMANE, MAMELODI SUNDOWNS MANAGER, in his response to his club dropping points in the Absa Premiership is an unusual media culpa from a coach:

"For me it is a lesson learnt. The game always teaches and always humbles you."

HLENGIWE MKHALIPHI, EFF DEPUTY SECRETARY-GENERAL, in an effort to distance former EFF members who launched their political parties, responded to questions from the media saying:

"These are not EFF members. These are the thugs who were expelled from EFF as councillors of eThekwinini."

MASEGO KWENAMORE, GOOD PARTY NATIONAL TREASURER. In her resignation letter addressed to party leader Patricia de Lille says:

"I hereby render my resignation as an interim national treasurer and as a member as well. Unfortunately, I cannot furnish or present the financial report as I have no clue of the finances of the party, I feel embarrassed and ashamed to say this, but I feel like a window dressed Treasurer General."

Leadership

FOCUS

Lebogang Zulu
CEO, AV Light Steel

SPECIAL ADVERTISING SECTION

Leadership

FOCUS



60

Contents

- 60 AV LIGHT STEEL
- 66 PALABORA COPPER (PC)
- 68 GAUTENG PARTNERSHIP FUND (GPF)
- 71 VODACOM
- 72 SAMRO
- 74 MEDSHIELD MEDICAL SCHEME
- 76 DURBAN UNIVERSITY OF TECHNOLOGY (DUT)
- 78 UNIVERSITY OF KWAZULU-NATAL (UKZN)



66



68



71

72



74



78





EVERY DETAIL MAKES
AN MSC CRUISE
NOT JUST ANY CRUISE.

Every detail on an MSC Cruise makes
you live a unique experience.

Like each of the strawberries dipped in 30g of
sumptuous dark chocolate and 5g of white chocolate that
we offer to welcome the most loyal guests, which is just
one example of many delicacies handmade on board
by our select chefs using only the freshest ingredients.

Another meticulously crafted touch of class.

Developed with you in mind.



NOT JUST ANY CRUISE

msccruises.co.za



A woman made of steel

Making a difference in communities through the manufacturing sector with feminism and class

When Lebogang Zulu was a child, she rarely played with toys, playing make-believe with bricks instead. Today, this forward-thinking go-getter is CEO for AV Light Steel, and she's working to bring Innovative Building Technologies to the centre stage of the construction industry.

"I remember a teacher from high school who tried to discourage me from choosing maths and science. I went back to that school years later to speak to that educator because I believe that as an educator, you have an obligation to motivate children. Imagine if I weren't as stubborn as I am, I would have listened. Instead, I went on to study mechanical engineering," she says.

"But, I loved my long nails. My first day in the workshop, my lecturer told me to lose the nails. From there, I got my first job at Eskom, and I never really spent time focusing on the girl stuff. All these years later and I'm now finally embracing the girl in me."

Today, 13 years later, Zulu finds herself in Potchefstroom, in South Africa's North West province, the proud CEO of AV Light Steel. A Level 1 BBBEE light steel manufacturing company, it is the leading supplier of light-weight steel roof trusses, floor joists, structures and associated products in various materials and profiles.

"Offering our clients excellent service, competitive prices and an innovative and high-quality product ranges, our proudly South African products are supplied across the SADC region including Namibia, Botswana, Swaziland, Mozambique, Zimbabwe, Zambia, Malawi, Angola and DRC," she says.

A trainee power station manager for Eskom at the time, she was first introduced to Innovative Building Technologies (IBTs) by her good friend, the late Bafana Bafana soccer player,





“Engineers love challenges, and I knew that I wanted to get involved in construction, but the conventional side of the sector wasn’t exciting for me”

Shoes Moshoeu, and she knew she wanted to do something different, leaving a legacy that would be meaningful to the communities around her.

“While I was with Eskom, my biggest fear was to become complacent. When colleagues knocked off work, I would spend an extra two hours in the office, learning about all the different processes involved and making sure I had a holistic understanding of how things worked. I believed that I needed to empower myself with knowledge because you can’t speak about something you don’t understand. I was studying through a leadership programme

when a lecturer gave us this formula: knowledge equals information plus common sense. It’s taken a good 15 years to understand the concept, but I think it’s so powerful because there is no school that teaches you how to think or process information,” she says.

“So, I realised it was time to enter the real world. Engineers love challenges, and I knew that I wanted to get involved in construction, but the conventional side of the sector wasn’t exciting for me.

“I started taking a more in-depth look at IBTs, and I spent a year studying them. There are

40 approved systems, and the Fortis Building System was one of them.”

While she knew she wanted to venture into the manufacturing side, she believed that it was essential first to understand the product. Zulu founded Tshitshirisang Construction and decided to make use of the Fortis Building System for walls, roof trusses from AV Light Steel and sheeted roof coverings. In eight years, her company delivered 84 classrooms for the Gauteng Department of Education and 258 energy-efficient houses.

“Those first six years of construction were in preparation for my new venture into manufacturing. In July 2017, I approached the late Vincent Bender, the then owner of AV Light Steel, and my preferred supplier of roof trusses. I wanted to create a one-stop-shop, but his facilities at that time were too small. Vincent was really open to transformation, and he offered me a 60% stake in his company at no cost,” Zulu says.

“He started looking for factories for us and found this abandoned facility. I could see the vision, I could hear machines running, and I knew this was it. But in order to secure funding, I knew that we would have to start to change the facilities—to help other people see the same vision that we did. When it comes to starting a business, you have to plough some money in first. If you want to be it, you have to walk it, talk it and live it. Once the factory was refurbished and had a whole new look, I started looking for funding.”

Turning big dreams into reality

Zulu was successful in securing a grant from the Department of Trade and Industry (DTI) as a black industrialist, as well as loans from ABSA and IDC. The DTI’s scheme to fund black industrialists in mining and manufacturing granted AV Light Steel R40 million based on 50/50 cost-sharing.

This meant that AV Light Steel needed to make an investment of at least R80 million to access the funds. ABSA granted AV Light Steel a loan of R15 million, while the Industrial Development Corporation (IDC) loaned an additional R61 million at an interest rate of prime minus 2%. Considering the employment creation aspects of the company’s expansion plan, AV Light Steel was only the second company to be funded by the DTI Black Industrialists Scheme in North West.

“Securing these loans was a mammoth task. The process of securing any funding is

not child's play, and it required a whole lot more beyond me just being a woman. We did, however, manage to secure it eventually. We endured many nights at the factory to accomplish this, but what we have managed to achieve in the last two years is nothing short of amazing," she says.

It took about 15 months to secure the loans. Apart from refurbishing the factory, six machines were purchased from overseas, and the first was delivered earlier this year. The factory is now fully operational, manufacturing the Fortis Building System, roof trusses and sheeting.

"But the work doesn't stop once you have your funding. It is still a process, and while we have a few milestones behind us, the vision is very much like one big puzzle where every piece matters. The picture for us is not complete, and once you have machinery, employees and the correct facilities you need to start looking at where you see yourself in the future. It's a big responsibility and the hard work never really stops," Zulu says.

Of the 40 licences government has granted to manufacture Innovative Building Technology (IBT) materials, 36 are in the Western Cape and only four in the rest of the country. AV Light Steel is the only licensed manufacturer in the North West Province and is thus excellently

positioned to fill a massive need in the Northern provinces.

"I am very passionate about what I do, and I am committed to transforming not just the construction industry but innovative building industry as a whole. You will not move me away from the alternative building space. With the huge backlogs in critical social infrastructure, IBT is definitely the solution."

Over the past few years, there were many successes and challenges, but the biggest challenge was getting the support and buy-in from both the private sector and Government as far as IBTs were concerned.

Her first breakthrough came with the Independent Development Trust (IDT) when AV Light Steel was contracted to build four new schools.

"It was then that I realised that we are not only selling classrooms, schools, houses or even high-rise buildings. We are selling time, quality and energy efficiency. Building a new school with brick and mortar would take two years. We do a full new school in the space of 8 months," she says.

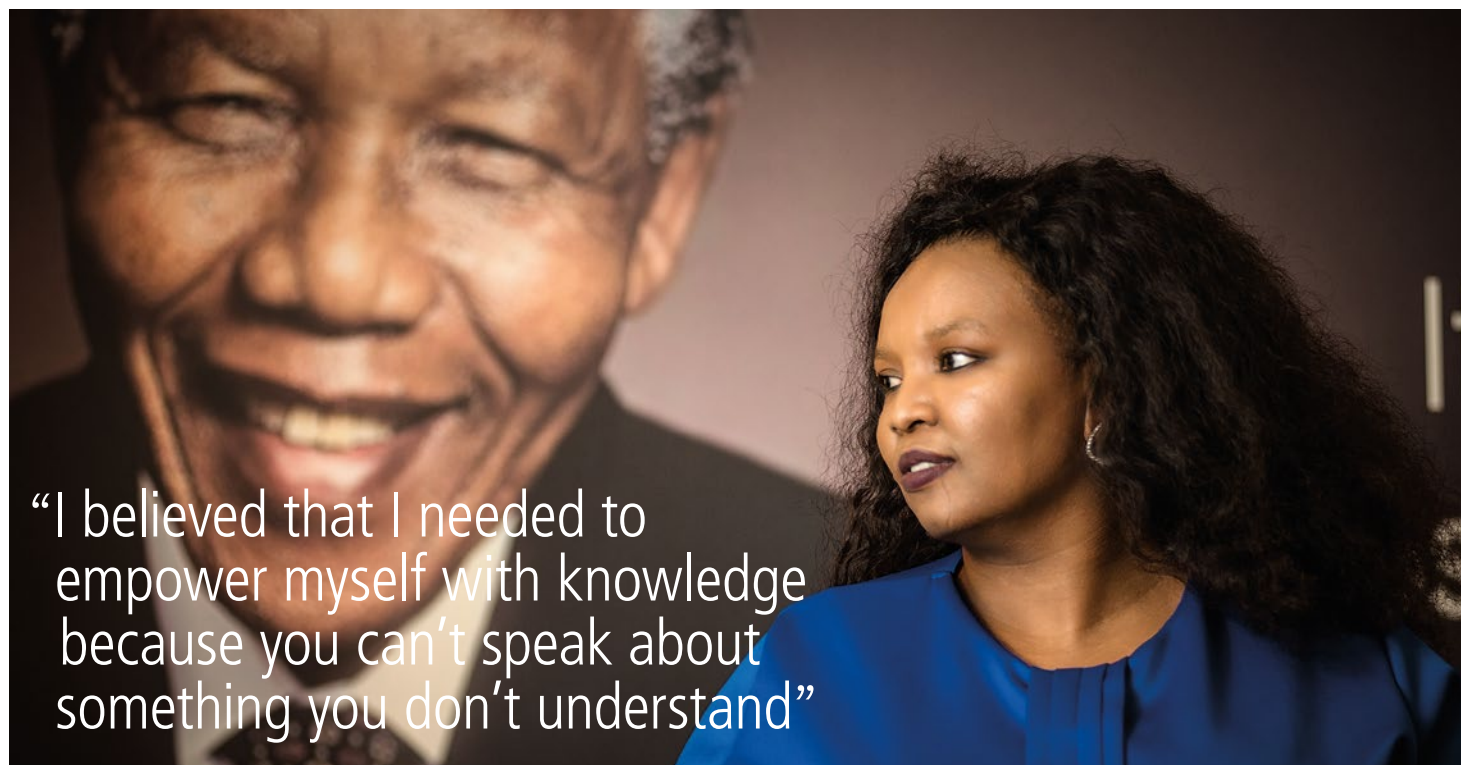
Last year the company partnered with the National Home Builders Registration Council who had been mandated by Department of Human Settlements to investigate the value of IBTs.

"I approached them and told them about our system. They then identified beneficiaries to showcase the technology. They liked what they saw and contracted us to build six additional houses across the country, including Gauteng, Limpopo, Mpumalanga, Northern Cape, North West and the Free State," she says.

"Building infrastructure for the public sector is our main focus. I'm looking forward to the day when all builder's retailers have shelves with our products. The day when the 30% threshold for the use of IBT in public building projects turns into 50% or 60%, we will have achieved our goals. We want to see more schools, penetrate the low-cost housing market and build health facilities. This infrastructure is not a nice-to-have; it is desperately needed."

Zulu also believes that the growth of the manufacturing sector is vital to the South African economy, and it is in the best position to create much-needed jobs. AV Light Steel will not only directly employ 97 people in Potchefstroom within the next 12 months but also create many more jobs by training contractors to use their products. With every 10 contractors using their IBT systems, an additional 1 200 work opportunities are generated.

Becoming the preferred innovative building system supplier in Africa will help the company to realise its mission. This will also mean that



"I believed that I needed to empower myself with knowledge because you can't speak about something you don't understand"

more social infrastructure, homes and commercial buildings can be delivered in the shortest possible time.

"We have already turned an entity with an asset base of R2 million into one with an asset base of R84 million. Our turnover has increased by 30%, from R9 million to R13 million. We have also gone from nine employees to 52 employees, and that is just on the manufacturing side," Zulu affirms.

Additionally, 40% of the company's management is female.

Putting women at the top

"It's not just about the gender scorecard. Female empowerment should always be an agenda. I look at how I've managed myself and continue to lead my team, and once you come to see your own capabilities, that's when the mindset and mind shift begins. Women are super capable. They have mental strength while men have physical strength. We must realise the importance of not worrying about things that we can't control, and women often cloud their minds with unnecessary worry. We must remember that our brain remains one size, so we should fill it with what is important. As women we must not lose ourselves, we have goals, things we want to achieve, and we can't do these things if we only have 10% of our brain's capacity to spend on ourselves," she says.

For Zulu, one of the biggest challenges she has had to face is the perceptions of her male counterparts.

"I remember when we were building classrooms as part of a GDE programme. It was my

first meeting with the consultants employed on the project, and I was there to give a progress update. Contractor number six had just left the room, and I walked into a room full of young engineers and project managers who were already frustrated by the contractors they had spoken to before. The thing about the built environment is that these professionals often view contractors as illiterate people, and as a contractor myself, I can see this attitude immediately when I walk into the room. I see their body language, but it's important not to be offended. You can't be emotional," she says.

"I could see their body language change soon after I started talking. I drove that meeting, and I know that it was the knowledge I had to share that changed their minds. As a woman, you often have to work to change the perception first, but I believe that if we as women started to embrace that, we would become stronger and smarter with that added pressure. I choose not to play the victim. I remember my first interview with Eskom, where all I had was a piece of paper and my willingness to learn. I believed then that that would be my first and last appointment based on affirmative action. It's not something you can sustain. The door may have opened because I am a black woman, but I believe that it is important what you do when that door opens," she asserts.

Zulu has also worked alongside South African Women in Construction (SAWIC), an initiative that was founded to empower women to gain access to business opportunities, training, finance and networks in the construction industry.

"We worked alongside them as a mentor on the construction of a house, and working very closely together; I learned a lot. I now understand the industry from a different perspective. And what I learned when we invited them for a lunch session was that it doesn't matter how many empowerment programmes we, or Women's Day celebrations, if the narrative is not on ourselves as business owners and innovators, none of that matters," she says.

"We need to talk about ourselves more. We need to talk about where we want to go, who needs assistance, and who has made it in terms of success. I think it's a mind shift, and we need to believe in how much we want this. We must want to succeed in construction and manufacturing, and we have to commit ourselves."

Zulu is very clear about her vision for the company in the next five years. She would like to build at least three other manufacturing facilities in other parts of the country.

"There is a backlog of infrastructure country-wide, and we cannot supply KZN from the North West Province; the transport alone would make it financially unfeasible. We also want to train at least 30 to 40 contractors to use IBT and have them certified. Part of our vision is to supply materials to Africa, and we want to be part of an effort to take South Africa from a consumer society to players in manufacturing and export of innovative products," she says.

"I would also like to identify other women who are interested in manufacturing and partner with them. I see a lot of value in holding the hand of another woman in the same sector, providing them with an opportunity to own



that facility. This is how I would like to leave a legacy, to have more women in this space, and I will do everything to empower them. But I am also aware that I need to empower the right mind, somebody who is ready for growth. This kind of power must find you when you are ready. Otherwise, you could make a wrong decision, and the responsibility can overwhelm you,” she shares.

Building stronger, better and faster for a better tomorrow

Environmental awareness is also firmly embedded in AV Light Steel’s values.

“In small rural areas, air-conditioning is unaffordable. Our structures are designed to be more energy-efficient and leave a much smaller carbon footprint than brick and mortar structures. The Fortis Building System ticks all the boxes as far as energy efficiency is concerned. Walls and roofs are well insulated, to keep the structure cool in summer and warm in winter, and careful consideration is given to fenestration, which includes the placing of windows,” Zulu explains.

The Fortis Building System is an approved, time-saving and cost-effective alternative building technology to build sustainable structures.

The Fortis wall is a strong structure of a strength ratio ranging from 23Mpa up to 28Mpa and provides excellent thermal, acoustic, fire, water, wind and termite resistance. It is a much faster construction method to that of conventional systems, and the panels are lightweight, very easy to build with, and it requires limited skilled labour.

As part of their CSI, AV Light Steel’s Mandela Day project this year was building a house for Gogo Mashinini in the Free State. This house was built in 12 days using AV Light Steel’s fortis building system, light-gauge steel trusses and profiled roof sheet covering.

“This woman finally got the house she has been praying for the last 25 years. The project was a joint effort between the Free State Department of Human Settlements, Water and Sanitation, and the NHBRC and us, and it was so rewarding. It’s about more than just building a house, but also restoring the dignity of our elders and communities. We believe that it’s more than just providing a house, but a home where people can be comfortable in their own space,” Zulu enthuses.

AV Light Steel are also distributors for the Zero-H²O waterless system, an innovative



“I see a lot of value in holding the hand of another woman in the same sector, providing them with an opportunity to own that facility”

sanitation solution for rural areas or areas where the municipal sewer infrastructure is not in place. Zero-H²O dry toilets provide a safe, non-polluting and cost-effective solution to the global sanitation problem. Not only does the toilet save on water use, but it is entirely isolated from the surrounding environment and cannot contaminate underground water resources.

The system utilises a natural biological process to break down human waste into a dehydrated odourless compost-like material which can be used to make compost, disposed of through municipal waste services or even used as a source of fuel.

“It is unrealistic to think that the government will be able to roll out infrastructure at a pace that keeps up with the current demand. The Zero-H²O sanitation system does not need sewer or water infrastructure, and it uses a

ventilation system to dry the waste. Pit toilets will become a thing of the past, and even if a child were able to find themselves in the tank, there is no chance of them drowning. This is really exciting for us, and these toilets could change the lives of many,” she says.

Three people living in a house with the Zero-H²O system would take up to two years to fill the storage tank. All of the Smart homes built by AV Light Steel have been fitted with this system.

The company has also donated furniture to the recipients of their Smart houses.

“We call them Smart houses because we want to change the perception that people have about RDPs. An RDP house must still be a home for somebody, and just because it is a 40m² house does not mean it should not be one they can be proud of,” Zulu concludes. ▲

Partnerships that are securing a leading performance in mining

When the Chinese Consortium acquired Palabora Copper (PC) in 2013, it was confronted with outcomes that could have led to the mine shutting down. A transaction forming a partnership between the Chinese Consortium and the South African government rescued the mine. Today it is more than a mine, it collaborates with various communities in the Ba-Phalaborwa municipal area to boost economic development and alleviate poverty.

South Africa's sole producer of refined copper Palabora Copper Limited (PC) is an incorporated operative subsidiary of Palabora Mining Company (PMC), a copper mine that also operates as a smelter and refinery complex in Ba-Phalaborwa Municipality, in the Limpopo Province.

The mine is 80% owned by a Chinese consortium comprising of HBIS, Tewoo, General Nice and CADFund through Smart Union Resources South Africa. The rest of the equity is jointly owned by the South African government through the Industrial Development Corporation (IDC). This is a black empowerment consortium, comprising of PMC employees and communities.

Among those employees are two remarkable women whose combination of skill, drive and determination has led them to the top of PMC/PC leadership, Manyabela Mailula who serves as the Manager for Training, Development and Contract Management and Matsela Ntsepe, PMC's Process Engineering Manager for Smelter Retrofit Project. Lydia Radebe, External Affairs and Communications Manager shared their successful experience with *Leadership*, expanding on their roles, the company's history and culture, by-products and the characteristics. Particularly the way it successfully builds women to be leaders.

PC is renowned for refined copper, but there are other by-products the mine has been



Matsela Ntsepe

producing such as magnetite, vermiculite, sulphuric acid, anode slimes and nickel sulphate. Faced with choosing between two evils, a scenario that would have left 3 500 people directly or indirectly unemployed or another scenario that would have left 700 off-stream employees at the smelter unemployed, a transaction that resulted in the new owners fostering partnerships between PC and Chinese Companies saved the day.

A key aim of this transaction was achieving groundbreaking and substantive results in areas such as economic development, trade, skills and technology transfers that would extend the



Manyabela Mailula

life of the mine, refurbishing the smelter and building a floatation plant.

The Chinese Consortium approved R10.4-billion to extend the life of the mine beyond 2033, R878-million was allocated towards refurbishing the smelter that would ensure PC continues to produce copper rod, and R199-million was allocated towards constructing the floatation plant that would reduce operational costs while improving copper recoveries and operational efficiencies.

Since its inception, PC has been leading the local mining industry employment practices. It employs an average of 3 700 employees. Its (Lift

I and II) is aimed at remaining competitive in the industry, by maximising on its favourable conditions of employment. This is reflected in the utmost importance with which, the safety and health of employees is regarded in order to remain efficient and profitable as a business. PC also understands that its survival is interlinked to the communities in which it operates. To this effect, the collaboration between Palabora Copper, the Chinese Consortium and Beijing General Research Institute of Mining and Metallurgy is not only extended to tangibles, considerable investments and technology transfer opportunities but is also benefitting the communities of Phalaborwa.

Manyabela Mailula has climbed a difficult ladder at the tender age of 35. All attributed to her 13-year experience in technical research and mining in countries such as Turkey, the United States of America and South Africa. All this equipped her for her position of PMC's Manager for Training, Development and Contract Management.

She holds a National Diploma in Metallurgical Engineering from Vaal University of Technology, a B-Tech from Tshwane University of Technology, an Honours in Management of Technology from the University of Pretoria, a Higher Certificate in Education, Training and Development from the University of Johannesburg and a Work Place Assessor Certificate from Drum Beat Academy.

Her career began at ASA Metals where she was a Metallurgical Trainee. She went on to hold various positions including MINTEK Project Technician, Tshwane University of Technology as a Lab Assistant, Plant Operator and Plant Metallurgist at Bateman Mineral Recovery. From there she joined PMC/PC initially starting as a Smelter Training Officer, and thereafter she

ascended to Technical Training Superintendent, Operational Readiness Superintendent, Operational Manager until eventually getting her current role.

Manyabela's current responsibilities include the development of PC's training and development strategies, policies, standards, work instructions, learning programmes and outcomes. Her job is an important factor in driving PC's transformation and innovation agenda. As training and development influence how, PC perceives its organisational need for safety, gender parity and employment equity issues. The content of the training material plays a role in de-categorising the role and performance of women at PC and by implication, the mining industry as a whole.

Manyabela has used her role at PC to create training materials that exert great effort in the construction of an environment that allows gender freedom and flexibility. All this passion and hard work qualified her as a finalist for Limpopo Mine and Safety Council's Women Achievers Award and Standard Bank Young Achiever of the Year Award. The latter award is for women who have achieved a lot before the age of 40 years.

Matsela Dolphinah Ntsepe holds a National Diploma and B-Tech in Chemical Engineering from Witwatersrand Technikon (which later merged with Rand Afrikaans University to form the University of Johannesburg) in addition she has earned qualification from the University of South Africa in Management Development and Financial Management.

She started her career as a Metallurgical Trainee, determination and hard work allowed her to gradually ascend through the ranks. The various levels she ascended include System Engineer, Production Planner, Refinery Technical Metallurgist, Refinery Technical Superintendent, Tank-House Operational Superintendent, Concentrator and Magnetite Technical Superintendent, Concentrator and Technical Manager and Refinery Operations Managers

A Chemical Engineer who has more than seventeen years' worth of experience

diversely dispersed in diamond, coal and copper mining. Her experience embraces equipment evaluation and selection, plants process audits, treatment and optimisation, initiation, implementation and management of processes and business improvements projects, maintaining and improving safety, health and environmental standards and practices, overall technical, financial and human resources management.

Despite achieving all this success, breaking barriers as a manager in a male-dominated industry she has maintained humility placing emphasis on encouraging and promoting the needs of other technical and non-technical women in mining.

She is committed to contributing towards eliminating gender-based discrimination, gender equality policies and gender mainstreaming issues. This is evidently seen in her taking time to serve as the current Chairperson of the Women in Mining (WiM) for PC branch and by implication, an Ex-Officio Executive Member in the Limpopo region. Matsela is a member of PC Transformation Committee and a Trustee of PC Essop.

As a member of the PC Transformation Committee, she influences and facilitates the direction of PC's future strategic transformation agenda. This includes recommendations of local economic development projects that take gender mainstreaming and equality into consideration. Matsela is a finalist for the Limpopo Mine and Safety Council's Women Achievers Award and Standard Bank Women in Science Award. The latter award is for women who have achieved much in science and are making contributions in technical and scientific disciplines.

An interesting fact to conclude with is, since 2013, the Chinese Consortium, through PC has spent more than R186.5-million in socio-economic development initiatives in Phalaborwa. These include enterprise and supplier development, renovation of schools, construction of bus shelters, construction and rehabilitation of roads, supporting township sporting events and has to this end hosted tournaments such as soccer. This company strives to grow sustainably and profitably while encouraging the empowerment of women and community development. A company that cares about its profits as much as it cares about its community. ▲



Housing the nation

Building upwardly mobile housing in partnership

Cities in South Africa are slowly changing, with proximity to central business districts gaining in priority. Having quality, well-structured, and affordable housing is critical to our future, particularly as urban migration in provinces like Gauteng continues to increase.

The Gauteng Partnership Fund (GPF) was established in 2002 by the then Gauteng Department of Housing, with the mandate to resuscitate the social-housing market, focusing on rental housing in Gauteng.

This mandate has since been expanded to enable the GPF to operate across the whole affordable-housing value chain, in order to facilitate, catalyse, secure and optimise investment in affordable housing within Gauteng.

In its 17 years of existence, the Fund has achieved this through leveraging critical strategic partnerships with stakeholders and identifying and executing innovative financial investment opportunities.

“In this time, the GPF has empowered and uplifted many previously disadvantaged South Africans. We do this by providing safe and affordable housing for upwardly mobile South Africans while developing fresh talent within our organisation. Essentially, we have created a new generation of entrepreneurial property owners and landlords, people who will drive the economic future of the province, and the country, in the future,” says GPF CEO Simphiwe Dzengwa.

The GPF focuses on social housing, rental housing, student accommodation and mega projects, with four of the latter currently under way in the province.

“Gauteng has become a magnet for migration, and there is a high demand for accommodation. With this demand comes the need for bulk services, so it is also important for municipalities to work together. We don’t just look at social or rental housing, especially in light of the developments around the demand for free tertiary education. In Gauteng alone, there is a need for roughly 300 000 beds for students. We are working together with private sector developers to leverage funding to provide beds,” says Dzengwa.

“Through our processes, we are also trying to empower new entrants in the housing space through entrepreneur partnership programs to fund first-time players. We offer excellent rates, and while some projects receive 100% funding, others receive a once-off loan at minimal interest rates.”

Mega projects are human settlement projects that consist of more than 10 000 residential units. Moving away from the uncoordinated, small-scale, low-impact, sporadic and unsustainable housing developments of the past, mega projects are intended to emphasise mixed-income, high-density human settlements that promote social and economic inclusion, as well as spatial justice.

“These projects serve as both a corrective measure and as a means to redefine post-apartheid cities. RDP houses have been traditionally built away from the centres of economic activities, and in terms of transport,



Simphiwe Dzengwa, CEO

they are poorly connected to centres of employment. Mega projects are designed to address the challenges encountered in the first ten to fifteen years of South Africa's democracy by closing these gaps while redefining future cities in line with the National Development Plan and the Gauteng City Region (GCR) strategy. These projects will provide new town where people will be able to live, work and play in the same space," Dzengwa explains.

Proper research and due diligence is carried for all future developments, not just in terms of their location but also the appropriate mix of accommodation on offer.

"Our mega projects include a diverse portfolio of social housing, stand-alone units for rental or bond as well as social facilities and commercial and light industry. We are also doing the proper research into future growth nodes, looking towards the Free State, Krugersdorp and Hammanskraal. Our planning considers those arrangements, as well as opening up discussions with other entities, be it factories or other investors, to find out where their workers are accommodated," says Dzengwa.

There are, however, some challenges that the GPF is working to overcome, particularly around bulk services and community relations.

"Misaligned planning and development often result in the municipality not having the necessary resources or bulk connectivity to accommodate these projects. We often also come across in-fighting within the communities when it comes to job opportunities. These obstacles result in delayed execution. However, proper community facilitation is helping us manage the situation better. The other problem we face is when rental unit developers struggle to get full tenancy. They then have a challenge in paying us back, but with better planning and coordination, we are helping them to manage this," he says.

Committed to the transformation of the sector, the GPF has also funded a number of new entrants. African women who own construction companies are especially encouraged to come forward.

"We will provide them with funding and mentorship to assist in the execution of projects," he says.

"We also recognise that we can't just focus on bricks and mortar but also need to look at green building technologies, the inclusion of WiFi, and eco-friendly water and power solutions."

The GPF has initiated discussions with potential funding partners such as Stanlib, the Development Bank of South Africa (DBSA), Old Mutual, Futuregrowth, the PIC and Metropolitan.

"We have a proven track record and the support of the provincial government. Also, to our advantage, we have had clean audits for the last ten years. Our administrative practices stand up to scrutiny, and we account to our partners periodically and offer constant engagement. We also link up investors and facilitate interaction between them. We are working to create funding arrangements that excite people and bring interest to our organisation," Dzengwa says.

Dzengwa completed his Bachelor of Arts in Political Science and Sociology and his Honours in Political Science at the University of the



Western Cape. In 1994 he was awarded a scholarship to study in the USA where he completed his MPA in Public Administration at the Florida Atlantic University.

He graduated with an MBA in 2004 from Rhodes University and has extensive experience in public financial management. Prior to joining the GPF in November 2018, he was the Executive Director: Municipal Finance, Trade and Investments at the South African Local Government Association (Salga).

He has occupied key roles at various institutions including being CEO at Innovate Eastern Cape, Project Management Specialist at Eastern Cape Provincial Treasury, CEO at Hluma Development Investment Agency,



Program Manager at the DBSA Development Fund, Head of Research and Product Development at ABSA and Chief Director at the Department of Provincial and Local Government.

Dzengwa's international experience includes a stint at the National Black Caucus of State Legislators in Washington DC and City of Lauderdale Finance Department in Florida.

"I grew up in East London and was an avid sportsman, interested in youth politics. I was raised alongside my two siblings and come from a relatively poor background. My mother was a nurse, and my dad had passed away. I've been fortunate enough have done a number of things, and my time in the US proved especially educational as I worked alongside several organisations to repeal legislation, including Texas legislation that branded Nelson Mandela as a terrorist," he says.

"During my time at Salga I was very involved with municipal policy and finance matters, spending most of the time working with colleagues in Treasury, and I spent many days in parliament talking through prospective budgets, irregular expenditure and understanding the challenges faced by local government."

As CEO, Dzengwa is responsible for the overall management of the entity, ensuring that it continues to perform while mobilising human, financial and technical resources to capacitate the GPF to deliver on its mandate.

"I also want to position the GPF as the partner of choice for all players in the province and make sure that we collaborate with other state entities. There must be well-aligned planning and delivery when it comes

to human settlement projects; we can't have housing but no electricity or water," he says.

Dzengwa has accumulated numerous certificates from educational institutions to provide valuable insights into crucial aspects of his work, including development finance and property development.

"When it comes to education, I believe that you must constantly sharpen the saw. I also rely on the network I have built around me over the span of my career. I have interacted with many senior executives and leaders, as well as academics and politicians. I have also built a network

"Our mega projects include a diverse portfolio of social housing, stand-alone units for rental or bond as well as social facilities and commercial and light industry"

in the private sector, and I use that network to bounce ideas around and move out of my comfort zone. I believe that there is always something to learn. I am also very interested in international trends, and currently I am very excited by the prospects of AI," he says.

"I also think that having kids grounds you in reality. Especially when you think you're a big shot at work, you get home, and they immediately bring you back down to earth. You're not the boss or the CEO, and they will engage with you, freely with no inhibition. They want their time with you, and they remind you that you are still a human being. Success is difficult without a family and their compassion and understanding."

Dzengwa believes that in South Africa, it can sometimes be taboo for a young executive to have ambitions, and this attitude could have a devastating effect on our youth.

"We need to teach our young people about leaving a legacy of good performance. We have laid the foundations, but let them have the ambition to make SA a better place. My resolve has always been driven by the idea of building the country up. It's not about the salaries or perks but what we are building for our kids," he says.

"My philosophy is to keep learning. Learning by doing is better than book learning. I keep studying new ideas, but I don't think you can ever understand things from theory alone. I am currently busy with my PhD, I have been to many different places, and I have all this knowledge, and I want to one day lecture so that I can plough back my experiences to build the next generation."

In the future, Dzengwa hopes to sharpen the GPF's capacity to deliver, taking the organisation from being a financier to a full-scale development agency.

"We need to mobilise, get more funding and grow Gauteng. We want to be a turnkey developer, leveraging finances independently from the state to execute on our mandate. We also want to be a reliable partner to other entities so that we can jointly enhance the projects they plan to deliver," he concludes. ▲

Twenty-five years of growth

The information and communications (ICT) sector continues to flourish globally as innovation has become a part of our everyday lives. People cannot operate without ICT—and neither can business. Every aspect of imparting or communicating information relies on this sector.



Leadership sat down with Carol Hall, the managing executive for the western region of Vodacom, to find out more about where Vodacom is headed as well as how she finds the ICT sector as a woman.

Born and bred in the Eastern Cape, Hall has achieved much more than perhaps many may have expected. She was schooled in the coastal city of Port Elizabeth and spent her entire life there until she moved to the Cape.

Hall didn't study immediately after school, but rather chose to enter the banking industry where she worked in the credit card division of ABSA. It was a time before cellphones really existed in South Africa, and if they did, they were rather difficult to find.

While at ABSA, Hall heard about the revolution of the cellphone, and decided to apply for a sales position at Vodacom (then known as Vodac). Her first day was in July 1994 and she has yet to experience her final day 25 years later.

Hall tells the story of her early days as a salesperson, which may be hard to fathom for the many who were not yet, or only recently, born in the 90s.

"Cell phones were very new in those days and the coverage wasn't great, which made direct sales quite difficult. We ended up following the network guys around and if a site was being built in a specific area—in a town or village—then, that is where we'd concentrate our sales."

Vodacom grew from those early days and soon Hall started looking after its business partners and dealers. According to Hall, Vodacom started opening smaller cellular shops where sales were done on behalf of Vodacom, something that is still one of the company's biggest success stories.

Growth continued for Hall throughout her tenure at Vodacom. She became the regional manager for the Eastern Cape region, one of seven regions in the Vodacom sphere. After that, her role grew into the executive for sales and marketing in the region.

In an often male-dominated sector, Hall flourished and continued her growth. She became the first female managing executive for a region when she took the role of managing executive for the Eastern Cape in 2003. Hall was also the

first regional managing executive to ever take the role who had a non-technical background.

Sales and marketing was her forte and that stood her in good stead, despite not having the formal training on technical aspects. Despite entering the world of work directly after school, Hall completed her MBA when Vodacom launched its Vodacom Advanced Executive Programme at Unisa.

As a female leader, in a male-dominated sector, Hall says she received adequate support at Vodacom. "They have always been very supportive of me and there is continued growth and empowerment of women within the various positions—I have always felt supported by them."

"Walking into a room with six or seven men who knew everything about the technical aspects has never concerned me. We learn from each other. I can never recall having a problem. At the end of the day we are all striving towards the one goal. My male colleagues have always been very supportive, as have I with them."

Over the years at Vodacom, Hall has had to deal with many challenges but her qualities have always shown through. Five months ago she accepted the Western Cape regional managing executive role. Leadership wasn't always the plan, but she has learnt many lessons along the way.

"Leadership is not a position that is demanded, it has to be earned. You must have the trust of your people. It's a path that you are journeying on, with your people," concludes Hall.

Growth is something that everyone desires, but Hall's startling growth from a salesperson at Vodacom to holding numerous leadership roles within the organisation is a testament to her willingness to learn, to embrace change and in her own words, to "get down into the trenches". ▲

Preparation meeting opportunity

Leading SAMRO into the future

Ditebogo Modiba, CA(SA), Chief Financial Officer and interim CEO of SAMRO, does not refer to her journey to the helm as a 'rise to the top', as this implies it was a planned linear progression to the CEO position. Modiba calls hers, a journey of determination, hard work and resilience—with a bit of luck along the way. In fact, the women that are leading SAMRO, share a truth about their journeys, and this is that each of them is a remarkable woman leading a remarkable path while leading SAMRO into a remarkable future.

DITEBOGO MODIBA: Chief Financial Officer (CFO) and interim CEO of SAMRO



Please take us through your journey to where you are today

I started working at SAMRO in July 2018 as CFO. In less than a year after I joined the company, there was a change in the executive management and the board. The new board appointed me as the interim CEO because it had the confidence that I would be able to keep the momentum going, while they were recruiting for a permanent CEO. I then appointed an interim CFO.

I previously worked in listed insurance and financial services groups, so the move to a

member-based organisation that is smaller to what I am used to, was a huge cultural shock.

What is your role as CFO and interim CEO of SAMRO?

Being a CFO is completely different from being a CEO. I am a left brainer, which means that I am very logical, practical and analytical; and this has served me very well as a CFO.

However, in the last three months of being the interim CEO, I have found myself relying more on my intuition, which is one of the abilities associated with the right brain.

It has been a very challenging experience for me personally, as I have been straddling between facts and feelings, navigating through many grey areas to make decisions, and travelling between the present and future to enable me to steer the ship ahead while avoiding icebergs.

Tell us about your inspiration and your role models

One of the women that I look up to is Oprah Winfrey, and my favourite quote from her is about luck:

"I believe luck is preparation meeting opportunity. If you had not been prepared when the opportunity came along, you would not have been lucky". This resonates with my journey into leadership as I strongly believe that every opportunity needs to find you prepared; and what you put in, and put out, every single day, is part of the preparation.

I draw my inspiration from everywhere. I look up to my mom who drilled into me that I will always be rewarded for hard work. My friend Saray Khumalo inspires me—she dreams big and will literally persevere through earthquakes, avalanches and near-death experiences to make her dreams a reality. My four-year-old daughter is the feistiest, most fearless and outspoken young women that I know. My 11-year-old son is very intuitive and always reminds me to be mindful to my emotions and other people's feelings.

What is your vision for SAMRO? Please tell us about your long- and short-term goals in your present tenure.

The current SAMRO leadership has inherited several legacy issues, which need to be resolved. We are working on implementing our five strategic imperatives that are the focal areas, stemming from pillar one of our three-pillar strategy.

Pillar one focuses on the optimisation of SAMRO's business and entails identifying areas in which efficiencies can be improved upon, to have a positive impact on the distributions SAMRO makes to its members.

The second pillar is business diversification, which focuses on identifying and pursuing opportunities to provide SAMRO's existing stakeholders (members and licensees) an improved and wider service offering, out of the current resources SAMRO has at its disposal.

The third pillar is about future-focus and innovation. This will enable SAMRO to compete effectively in the market and industry of the future.

What are SAMRO's core offerings and which audience does it serve?

SAMRO's primary role is to administer performing rights on behalf of our members who consist of music composers, authors and publishers.

We do so by licensing music users (such as television and radio broadcasters, live music venues, retailers, restaurants, promoters and shopping centres), through the collection of licence fees, which are then distributed as royalties.

What is SAMRO's approach to transformation, gender equality and skills development?

The promotion of diversity at senior level—especially African females—provides employees with effective role models, which in turn leads to a greater sense of ownership of the organisation and increased levels of motivation. We have

continued to prioritise equity appointments, primarily African females, to contribute to meeting BBBEE targets.

SAMRO is dedicated to having a diverse board, with the expertise and skills required, to drive performance and transformation throughout the company. We implemented a smart-score system to ensure continuous planning and monitoring of our performance.

JACQUI MABUZA: General Manager for Group Marketing and Brand



How did you get to where you are today?

I have over 25 years of corporate experience, 18 of which have been in marketing. My current role at SAMRO entails primarily managing SAMRO's group strategic marketing initiatives with a focus on brand reputation management. Sheer determination to grow and succeed as well as an innate passion for growing brands, is what has got me to this point.

What traits should a great leader possess? Define what a great leader is

Great leaders become the change they want to see. They actively cultivate a positive culture in their team. They create impact. Their legacy speaks for them. Great leaders are great learners that give credit and acknowledge great work in others. They are secure enough to tap into the knowledge of others' experience.

Please share your advice for other women on how they can grow into more prominent roles in companies

A strategy I can encourage other women to employ is to boldly own what you know and to use it to get ahead, regardless of the field you come from. I am implementing marketing

strategies and processes that have worked for me in the hospitality and aviation industries and tailoring them to the industry that I am in, and it is working.

What is one leadership lesson you have learnt in your career?

Trust your team to get the work done, you cannot do it on your own.

CHOLA MAKGAMATHE: General Manager for Legal Services and Licensing Administration



Tell us about your career history and about your current role

I have BCom, LLB and LLM degrees. I have worked in law firms, in consulting firms and have also run a music recording studio. The role I am in now, blends my legal and music background perfectly. My department provides legal and other advisory services to the business. We also play an advocacy role with our stakeholders and in the legislative environment.

How do you balance work and life responsibilities?

I have had to put a lot of support structures in place, in order to maintain a tricky balance. Fortunately, SAMRO is very supportive of working mothers and the balance that we need to maintain.

Do you think female leaders find it difficult in the music industry and how does it compare to ten years ago?

There have been a lot more women who are earning more in the industry from a composer and performer's perspective. Women are making strides and there has been a noticeable

difference over the past decade. I believe there is a lot more to be done regarding formal structures in our industry.

What have been the most significant barriers in your career?

In many respects, my age. There are also several insidious social cultural issues that need to be addressed by women in many industries.

CELIWE NKOSI: Group Company Secretary



Please tell us about your professional background

I started as a debtor's clerk at a small law firm in Pretoria. I was inspired to study for my LLb degree, which I obtained in 2008. I was admitted as an attorney in 2010 and found my passion in the company secretariat space.

What are some of the strategies that can help women achieve a more prominent role in their organisation?

To continuously expand on their knowledge and develop themselves professionally and emotionally.

As a leader of one of the more important brands within the South African music sphere, what is your opinion on women in the industry? Is there scope for more empowerment?

Women's voices are not heard enough, and women can be more empowered by being given space to lead the industry.

What advice would you offer the next generation of female leaders?

If you have no confidence in self, you are twice defeated in the race of life. ▲

Your health is your biggest asset

There is a strong link between the health sector and South Africa's GDP. Consider the obvious fact that when you are sick you don't go to work: the company you work for loses productivity, and as a result so does the country's economy. Conversely, if healthcare is improved to the point that even when you do face the unfortunate circumstance of falling sick, you recover quickly and go to work, productivity increases, which in turn benefits the company while building the nation's economy.

Medshield is 51 years old, driven by its mission to provide access to affordable high-quality healthcare through partnerships— a goal that the company continues to fulfil in every way possible. Leadership sat with Medshield Medical Scheme's Principal Officer, Thoneshan Naidoo, who expanded on the company's vision of caring about all and ensuring there is a healthier South Africa for all of us through providing access to affordable healthcare.

"Good health is not just a thing for the affluent and those who can afford it. Everyone deserves this privilege," Naidoo explains, adding that the organisation is committed to being part of all South Africans' medical journey. Paying special attention to those who previously felt that healthcare is an unnecessary expense, Medshield is creating a platform where all South Africans have access to quality healthcare.

"The average consumer would gladly pay R2 000 for their car insurance because they regard it as an asset. If something were to happen to that car, it would be repaired 100% to its new look by the insurance. Unfortunately when the average medical aid member has to pay a similar amount of R2 000 towards a medical scheme, it's considered a grudge purchase, when in fact that R2 000 will and could possibly make a difference between life and death," says Naidoo.

Naidoo's background has had a major impact on his diverse skill set. "I have had the opportunity to expand my knowledge and my leadership skills from across a number of



Thoneshan Naidoo, Principal Officer



MEDSHIELD
medical scheme

environments. I was born in KwaZulu-Natal, but I went to study in Cape Town, at the University of Cape Town (UCT), and I graduated from UCT with a Masters in Electrical Engineering. I eventually specialised in CT Scans for industrial purposes, which, in hindsight, was my starting point. Thereafter, armed with a deep technical knowledge of engineering coupled with the necessary theoretical understanding, I went into the industry, starting off at Sasol in the petrochemical industry and soon realised there was a big demand for business-related skills.”

The desire to enhance his business skills led him to completing an MBA after which he spent years in the banking sector and in management consulting at ABSA. From ABSA he made the life-changing transition to healthcare, joining Discovery Health in 2012 and performing a strategic role that required him to report to the CEO, Jonathan Broomberg. Opportunity to take a leadership role at Medshield presented itself and Naidoo was faced with a chance to create his own legacy, and he jumped at the opportunity.

“We exist as a not-for-profit entity so we are constituted and our sole existence is for our members,” he explains.

At the core of the organisation’s decision-making process is the determination to ensure that members are protected against catastrophic medical occurrences. In 2017, for example, a 70-year-old member of the scheme was being treated for acute respiratory distress, and their bill came up to R6.6-million. Naidoo confides, “I can confidently tell you, we paid for it. That member did not have R6.6-million in his bank account, I don’t have R6.6-million in mine, and I don’t think many people would, at the very least not the average member. If that member had to cover that cost of R6.6-million, it would have taken him 118 years of his monthly contributions.”

Healthcare is a hugely complex industry, because you’re faced with conditions that are unpredictable. Medshield is committed to exercising its vision while paying special attention to clients’ needs. According to Naidoo, “There are three main things that members of Medshield demand. First, they require increased access to healthcare; second, improved quality of healthcare; and third, consistently affordable

private healthcare. We try to sustainably balance members’ needs with the needs of stakeholders such as hospitals, healthcare providers and doctors, in order to give them value.

“Our strategy is focused on our members health—the healthier our members, the fewer claims we receive, the lower our annual contribution increase, making our service delivery sustainable.”

Hosting wellness days helps encourage members to take preventative care that could save their lives. Naidoo says early this year he officially sanctioned what is referred to as

“There are three main things that members of Medshield demand. First, they require increased access to healthcare; second, improved quality of healthcare; and third, consistently affordable private healthcare.”

a Research and Development Lab, which is a weekly forum that exposes new ideas and discusses product designs.

“This is a great way of systematizing innovation. Recently we launched a couple of innovative products through our loyalty programme, which led us to teaming up with two great companies: Just Rewards, gives free legal advice over the phone, and gives members a discount off their petrol if they fill up at Shell service stations. The other company is Elevate

who is a health and wellness portal that tracks and stores your health records. These incentives through member collaborations encourage members to be healthy,” he says.

Naidoo feels technology can play a critical role in ensuring members are more empowered about their health. Lowering barriers to affordable, quality healthcare and increasing convenience to members.

“South Africa has one of the best private healthcare systems in the world; we compete in the top five spots of the private healthcare system in the world. Despite this remarkable fact, we have been very slow to adopt virtual healthcare solutions that are commonplace across the globe,” he says.

To bridge the healthcare gap in South Africa, Medshield launched Medshield SmartCare, which has paved the way for the adoption of telemedicine in the country.

“Through sustainable partnerships with clinics and pharmacies, a member can go see a nurse who will conduct an initial assessment based on the patient needs and if necessary, dial up a GP who does a virtual consultation. Together they decide on how you should be treated and both give you guidance. This puts the trust back into healthcare. Since this programme’s launch in July it has received positive feedback, as it’s a way of accessing a GP at the weekend. Technology is increasing access, and we have bridged the communication gap as we are partnered with doctors that speak 11 languages.”

Naidoo feels that technology does not remove the need for GPs but it does make them more efficient. “I have learnt many great lessons through my experiences, but the greatest one I’ve learned to date is that good leadership doesn’t come from sitting in a corner and letting somebody else do the work.

Great leadership comes from having the courage to take a stance and do something differently, even if that difference means you might go through a bit of a valley before you see the joy. If you look at some of the greatest people in the world, they always had to experience challenges.

“Nothing great is achieved by sitting back and doing easy things. It is only achieved by taking and tackling the hardest problems you have out there,” he concludes. ▲

Developing tomorrow's leaders

Despite South Africa's rich potential, South Africa's basic education system is underperforming as can be attested to by various international studies. When you take a closer look at the way students struggle once they enter tertiary institutions, it's clear they are ill-prepared. To remedy this problem, Durban University of Technology (DUT) is bridging the gap between secondary and tertiary education in KwaZulu-Natal.

The University created a dynamic partnership between the Advancement and Alumni Relations Office and the International Centre of Nonviolence as well as other departments at DUT and participating schools. This partnership created the DUT School Engagement Project which is aimed at promoting academic excellence and leadership development amongst learners in secondary schools. DUT students volunteer as mentors and tutors to secondary schools, offering support and guidance under the professional supervision of an experienced project manager, Ms Bérénice de La Croix.

Testimonials from school leadership show the remarkable effect this project has had on improving the results of the four schools they are currently working with. Learners say it has created an environment that offers them an elaborate amount of activities that successfully enable them to develop vital skills. Being taught by other young people has inspired them to work harder, building their momentum to study further. Ice breakers used by mentors have helped them build confidence to ask for clarity without fear of judgement, the patience mentors show encourages learners to keep trying and the variety of teaching methods mentors use make learning fun and more exciting.

Leadership met with the Director of Advancement and Alumni Relations, Zwakele Ngubane and Bérénice de La Croix, who elaborated on the DUT School Engagement Project, whose learner population is made



up of a majority of previously disadvantaged individuals.

What is your role at the DUT and take us through your day-to-day responsibilities?

My role at DUT involves leading a team that raises funds for various projects and needs, among which are bursaries, the Food Security Programme and the School Engagement Programme.

How did the School Engagement Programme come about?

The burning desire to enhance the education of learners while still in high school, prior to them entering tertiary institutions led to the establishment of the DUT School Engagement Project. It has a value-based approach which

gives learners at school and university the opportunity to become young change-makers that are skilled ethical leaders. We currently run the programme in four local schools, namely Wiggins Secondary, Overport Secondary, Sastri College and Hunt Road Secondary. Former United Nations Secretary-General Ban Ki-moon best summed it up when he said: "We cannot talk about sustainable development without the active involvement of youth. When we give young people real influence in our world, they will create a better future."

It is in partnership with the International Centre of Nonviolence and the Advancement and Alumni Relations Office —what makes this significant and how do they contribute to the project?

The International Centre of Nonviolence provides expertise in peace-building and social justice and, the Advancement and Alumni Relations Office provides operational and funding support. This project is underpinned by values that infuse everything we do, namely Ubuntu, commitment, integrity and punctuality. Learners are encouraged to use the knowledge and skills they develop to improve society and solve the socio-economic challenges we are facing in South Africa.

How important do you believe it is to reach out to students before they enter university/college?

It is extremely important because it teaches learners to engage with their university-student tutors and mentors, giving them a platform to ask a variety of questions about tertiary life, from how to decide on what courses to apply for, to how to succeed in the tertiary environment. This development at school level offers building blocks of self-worth, active citizenship and academic excellence—they become fine structures at university and later in the world of work. The platform is especially valuable to learners who come from disadvantaged backgrounds and often have no family members who have studied at a tertiary institution to guide and advise on such matters.

What are the reasons for this project?

South Africa needs initiatives that address the difficulties of the progression from school to university. Our project presents a model for developing independence and resilience both before and after entering the university system.

It is also important to note that community engagement is one of the DUT's strategic plan pillars, this project ties in well with our strategic imperative of directly engaging with our communities to make a positive contribution.

The project consists of four pillars—tell us what value each pillar brings to the project?

The project consists of four pillars that provide the framework for the development of tomorrow's leaders and they support one another in enhancing the capacity of the participating schools to become sites of genuine inclusion and educational excellence. First, we have the 'Gateway Subjects' pillar, centred around good matric results in subjects referred to as the gateway subjects (maths, science and accounting). Senior DUT students run revision classes for learners in these subjects.

Then the 'Peace Clubs' pillar, where DUT students facilitate the development of 'Peace Clubs' in our participating schools to fulfil the following functions: The growth of conflict resolution skills, harnessing diversity and reducing school violence so that learning can take place in a safe and supportive environment. Here there is an establishment of peer mediators who can be called on to mediate conflict situations.

This is followed by the 'Social Entrepreneurship Clubs' pillar, DUT students' partner with teams of Grade 10 and 11 learners within participating schools to implement workable solutions to problems that their schools and communities face.

The last pillar is 'School management', where retired principals who achieved excellence

during their time advise and mentor current school senior management teams in struggling schools, sharing strategies that could help turn those schools around. However, this pillar has not yet been implemented due to a shortage of funding.

Currently, the project is focused on four schools but there are talks of more—do you have a rough estimate for how long and which schools will be involved?

The number of schools involved is dependent on funding. The more funds we can raise, the more schools we can partner with. This is a people-driven and dependent project and can get expensive. The types of schools we wish to work with are schools that need the kind of support we can offer but must, of course, be committed to improvement and positive change.

From your perspective on the project, what are some of your short- and long-term goals?

The short-term goals include ensuring that we establish the fourth pillar of the project. We could also do with a minibus taxi that can transport our tutors and mentors to schools from the university every week. Long-term, we would like to see the project scale up to a point where more schools get to benefit and ultimately have the model adopted, replicated and implemented throughout the country.

How does the DUT empower schoolgirls to achieve their goals?

Through the 'Peace Clubs' and 'Social Entrepreneurship Clubs' we support schools in fostering a culture that harnesses diversity, where all learners feel a sense of belonging, this is a significant factor directly linked to achievement. The more we feel we matter, the more we achieve. Girls often struggle with an inner glass ceiling because of overt and covert messages they receive from society. We support girls in dismantling that inner glass ceiling, by showing them that they matter. ▲

For more information on the DUT School Engagement Project, contact Zwakele Ngubane, Director: Advancement and Alumni Relations on (031) 373 3020 or zwakelen@dut.ac.za or Bérénice de La Croix (Project Manager) on Berenice@lipsa.co.za or visit the project site on <https://www.dutalumni.com/copy-of-icon-1>



Governing a new realm at University of KwaZulu-Natal

The landscape of higher education is rapidly changing. Industry 4.0 and several other factors now influence potential students' interest in investing in higher education. Recently appointed Vice-Chancellor and Principal of the University of KwaZulu-Natal Professor Nana Poku aims to transform degrees to solve one crucial problem significantly affecting students after graduation—the issue of employment.

Utilising his wealth of experience in integrating his new approach into the University's ethos, Professor Poku is ready to take UKZN to the next level. His appointment as Vice-Chancellor on 24 June 2019 bestowed on him the highest academic leadership position within the university, together with the responsibility for providing leadership in all strategic areas within the institution.

This great responsibility couldn't have been afforded to a more suitable candidate, as is evident from his wide array of published work covering a range of topics, including globalisation and security, the HIV/Aids epidemic in Africa, global health, governance, migration and human security. Professor Poku has held multiple high-ranking positions in higher education and has served on a number of international panels as a global advisor to crucial policy making bodies.

Leadership sat with Prof. Poku to find out more about his main focus, which is using the shifts in higher education to encourage UKZN students to be critical thinkers who are engaged as moral citizens, all the while relying on UKZN's strategic areas of research, training and outreach to ensure their students get degrees that increase their chances of employment.

In a nutshell, who is Prof Poku and what makes you tick?

I've never gone about things in a detached or half-hearted way and I don't enjoy petty distractions. The world is full of interest and the possibilities for meaningful engagement are endless. That's probably why the work that has



Professor Nana Poku

always had the strongest attraction for me has concerned human betterment in one form or another. My appointment as Vice-Chancellor and Principal of UKZN allows me to apply my values, interests and skills on behalf of a truly fine community of men and women. I regard it as a privilege as well as an honour.

What are your thoughts on the Fees Must Fall campaign?

Of course, increases in student fees have a large impact on all South African students. The difficulty is that matters ranging from the

value of the Rand to other pressing government priorities mean that all of us, students, staff and University management, are caught in circumstances we cannot entirely control. And while I recognise all students' right to mount protests, it is wholly unacceptable to practice intimidation or to engage in property destruction. These issues are political; and we need to find a better way of engaging politically.

The University lost ground in terms of world rankings. Where does it stand this year and how do you plan to regain lost ground?

To be clear, there is no question that UKZN is a leading research-intensive university in South Africa. According to the 2019 (UK) Times Higher Universities global ranking, the University of KwaZulu-Natal has maintained its ranking as being within the top 500 universities in the world; and fifth in Africa.

Moreover, and uniquely, we are also the most transformed of the research-intensive universities in South Africa, with more than 58% of our new recruits this year coming from quintile 1-3. This is reaffirmation, if any was needed, of our commitment to the national transformation agenda.

In the challenging circumstances of recent years, this can fairly be regarded as an achievement, but it reflects neither our ambitions nor our potential.

What is at least as important are the component indicators—the breadth and quality of our research, the standards of our teaching and the external funding we have attracted. Our transformation strategy is not aimed at a headline-making ranking goal, but at

consolidating and building upon all that's best in the University. Our advance up the global ranking will follow.

What are the main challenges you want to tackle first in your position as VC?

UKZN has a transformation agenda designed to get us "ahead of the curve". The aim is to strengthen and enhance the entire University in an inclusive, integrated manner, in everything from student accommodation to securing new sources of funding to enhancing our academic standing, not only in South Africa but also internationally. A key priority for me is to explore ways of enabling our student cohort to achieve degrees that increase their chances of employability. This will require curricula review and adjustments for work placement. It will also require greater alignment of our courses and research to the needs of our job markets as well as the 4th and 5th Industrial Revolutions.

That is why my vision and mission are transformative. At the centre of my transformative agenda is the restoration of the intellectual heart of this university.

Everything we do here is in the service of knowledge generation because the purpose of this and every university is to be the engine driving human betterment. However, the dynamics between the traditional providers of knowledge (universities) and end users have already altered dramatically. In a web-enabled open-sourced world, knowledge is an increasingly cheap and readily accessible commodity, and universities are one group among many responding to the ever-increasing demand for it. Much of that demand is for "bit-sized" instrumental knowledge to satisfy immediate personal or corporate needs, whether to demonstrate qualification for career entry or to resolve specific practical or policy problems.

The challenge for UKZN in this rapidly changing world is to focus our attention on emphasising our position as a distinctive institution for learning, rather than simply another producer and purveyor of knowledge. But to be successful, we will need to change our approach to education. Specifically, we need to embrace more flexible, interdisciplinary and collaborative approaches to research, teaching

and knowledge-transfer activities across the university.

That's what links the student experience, the managerial and administrative offices, our engagement with the communities within which we are sited and the wider world. We cannot hope to honour our responsibilities and fulfil our ambitions in a piecemeal fashion, or for purposes that are fast losing their relevance. We must change, and we must do so comprehensively.

Private colleges are claiming their place in the tertiary education landscape.

What are your thoughts about them alongside mainstream universities?

What we're seeing is not only private providers entering what was once the preserve of public universities; there is also a very wide range of non-academic institutions, think tanks, policy institutes and even corporate bodies producing and disseminating data and analyses. We cannot recover our formerly unchallenged position, but we can preserve what is unique to the university ethos and further strengthen our distinctiveness in the production of knowledge and in critical thinking about the most important issues confronting our societies and our world.

Can you share your thoughts on the University's Zulu policy, which has recently been the subject of criticism?

We have every reason to be proud of our efforts to establish isiZulu as a language of research, teaching and learning in accordance with our language policy and plan. It is part of our motivation to make the University more representative of our region. Currently, 13 disciplines have terminology deposited in the isiZulu Term Bank. As a University of international standing, we have no wish to supplant English, but we consider terminology development vital to increasing the inclusion of local and regional practitioners, collaborators, and disciplinary experts.

Having served on a number of international panels and as a global advisor to crucial policy-making bodies, what are your thoughts on achieving our

targets set by the health department with regard to HIV/Aids treatment by 2020?

South Africa is a partner in the global effort to eradicate AIDS; both here and throughout southern Africa, very considerable gains have been made in testing and treating, with South Africa leading the way.

But the challenges are formidable—new HIV infections remain worryingly high; and because HIV/Aids is no longer a uniquely urgent global issue, funding levels are struggling to keep up with the need.

Your forte is politics and the economics of Africa. What are your views on the future of our country and the continent, given our financial outlook?

It is easy to be despondent about South Africa and about the continent more generally. But beyond the short-term, the case for optimism isn't hard to find—in democratic consolidations, the growing coherence of African regional institutions, some impressive economic and developmental gains since the millennium and a vibrant faith in the possibilities of political participation, in contrast to the kinds of cynicism and nihilism we can see developing in other parts of the world. The challenges are formidable, but so too are the peoples of this country and continent in their spirit and resourcefulness.

Given the challenges of the Fourth Industrial Revolution, is the University adequately equipping your students in this regard?

My largest concern is not about this University's ability to equip our students to invent, adapt and apply the next generation of technological marvels.

That we will continue to do, but what we prioritise are the impacts of our social relations, our politics, our environments. The several issues now emerging from the impacts of social media are likely only a start. Consequently, equipping our students to be critical thinkers, encouraging them to be fully engaged as moral agents and citizens is part of what our universities are for, and this role is more vital now more than ever. ▲



The indelible image

Smokes rises from forest fires in Altamira, Para state, Brazil, in the Amazon basin, on 27 August, 2019. Brazil will accept foreign aid to help fight fires in the Amazon rainforest on the condition that the Latin American country controls the money, according to the president's spokesman.

Photo: JOAO LAET/AFP/Getty Images

Industry 4.0 Collaboratist Leadership

Transform negative employee mindsets to mindsets of collaboration, cooperation and team-based success

In the complex Fourth Industrial Revolution (Industry 4.0) economy organisations collaborate with inter-organisational partners in virtual networks, focusing on their core business and competencies, while partners perform non-core tasks.

In partnering they first seek candidates closest to them before moving regional, national or global. This stimulates growth of small and medium sized enterprises, and job creation in their immediate vicinity. Four aspects most affected by Industry 4.0 are customer expectations, product and service enhancement, collaborative innovation, and organisational forms.

Industry 4.0 brings major organisational transformation and change across all four aspects led by collaboratist leaders who are super-transformational with respect to behavioural, technical, and structural strategies. In modifying behaviour and concomitant mindsets to the Industry 4.0 dispensation, staff of the resulting organisation forms become skilled at creating, acquiring and transferring new knowledge and insights. Employees and partner resources operate in high-performance teams where good communication and information flow flourish. Behavioural change affecting mindsets is crucial for success. Virtual dynamic learning organisations (VDLOs) with a performance-oriented culture result.

Preferred organisational behaviour and culture are informed by values, beliefs and guiding principles. The value system forms the

basis for achieving an organisation's vision and mission. Behaviours where employees blame one another and continuously make excuses for failures are transformed to a mindset of cooperation, collaboration and team-based success. Industry 4.0 collaboratist leaders are guardians of the value system, requiring them to be role-models of the preferred organisational culture and behaviour.

Collaboratist leadership role-modelling encourages positive perceptions about the ability of leaders to create an organisational climate conducive to high motivation. This is crucial for achieving performance excellence; hence collaboratist leaders strongly focus on the eight dimensions of a psychological climate identified by researchers Koyes and DeCotiis, and others.

These dimensions are trust, support, innovation, cohesion, autonomy, recognition, fairness, and pressure; and are profoundly influenced by leadership behaviour.

Trust and support are jointly recognised as most profound. Trust is the perception of freedom to communicate openly with members within a team, and at higher organisational levels, about sensitive and personal matters with an expectation that integrity of the communication content will be respected and not violated. Trust has five valuable sub-dimensions:

- Integrity: of which ethics, honesty and truthfulness are important components.
- Competence: talent-based interpersonal and technical knowledge and skills.
- Consistency: reliability, good judgement in handling situations.

- Loyalty: willingness to protect and save face for a person.
- Openness: willingness to share ideas and information freely

Support is the perception of the tolerance of team member behaviour by superiors, including the willingness to let them learn from their mistakes without fear of reprisal. Trust is built through supportive relationships influenced by leadership, which in turn impacts employee attitudes. The dimensions trust and support are positively correlated and collectively have the biggest impact on ensuring a positive (or negative) organisational climate. The profound influence of trustworthy support on follower commitment in Industry 4.0 virtual dynamic learning organisations is patently important.

Innovation, extremely important in Industry 4.0, is the perception that change and creativity are encouraged, including prudent risk-taking into new areas or areas where the member has little or no prior experience. The innovation dimension relates to the concept of leaders encouraging team members to apply their creativity in the work situation. Cohesion is the perception of togetherness or sharing within the organisational setting, including the willingness of members to provide material aid in respect of their team roles. Hence, the cohesion dimension relates to the concept of teamwork as influenced by leadership behaviour. Autonomy is the perception of freedom of self-determination with respect to work procedures, goals and priorities within teams and team roles. It relates to the Total Quality

Management concept of empowerment and involvement of team members, as influenced by leadership behaviour.

Collaborative innovation, one of the four aspects most influenced by the Industry 4.0 dispensation, is only performed successfully where a trustworthy supportive climate encouraged by collaboratist leaders prevails, while utilising cohesive virtual teams of partners who enjoy substantial autonomy.

Moreover, collaborative innovation is directly linked to product enhancement, another aspect most influenced by the Industry 4.0 economy. Product enhancement is related to innovative product, service and process design and development to satisfy customer expectations, which is a third aspect most influenced. Hence, all the above elements are highly profound collaboratist leader characteristics to possess in Industry 4.0. The remaining dimensions, i.e., fairness, recognition and pressure, all having been highly prevalent in the servant-leadership era, are also relevant to collaboratist leadership but less profound.

Collaboratist leadership flourishes in open innovation ecosystems where modern business models and organisational forms are the order of the day. Organisational forms constitute the fourth aspect most affected by the Industry 4.0 economy. Collaboratist leaders are super-transformational with respect to behavioural-, technical-, and structural strategy. Key enabling technologies, inter alia, artificial intelligence (AI), internet of things (IoT), and robotics, largely influence the design of production and service processes constituting Industry 4.0 organisational forms that are shaped cross-functionally and require to be programme-managed. Hence, a key success factor is collaboratist leaders possessing sound project- and programme management acumen, while intellectually stimulating virtual teams of own and partner members to conform to this phenomenon.

Moreover, with respect to customer expectations project and programme management acumen delivers a crucial customer focus; regarding product enhancement the required innovative continuous improvement projects; regarding collaborative innovation the dynamic agile learning mindset in the culture of the organisation; and finally, it delivers the matrix methodology to lead, manage and govern the cross-functional processes of new organisational forms and its associated virtual networks of partners in the Industry 4.0 business ecosystem.

Hence, project and programme management acumen being the catalyst for organisational success in the Fourth Industrial Revolution economy, is patently clear.

The discovery and advances in social sciences research, in particular the branches of psychology, brain neurology, and emotion, are enabling a rethink of previously reinforced beliefs regarding human behaviour. Clearly, the ability to provide effective leadership to organisations, project teams, and followers appears to be dependent on innate talent (knack). All human beings are blessed with some degree of intelligence. Industry 4.0 collaboratist leaders need to be endowed with profound cognitive intelligence (reason and perception); instinctive intelligence (the conative aspect); emotional intelligence; and phronetic intelligence (practical wisdom and knowledge).

Researcher Cobus Oosthuizen avers that leaders should develop 'phronetic intelligence' to become "phrominoi", meaning able to synthesize "knowing why" with "knowing how" and "knowing what" as a goal to be realised for the common good. His opinion is based, inter alia, on research findings by Dimitris Bourantas that experience gained by practical wisdom and knowledge enables phronetic individuals (the so called 'phronimoi') to "see beyond isolated facts, to think beyond linear logic, and to appreciate the whole, recognizing the limitations and relativity of all perspectives and knowledge, so that they may make a decision for the common good". In the Industry 4.0 economy collaboratist leaders intuitively have to cope with knowing "why things are happening", "how to proceed dealing with it", and "what needs to be done" to mitigate risk and achieve performance. The current author stresses that from a strategy implementation perspective "who should do it" and "when" must be added. Thus, all the above require profound phronetic intelligence from collaboratist leaders.

In conclusion it can be argued that to achieve success in Industry 4.0, superior strategic collaboratist leadership should display all characteristics alluded to above. It constitutes the ultimate talents that modern day organisations can utilise to become highly competitive and achieve superior performance.

Moreover, innovative governance and creative organisational structures and mindsets led by collaboratist leaders, must be combined with virtual networks of partner organisations to also ensure collaboration and synergy. ▲

PROF PIETER STEYN



Prof Pieter Steyn, Principal, Cranefield College

Negotiating your way around the negotiating table

My father said, "You must never try to make all the money that's in a deal. Let the other fellow make some money too, because if you have a reputation for always making all the money, you won't have many deals," ~ Dwight D. Eisenhower.

I recently caught up with Derek Pead who has many years of corporate experience at chief executive and board level in large financial services groups, is passionate about deal-making and dispute resolution and is one of only a handful of South Africans who have successfully completed the Advanced Negotiation Masterclass at Harvard Law School in the United States of America (USA).

As a trained mediator, accredited by the Centre for Dispute Resolution (CEDR) in the United Kingdom (UK), Derek teaches and consults to corporate executives and entrepreneurs in the art and science of negotiation, helping them to negotiate better business deals, and helping them to settle disputes with clients and suppliers without the need for time-consuming and costly litigation with uncertain outcomes. On top of that, he is also currently the President of the Waterfront Rotary Club in Cape Town, South Africa.

Where did your interest in negotiation come from?

More than 30 years ago I read the original classic on negotiation, entitled *Getting to Yes...Negotiating Agreement Without Giving In* by Roger Fisher and William Ury. This book changed the way the Western world negotiates

and led directly to the establishment of the Program on Negotiation at Harvard Law School.

I was fascinated, and it was a huge thrill to put these principles into action and see that they work! Of course, I've read many negotiation books since, in fact I'm currently busy with two, and the more I learn the more I enjoy negotiating.

However, if you're only ever going to read one book on negotiation, then this is the one. It'll make a huge difference to your life. Although I have met William Ury, I don't get any referral fees!

Why are negotiation skills so important?

I love this definition of negotiation by Deepak Mulhotra: "Negotiation is the process by which two or more parties, who perceive a difference in interests or perspective, attempt to reach agreement".

So clearly this skill is important from the highest level of government right down to the home. In short, we all negotiate every day! We are continuously negotiating be it with subordinates, bosses, project team members, spouses, children, clients or suppliers.

There are no "born negotiators". In fact, people who think they fall into this category, are usually mistaken. Anyone can learn to be a very good negotiator with a bit of training and courage!

What was the very first lesson you learnt about negotiation?

There is a very powerful little story about two learners fighting over an orange in the class. You've probably heard it. The teacher gets irritated, grabs the orange, cuts it in half, gives each of them half an orange and sends them on their way.

If she'd had the patience to ask them why they wanted the orange, Johnny might have said he was hungry, and Mary may have wanted the peels to decorate a cake. Both Johnny and Mary could have got everything they wanted.

This illustrates the difference between "Positions" (what they say they want) and "Interests" (why they want it). Both Johnny and Mary had the same position. They both wanted the orange. However, their interests were different. The solution to apparent deadlock in a negotiation almost always lies in differing or overlapping interests. I've solved many apparent deadlocks by just remembering this little story.

In your opinion, how does negotiation link to reputation management?

At the end of the day (and all the way through the day as well!), all we have is our reputations. Really skilled negotiators have two goals in a negotiation, and that is to arrive at a win-win solution while simultaneously not only preserving the relationship but improving it as

well. This doesn't mean you must present yourself as a pushover. On the contrary you can be tough and fair at the same time. Win-win does not mean 50-50. If your counterpart will benefit from a deal there is nothing wrong with you benefitting more. It's still a win-win solution. Most of your counterparts will respect you for trying, and your reputation will be enhanced, as someone to be taken seriously.

Conversely, people who arrive at a negotiation un- or under-prepared, play games like "good cop, bad cop", exploding offers, flinching, etc., or make ungrounded or unsubstantiated offers in the insult zone, are doing themselves and their brand no favours. Unfortunately, this is not uncommon, and more common in large companies than in smaller entrepreneurial ventures. This is possibly because they think their sheer size will force the issue and the deal will be closed in their favour. They're usually wrong.

What do you think are the most important skills needed to negotiate?

This may come as a shock to the table-pounders out there, but the most important trait of a good negotiator is "empathy", i.e. an understanding of where the other side is coming from. This requires you to be an excellent listener, to show interest in what the other side is saying, and expressing appreciation for their point of view, while making it clear to them that you don't necessarily agree.

It is very hard to listen to someone and show interest in what they're saying when you fundamentally disagree, but it is crucial. Start practicing at home!

Clearly, patience is required as well. Sometimes negotiations can drag on for hours or even days. Avoid saying things like "let's cut to the chase"; keep your body language under control.

Thirdly, it is important to remain calm, even when the other side is very angry. Sometimes your own "back-table", negotiation jargon for your principals (your boss or bosses), may get impatient and angry. Your job is to remain calm, and keep the other parties calm as well.

What are the three key things to consider prior to negotiating?

Firstly, it is important to know what you're going to do if this deal fails. So, consider your options and choose the best one, often referred to as

your BATNA (best alternative to a negotiated agreement) or your "no-deal" option. This will determine your walk-away point and it's vital to know that and to walk away if a deal better than your BATNA seems unattainable.

Secondly, consider what their BATNA might be, so you can prepare your case (why your proposal is better than their BATNA).

Thirdly, prepare your opening statement so that you come across as prepared when your time comes to speak. I often practice my delivery in private and video myself with my cell phone to see how convincing I look and sound when I play it back. I recommend it; it can be quite a humbling experience!

What are the common pitfalls of negotiation?

The first one is, without a doubt, insufficient preparation. Usually, people who are guilty of this don't even know what to prepare. They may crunch the numbers and arrive at a figure that they hope to get, and then just turn up at the negotiation table and wing it!

Secondly, people make offers when they shouldn't, and don't make offers when they should! There is a significant advantage to making the first offer, but it can be fatal to make an offer when you don't know as much as the other side about the value of the product or service under consideration.

For both of these, there is a whole lot more that should be considered but that is a discussion for another time.

Finally, remember that you are negotiating with people, and people have feelings and emotions. Remember that when money (price) is the only issue on the table, it's never just about the money. Interestingly, sometimes it's not even about the money at all! It's important to separate the people from the problem (or the substance of the negotiation) and deal with both, separately.

Anything specific you would like to add about negotiation?

I sincerely believe negotiation is one of the most important skills you should learn. Taking a course is not enough; it's like learning to drive in the classroom. If your job requires a high level of negotiation skill, hire a negotiation coach to guide you through your first two or three negotiations. That's the fast track to becoming a good negotiator. ▲

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.

Meet the refreshed Volvo XC90





The Volvo XC90—one of the world's most highly acclaimed sports utility vehicles (SUVs)—has just got even better! It's been treated to a design and features refresh, and it's emerged as an even more enticing proposition.

According to Greg Maruszewski, Managing Director of Volvo Cars South Africa, the very latest XC90 boasts a number of exterior and interior tweaks, such as new wheels, new exterior colours and a modern new grille. Significantly, it also comes in a brand new six-seat configuration.

The 2020 XC90 comes standard with Volvo On Call, an innovative app-based service that

helps motorists to communicate with their cars. It facilitates a multitude of tasks: motorists can lock or unlock the doors to their car, check the fuel level and cool or heat their car—all via their smartphone, smartwatch, tablet or desktop. It also provides an in-car WiFi hotspot, which can be accessed by everyone in the car. Volvo On Call is free of charge for five years. Thereafter, it can be extended for a fee.

Luxurious interior

When the all-new XC90 debuted in 2015, it had the most luxurious interior ever designed for a Volvo. Precisely the same applies to the latest model. The interior combines materials such as soft leather and wood with handcrafted details,





including a gear lever made of crystal glass from Orrefors, the famous Swedish glassmaker, on the T8 Inscription derivative.

The interior design now includes two USB ports as standard as well as a telematics unit with a P-Sim card slot.

New seat configurations

The 2020 XC90 can be ordered with a range of different seating configurations. From the seven-seat family SUV, to the brand new six-seat configuration, the XC90 has been created to best fits people's preferences and lifestyles. New interior materials including a slate grey upholstery and new décor inlays offer further options for personalisation.

World-class features

The XC90 features one of the top audio systems available in the automotive world. Produced by Bowers & Wilkins, it boasts a 1 476-watt Class D amplifier and 19 speakers.

The 2020 XC90 comes with an arsenal of safety features—from Run-Off Road Mitigation/Protection to City Safety with Autobrake which recognises pedestrians, cyclists and large animals.

Performance

The new XC90 offers a range of two-litre, four-cylinder diesel and petrol powertrains, all of which provide an outstanding combination of performance and fuel-efficiency. These

powertrains are coupled to an eight-speed automatic transmission.

Design

Volvo Cars South Africa is also launching a new R-Design version of its award-winning XC90.

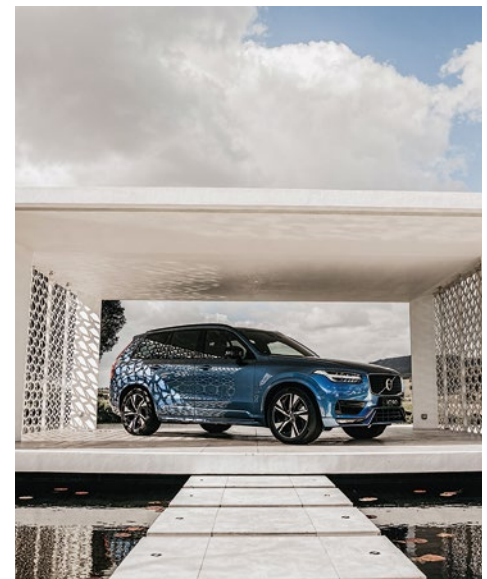
The outside of the car is distinguished by 20-inch diamond-cut alloy wheels, black door mirrors and a gloss black mesh front grille. The 2020 XC90 will be available on dealer showroom floors now.

Suggested retail pricing starts at R1 023 700 for the XC90 T5 Geartronic AWD Momentum. ▲

Volvo Car SA



Six-seat configuration





LIBERTY

Taking care of employees can move your client's business beyond expectations.

At Liberty, we know that taking care of employees is crucial for your client's business and the collective success of all those who work there. With Liberty's corporate benefits, you can partner with your client's business to develop a tailored umbrella fund to ensure that their employees' risk and long-term investment needs are secure. Not only do we safeguard their financial well-being, our suite of wellness services will also ensure that they receive the best possible care when they need it most – at no additional cost*. Emergency Ambulance Assistance, Legal Assistance, Medical Advice, Trauma Counselling and Funeral Assistance are all accessible 24 hours a day through a dedicated helpline.

To partner with us, search Liberty Corporate or email lc.contact@liberty.co.za to ensure access to our corporate benefits, trusted by more than 10 000 employers**.

ADVICE INSURE INVEST

Liberty Group Limited (Reg. no. 1957/002788/06) is a registered Long-Term Insurer of Umbrella Funds and an Authorised Financial Services Provider (FAIS no. 2409). Terms and Conditions apply.
*Wellness services are provided by a third party service provider. **The employers referred to in the ad are Liberty's corporate clients that participate in our umbrella funds and risk schemes.
For more details about benefits, guarantees, fees, tax, limitations, charges, contributions or other conditions and associated risks, please speak to a Liberty Financial Adviser or Broker.



DON'T TURN THE PAGE, TURN HEADS.

INTRODUCING THE RECHARGED VOLVO XC90.

It's hard to improve on perfection, but we found a way. With subtle changes such as a revised grille along with new wheel designs, the new Volvo XC90 looks good from any angle.

Visit volvocars.com/za