



# BUSINESS MOVING & SHAKING

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# BUDGET UNEXPECTED CHANGES

- PAGE 5

## AN ECONOMIC TRAGEDY

- PAGE 7

## THE ART OF DELEGATION

- PAGE 16

## A COMPELLING ATTRACTION

- PAGE 14

## A FIRST FOR DURBAN!

- PAGE 8

## GROWING TOURISM INDUSTRY

- PAGE 10



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Cover Photo: Dumile Cele, CEO at the Durban Chamber of Commerce and Industry



# MOVING AND SHAKING BUSINESS IN DURBAN

By Dumile Cele, Chief Executive Officer at the Durban Chamber of Commerce and Industry



**D**urban Chamber of Commerce and Industry is proud to welcome Dumile Cele as the new Chief Executive Officer.

Dumile is a passionate leader with an energetic enthusiasm for all she does. Her strong sense of vision, planning and hard work have seen her through the challenges she faced from the time she was born in rural KwaZulu-Natal, Eshowe, through her education and onto her career while establishing a family of her own. Possession of first class communication skills enables Dumile to build lasting relationships and to articulate her thoughts and views well both in writing and when speaking in public. She has extensive

corporate experience at senior management levels, which together with her qualifications has equipped her with business management skills within the broader socio-economic and political environment. Her corporate experience is coupled with experience in the small, medium and micro enterprise sector. As a certified director, Dumile also has a full appreciation of the intricacies of corporate structure.

## Chamber Experience

Dumile joined the Durban Chamber in January 2013. Her portfolio has included Business Services Manager and International Trade and Business Information Services. She has also managed the SMME Department for a year in the absence of an enterprise development manager. This experience has given Dumile knowledge and understanding of the chamber movement and the role of organised business.

## Small Business, NPO Experience

Earlier in her working career, Dumile decided to leave the corporate world and become self-

employed in order to create more flexibility while raising a young family. During this time Dumile completed an executive coaching course with the Coaching Centre based in Cape Town. She has since gained experience coaching people at various levels. She also did much business consulting and skills development during this time.

Dumile was involved in various BEE investment initiatives including being part of the Bidvest empowerment deal. She at times attended board meetings with the Bidvest board which had the likes of Mr Brian Joffe – here she gained invaluable experience concerning the strategic directing of very large corporates.

In 2005, Dumile founded a non-profit organisation for women development and empowerment. The organisation aims to move women out of the peripheral of our society into the socio-economic main stream. Branches have grown from Durban to Newcastle, Piet Retief, Eshowe, Pietermaritzburg, Port Elizabeth and Cape Town.

## Senior Management Experience – Portnet

After being head hunted in 1996, Dumile joined Portnet as business development manager. This position gave her exposure to the entire port authority operations and specifically port business. Dumile traveled extensively around Europe studying international best practice in a number of sea ports in countries such as Germany, Netherlands, France, Belgium and the UK. She also studied logistics management in Antwerp, Belgium.

During her tenure with Portnet she gained experience in port operations management and even acted as Durban Port Manager. Later Dumile became the road transport services manager and managed a profitable business within Portnet. She had a staff of approximately 350 people including a multi-discipline management team to support her drive a critical service within the economy of our country. She controlled an operating budget of approximated R50 million and a capital budget in access a R100 million.

Other positions Dumile held in Portnet included transformation



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consultant, responsible for business processes reengineering and container operations consultant, responsible for implementing a container terminal operating system in all seven ports in South Africa.

Later, with her maritime business experience she became manager for the Port Academy (now known as the School of Ports), a training institution responsible for skills development in all South African ports. Dumile was responsible for turning the Port Academy from being a cost centre, operating at a loss, to becoming a profit centre. ... (continued pg 3)

## DURBAN CHAMBER STRENGTHENS ALLIANCES WITH THE IODSA

The Durban Chamber of Commerce and Industry and the Institute of Directors South Africa, a section 21 company that prepares senior managers and executives for board readiness, recently celebrated the launch of a Memorandum of Understanding (MoU).

The Chamber has identified a need and an opportunity to formalise its strategic alliance with the IoDSA through the signing of the MoU. This collaboration will enable the Chamber to make available to its members a broader base of training and development courses, programmes, workshops, seminars and related activities. Similarly, the IoDSA, in its efforts to broaden its footprint in KwaZulu-Natal, recognises that an alliance with the Chamber will assist in achieving this intent.

The MoU's objective will be to:

- Provide the Chamber and IoDSA members with access to a broader base of training and development courses, programmes, workshops and seminars

- Provide the Chamber and IoDSA members discounted rates for attendance
- Conceptualise and offer jointly hosted events and initiatives

"IoDSA provides an effective voice for directorship as there is no qualification required to be a director", stated Angelia Oosthuizen, CEO IoDSA. "As directors you are the business leaders influencing the fate of the economy and it is up to all directors to lead to ensure

companies play the critical role of economic development."

"It is through collaborative movements that the Durban Chamber is able to achieve its objectives and establishing partnerships and relationships that are geared towards achieving the organisation's vision", emphasised Dumile Cele, CEO Durban Chamber of Commerce and Industry.

The DCCI/IoDSA offering is a

reciprocal arrangement. Members of both organisations will receive discounted membership rates when joining either party.

The signing of the MoU took place at the Durban University

of Technology's Hotel School on Riston Campus. The Durban Chamber also recognises and gives thanks to Nedbank for the sponsorship contributing towards building this profusely nourishing relationship. ■



From left; Nick Parry (area manager, sales, Nedbank), Dumile Cele (DCCI, CEO), Angela Oosthuizen (CEO, IoDSA), Sonny Ako-Nai

## OPINION

"My biggest shock, and where the government aims to get the most extra money from, was the hike of 30.5 cents per litre in the fuel levy. The Minister took the gap given to him by the fall in international oil prices and pushed up fuel prices.

I also think that it is the middle class with less tools and knowledge who will be hit hard by this budget. Why didn't the Minister increase VAT (which affects everyone) and invest in education for the poor to actually contribute to the economy." - Brian Thabede

"I am pleased with the increase in old age and disabled grants and the decline in the budget

for spending on catering, entertainment, venues and travel as it is not necessary to spend as much as there has been previously." - Stephanie Niemandt ■

"I totally agree with a comment made by (Thabi Wonci) young professionals should be exempt from paying tax for a year. When it comes to manufacturing more funds need to be injected into the various industries to create more export growth and provide more employment for South African citizens." - Masilo Matloha ■

Please send your opinions or comments on current issues to [gayle@durbanbusiness.co.za](mailto:gayle@durbanbusiness.co.za)

### Business MOVING & SHAKING

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We look forward to hearing from you!

# BUDGET SPEECH 2015: A CRITICAL TIME FOR ENERGY MANAGEMENT IN SOUTH AFRICA



Chris Kirchhoff, MediaClubSouthAfrica.com

Minister Nhlanhla Nene's first budget was announced in the context of South Africa's electricity supply demand mismatch, a mismatch that is severely curtailing growth and damaging international investor confidence. As a consequence, behind the focus on personal tax rates, sin taxes and a constrained fiscal environment, Minister Nene's first budget speech contains measures that will drive action on energy management for South African companies.

To begin with, the budget indicates a number of significant price drivers for electricity over the next few years. These drivers of higher electricity prices include:

- **The increase in the electricity levy from 3.5c/kWh to 5.5c/kWh**  
Although this hike is described as temporary, it is arguable that South Africa will not enter a more stable reserve margin until at least 2020. So the increased levy could be with us for some time.
- **The implementation of the carbon tax from 2016.**  
This tax will not only affect the cost of primary fossil fuel energy sources, but will also raise the price of electricity, as Eskom passes on its carbon tax bill to electricity consumers. The draft carbon tax bill will be released for public consultation later this year.
- **Consistent messaging in the budget speech regarding the need for more cost-reflective electricity tariffs.**  
In a nutshell, should the Electricity Regulator (NERSA) review current determinations and consider tariffs to not be price reflective, there could be tariff increases approved for Eskom. Given Eskom's constrained financial position

at present, and with the R23 billion provided by the state over the next three years to be far from adequate for what is needed by Eskom, there is a real possibility of electricity price increases that would assist in stabilising Eskom's finances.

While these measures will impact financially on companies, government has also extended its commitment to support both energy efficiency and self-generation of power by companies. This process of incentivisation is to be implemented through the following:

- **The proposed increase in the Section 12L energy efficiency incentive from 45c/kWh to 95c/kWh**  
This is a welcome boost and responds to company concerns regarding the low rate on the existing incentive. The Minister of Finance also alerted companies in his speech that the Section 12L incentive now applies not only to energy efficiency measures and power generation for own use, but also to cogeneration. On the downside, uptake of the 12L

incentive has been slow and there is considerable room to eliminate blockages and streamline its implementation so that a much larger number of companies reduce their energy consumptions and benefit from the incentive.

- **The proposed implementation of further accelerated depreciation for solar power installations**  
This intervention would presumably build on the current three-year depreciation allowances for the production of renewables and biofuels, as previously implemented by National Treasury. This proposed measure would further increase the attractiveness of commercial rooftop solar projects.

While much has been said about tightening the fiscal belt, it is clear that government is putting in place a mixture of tariff increases, taxes and incentives in order to tighten the nation's energy belt, with significant implications for companies.

Source [www.nbi.org.za](http://www.nbi.org.za)

(Continued page 2) ...

She achieved this through the implementation of various business strategies including taking the skills development offering of the Academy to ports in the SADC region and further into Africa. While there she also delivered the Ship Handling Simulator for marine operators' training - a flagship contribution toward skill development in the maritime sector

#### Maritime Corporate Experience - Safmarine, Cape Town & Durban

Dumile joined Safmarine's Marketing Department as a market analyst after graduating from UCT in 1994. Her role was to conduct market analysis to provide the company with accurate market intelligence used by senior management for decision making. She became exposed to international trade dynamics and high-level intelligence activities occurring within the shipping industry. It was during these early days that Dumile developed a love for the maritime industry, a sector most

people in her community knew very little about.

In 1995, in order to facilitate a move closer to home, Dumile applied for a CSI position within

Safmarine and soon became the KZN corporate social investment manager. In this position, Dumile delivered many development projects in previously disadvantaged communities in

KZN. She successfully project managed the building of schools, clinics and business centres for SMMEs in marginalised areas. While these projects were a response to our country's socio-

economic challenges, Dumile ensured a return on investment for Safmarine by increasing the company's profile as a responsible corporate citizen in the early days of our democracy. ■

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# ELECTRICITY DISRUPTIONS; DON'T SHOOT THE MESSENGER

Henk Langenhoven, SEIFSA Chief Economist

In 1942 South African historian, CW de Kiewiet, coined the phrase that South Africa progresses “politically by disaster and economically by windfalls”. We thought we had succeeded in reversing these trends. The political disasters of the past were self-inflicted, and we hope (in light of recent shenanigans) that democracy’s self-correcting mechanisms will hold ...

The electricity crisis confronting us suggests that we are fast succeeding in turning (at least some) economic windfalls into disasters – and the tragedy is that this one is also self-inflicted. The crisis is of two makings; the country did not invest enough in expanding its power generation capacity and perilously neglected maintenance of the capacity that it has.

In 1984/5 SA had surplus generating capacity of 40% of what the country needed. The economy is estimated to be 100% larger today than 1985 (manufacturing 70% larger), and generation capacity in that year was 45 000 megawatts. We today have 44 000 megawatts available, speculatively, but it is estimated that during December 2013, we had 40% of

that capacity unserviceable. The reserve margin of 31% in 1994 went down to 7% (2007) and is nonexistent now.

The benchmark result for maintenance is to have only 1% unplanned production losses, more or less the state of affairs in 2005. Deferred maintenance days have risen from 1500 (2006) to 7000 days (2013/4). The average unplanned production losses have therefore risen from 1% to 15% today.

The conundrum for the country is encapsulated in a simple accounting term, called “depreciation”. When looking at fixed investment in power-generating capacity, one has to consider a continuously adjusting trend allowing for new investment and depreciation. If allowance has not been made for sufficient maintenance, then this trend is downward. The ratio of total fixed investment in generating capacity relative to the size of the economy forms a bell curve, reaching a peak in 1985/6 – and by 2006/7 it had deteriorated to 1960’s levels. We are in the trough as it stands.

Arguments are raging about where the blame should rest, delays in new capacity construction, unpaid tariffs, cross subsidisation of local authorities, energy in-efficiency etc. The fact

of the matter is that the situation is dire, by any other name a crisis. While all of these are important, none of the conclusions will solve the current problem.

The costs are horrendous. For the metals and engineering sector, the month-long metal strike wiped out R7 billion of value added, which was 8% of its contribution to the economy in 2014. SA Reserve Bank reported that the estimated total impact of the strike on the economy amounted to half a percentage point loss in GDP growth. The impact of load shedding would be worse; assuming demand management savings of 10% with two hours (stage 1) of load shedding a day, and allowing for the differential impact on the sub-industries within the metals and engineering sector, 23% of value add could be lost over a year. Underutilisation of the sector’s current capacity will deteriorate, profits will suffer and medium to longer term (often export) supply chain contracts may be lost.

The costs are mounting daily, delaying action for the future is not a choice. Indeed the spectre of losing the whole generation system, which can put the country back a decade is too ghastly to contemplate.

Certainty of when outages take place has to be a priority. Eskom’s larger power users (and direct customers) have almost perfected communication to alleviate this problem for their 24 hour operations. They are in constant communication with Eskom, via e-mail, telephone and SMS warning systems. This does not mean that the non-continuous operations are not disrupted; they are requested almost daily to save more or shut down other operations. What do they do with a batch of molten plastics, a furnace full of boiling steel, or for that matter tons of chocolate concentrate?

The majority of users of electricity are serviced by local authorities and metros. Efforts are being made (some more successful than others) to enhance accuracy, but local users should stand together and urge/pressurise their suppliers to be punctual. Joint efforts in industrial areas to share (and contribute) to planned outages in local areas must be pursued.

There is a groundswell of support from different sectors of the economy for outages to be rigidly applied, to create certainty, even when generation capacity is available. The choice of

whether this is preferable above the waste generated by unplanned stoppages is really a complex issue, but should be considered.

There is no doubt that investment decisions by companies will have to be diverted away from expansion and renewal to energy efficiency and/or standby, if not full replacement of generation capacity. This may sound harsh, but boils down to the duration of the constraint (which took six years to come to this point) that could take six years to be resolved. It is patently clear that investment in manufacturing, metals and engineering has been held back by the inconsistency of supply and the cost of energy trends.

SA manufacturers are importing more components for assembling locally due to cost advantages and the insecurity of local supply due to these disruptions. If your company is one of such component suppliers, it is of strategic importance that you should try and prevent this trend from escalating.

This is a dire situation, but South Africans are known to ‘maak a plan’ ... now is again such a time. ■

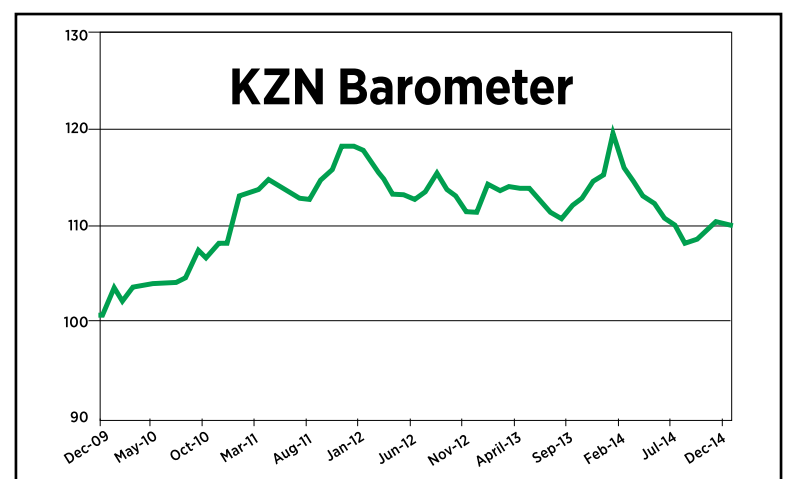
# HIGH STRESS LEVELS IMPEDING ECONOMIC ACTIVITY IN KWAZULU-NATAL

KZN Department of the Treasury, KZN Department of Economic Development, Tourism and Environmental Affairs, Trade and Investment KwaZulu-Natal.

The economic stress index increased 11.6% year-on-year, the second

consecutive month of double-digit growth, and was also up on a month-on-month and quarter-on-quarter basis. The sharp increase was mainly due to unemployment, which increased to 24.1% from 19.9% a year before, and interest rates which were 75 basis points higher in December

than the previous year after the Reserve Bank tightened policy twice last year. While inflation in KwaZulu-Natal dropped to 5.3% in December, well within the Reserve Bank’s 3% to 6% target band, civil debt cases surged by 17.2% after declining year-on-year for 12 months. The sudden



jump in civil debt cases, although it means more work for lawyers, was a strong contributor to economic stress in the short term.

### Economic growth index strong

The surge in the stress index to some extent mitigated the strong performance of the economic growth index, which continued to be strong and increased by 6.7% year-on-year, the most in almost four years. Month-on-month the growth index was up 0.3%, and quarter-on-quarter it increased by 3%. The performance of the growth index shows there is still

some hope in the KwaZulu-Natal economy. If unemployment decreased to at least 20% or less there should be a decline in the stress index, but that is unlikely to happen any time soon as joblessness is part of a national structural problem in the South African economy. A decrease in interest rates could also help to lower the stress index, but even with the recent drop in the oil price, which led to a slowdown in inflation, lower borrowing costs are not likely soon. ■

Compiled by Mike Schüssler of Economists.co.za

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# BUDGET 2015: UNEXPECTED CHANGES AND SOME GOOD NEWS

This year's Budget had some unexpected tax changes, and also some surprisingly good news.

According to Di Seccombe, National Head of Tax Training for global audit, tax and advisory firm Mazars, it is estimated that tax changes will bring in another R8.3 billion to the fiscus. This is despite earlier speculation that it could be anywhere from R11 billion to R15 billion.

Speaking at a Budget Breakfast in Durban last week, Seccombe said that the Budget Review has to be read in the context of any reports from the Davis Tax Committee to form an opinion about what will end up in the 2015 Tax Laws Amendment Bill.

"It seems that whenever the Davis Committee raises a concern about a potential area of tax leakage, government steps in and starts talking about anti-avoidance and punitive legislation," Seccombe said.

## Taxing the wealthy

The one area of government revenue that the Committee still has to review is wealth taxes such as trusts, estates and capital gains tax. "There was a warning shot for trusts in the Budget Speech, but that is nowhere near what we believe is to come."

Retirement annuity funds are also on government's radar, particularly when used as a means of paying less estate duty.

Overall individuals and trusts are now bearing a heavier tax burden than companies. In Trevor Manuel's time, this was the reverse. However, the global financial crisis and subsequent downturn has left companies with lower profits to tax.

High income earners in particular will have to pay more income tax. The top tax bracket now starts at R701 301. Up to this amount, individuals will pay tax of R208 587, or an average rate of approximately 29.7%. In

addition, for every R1 earned over that threshold, they will now pay 41% of that rand in tax.

Last year the tax brackets were widened more and marginal taxes were unchanged. As a result, higher income individuals enjoyed a tax saving last year. However, this year they will pay more. "For the first time we're seeing tax payers not only losing their tax savings but also paying in more tax."

Another change likely to affect wealthier South Africans is the new transfer duty rates. While properties purchased for up to R750 000 will not attract

transfer duty, at the top end of the market transfer duty will be higher than it has ever been over the past 4-5 years.

"Those able to purchase a home over between R1,25 million and R1,75 million will have to pay 8% transfer duty, and homes

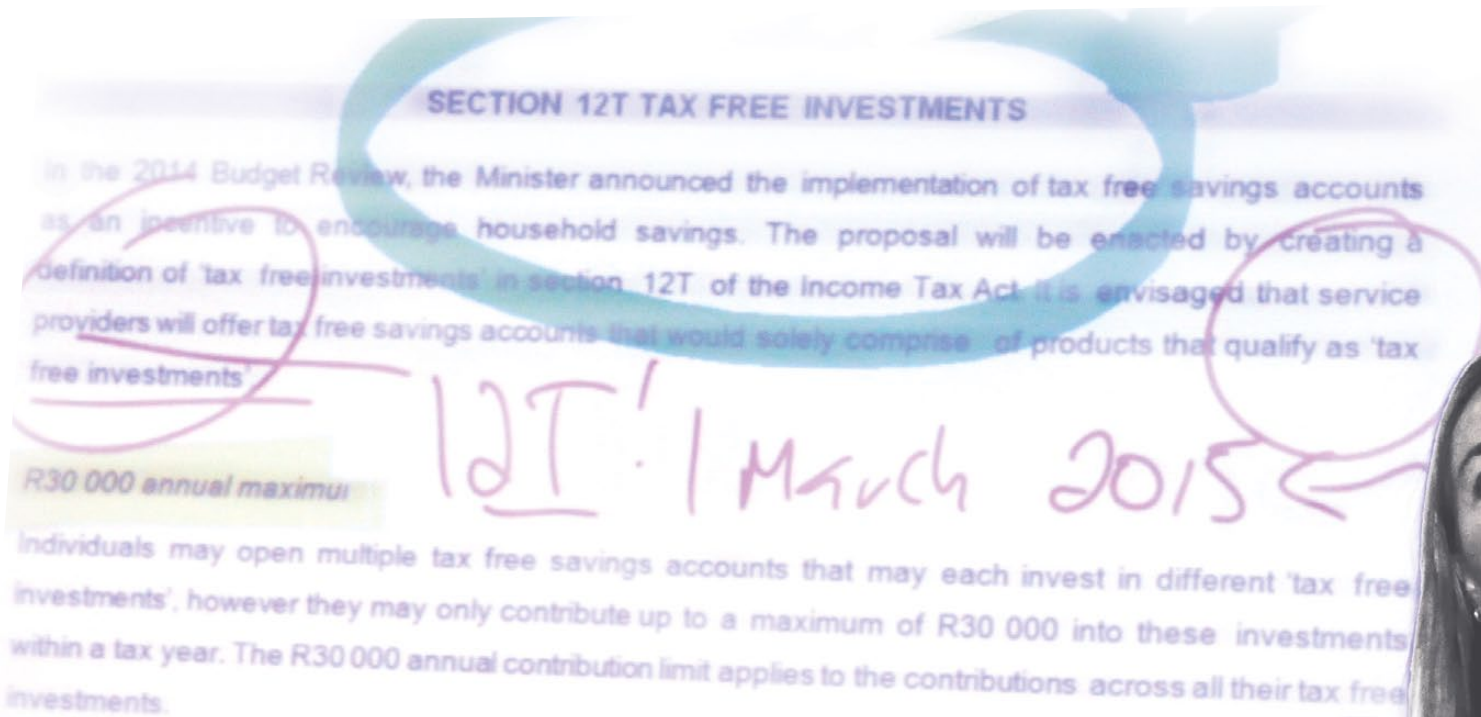
over R2.25 million – which is not a very high price tag in today's market – will attract a hefty 11% in transfer duty."

Those driving heavier, luxury cars will also feel the 80.5 cents per litre hike in the fuel levy.

The good news is that South Africans over the age of 65 able to afford medical aid will get an additional rebate on their contributions. For those still working in their golden years, they will be able to use both rebates to reduce their PAYE. At the very least, the additional rebate will help reduce provisional tax. ■



Dave Bates, Diane Seccombe and Marc Goudge



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Morningside, Durban  
Tel: 031 818 9000



## Mazars KZN Tax Team



Merisha Naidoo



Marc Goudge

## A COLLECTIVE PUSH

A successful company can only reach the heights desired, if there is a collective push, drive and passion from each employee. BMW Supertech Durban is one such company that gets the best out of its staff. The directors and management have a strong belief that their employees are the greatest assets of the company.

To this extent, Supertech Durban strives to make each day in the life of an employee memorable and exciting. First and foremost, many staff regard working for such a premium vehicle range as a privilege.

Supertech Durban is the only i-dealer in KwaZulu-Natal, which features the exciting i-3 and i-8 electric and hybrid cars, as well as being one of only two M dealers in the province. To celebrate this, the dealership has built a stunning i-car floor and an exciting M-floor. In addition, the dealership is the first in the country to adopt the Future Retail showroom layout, which in a nutshell, incorporates a series of luxury lounges, where salesmen interact with the customer over a relaxed coffee, with proposals developed on an

ipad, before being displayed on large LED screens.

The showroom itself is therefore going to be a sight to behold, and a pleasurable working environment.

Despite the challenges and pressures of work, a positive environment generates productivity and employee loyalty. In addition, the wellbeing of each staff member is paramount to the dealership mission, and as such, frequent wellness days are organised to provide health checks for every staff member.

Supertech Durban recently hosted a medical team from Discovery to ensure that each employee is in good health. The medical team spent the day at the dealership testing blood pressure, cholesterol and glucose levels.

Mr Tayob, along with Directors Farida Tayob, Mohammed Ubaid Tayob and Mahomed Sader, have placed great emphasis on staff wellbeing. Mr Tayob said, "Building Supertech Durban is an amazing journey, and each and every staff plays a crucial role. I value each staff member and want the best for them."



Dealership showroom floor

To this extent, a staff gym and a wellness centre was included in the development of the new dealership, which is now two years old. The wellness centre is run by qualified nurses, with a bi-weekly doctor visit. Chronic medication can also be dispensed at the staff wellness centre.

Employees never go hungry with delicious food always available from the Isetta bar, complete with a qualified chef. The generous selection of food ranging from burgers and pastas, to fish and meat grills, is reasonably priced, and staff and customers alike make regular visits.

Hydration is key, and staff can, at any time, help themselves to bottled water, water dispensers, a selection of juices, gourmet coffees and teas.

The staff have the option of utilising two fully furnished canteens, complete with a kitchen, Nescafe coffee/tea dispenser and vending machines.

Development, training and investing in staff is paramount to any business looking to be successful. One of the key

elements is brand loyalty, affiliation, and passion within each employee. One would rather have a single dedicated and passionate staff member, than ten uninterested people. To this extent, keeping each employee up to date with the vision of a company has phenomenal results in the long run. With this, constantly on the minds of Supertech Durban's board of directors, an annual Supertech Strategic Session (SSS) is conducted offsite for all staff. The various departments present their annual reports, as well as brainstorm areas of concern and innovation. A fun element had staff taking part in singing and acting challenges.

A annual MSS (Management Strategic Session) in addition to the SSS for the staff is also held.

Mr Tayob said "The valuable staff of Supertech Durban is always at the forefront of wellness, training and education and we find various ways to stimulate empowerment and knowledge. Events such as this also show staff that the board of directors respect and admire each member and their important contribution to the company."

Following these strategic sessions, Mr Tayob said there was an overall boost in productivity across all departments.

Supertech Durban is a family owned company, and as such, there is a strong family ethos within the dealership. Directors are on site daily and have an open door policy to staff and customers.

Staff members work as a tight unit with all departments helping each other to get the job done.

Everyone employed at Supertech Durban understands the need for a strong customer focus.

The smile on the faces of each employee is not because it is a requirement in a service driven industry, but because it is a genuine sign of happiness and appreciation, working at Supertech Durban.

Supertech Durban has recently acquired the BMW dealership in Newcastle, KZN, and look forward giving the same experience to the Newcastle staff in March 2015. ■

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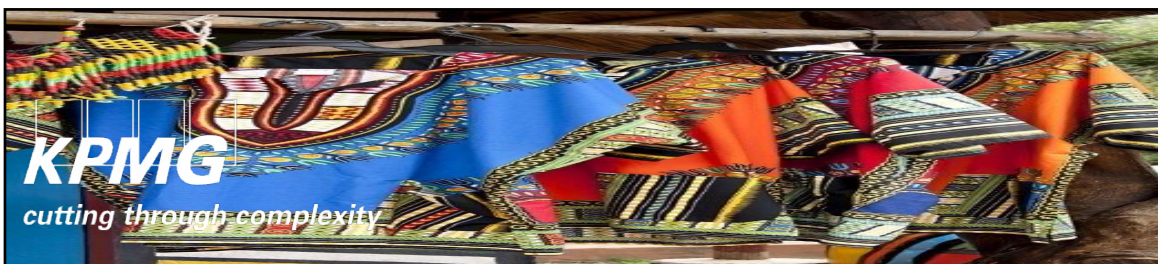
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- Share related transactions
- Special resolutions
- Review and update statutory records

#### Payroll

- Preparation of payroll ledgers (capture of employee info supplied by clients on a monthly basis)
- Generation of payslips and delivery to client
- EMP501 reconciliations
- Preparation and submission of EMP201

#### Tax compliance

- Preparation and submission of income tax return (individuals/companies/trusts)
- Preparation and submission of provisional tax returns
- Review of income tax assessment

#### Tax Advisory

- Tax opinions
- Corporate restructuring
- Tax and estate planning
- Liaison with SARS on behalf of our doctors including responding to queries and preparing objections and appeals
- VAT savings reviews
- Employees' Tax (PAYE) reviews
- Family Trust restructures

#### Business Advisory

- Assistance with business strategy & business plans
- Data analytics and feedback on business performance
- Cash flow review and recommendations
- Budgeting
- Review and report on management information
- Assistance in setting up accounting systems for businesses
- Conducting business process improvement within all business functions
- Review of business operations and introducing the concept of Lean systems – which focuses on abolishing or reducing wastes in processes thereby creating efficiencies and reducing costs



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## A FIRST FOR DURBAN!

### Business Directory for Phoenix Industrial Park, Inanda, KwaMashu and Ntuzuma

Major economic and infrastructure development is taking place in the north of Durban, which stands to benefit businesses in Inanda, Ntuzuma, KwaMashu and Phoenix Industrial Park. Durban Investment Promotion in the eThekweni Municipality, in conjunction with its partners in the Business Retention & Expansion (BR&E) programme, namely the Durban Chamber of Commerce and Industry and Phoenix Industrial Park Lot-Owners Association continues to support these industries, in the interest of maintaining economic sustainability and to generate new areas of economic and industrial activities.

With the publication of the locally focused business directory, companies based in Phoenix Industrial Park, Inanda, Ntuzuma and KwaMashu will have a better understanding of what companies exist in these areas. International best practice has on countless occasions demonstrated that a well-structured and resourced BR&E strategy and plan has a positive impact on economic growth and job creation. The publication of the regional business directory is but one objective of the BR&E Programme. Access to information, through the Phoenix Industrial Park, Inanda, Ntuzuma and KwaMashu Business Directory, will stand to benefit the business community that contributes many millions of Rands in rates to the eThekweni Municipality.

KZN Top Business has been appointed to publish a business directory for the Phoenix

Industrial Park and INK area. The City and its partners in the BR&E programme, understand that there are no givens for B2B transactions. However, the business directory stands to encourage the potential of doing business within the Phoenix and INK area amongst its business owners, which in turn can retain and grow business within the surrounding areas and beyond. The main directory objectives of the BR&E partners are to:

- Publish a business directory of all businesses in the Phoenix Industrial Park, Inanda, Ntuzuma and KwaMashu
- Publish the business directory in electronic and hard copy in order for the directory to remain up to date and relevant
- Encourage businesses to take advertising thereby promoting their businesses within their community and through the internet
- Encourage economic growth that will lead to job creation and poverty reduction
- Identify partnership or procurement opportunities, especially for SMMEs
- Identify Broad-Based Black Economic Empowerment partnership or procurement opportunities. ■

For more information please contact: Mr Sibusiso Makhathini, Project Manager, Business Retention & Expansion, Durban Investment Promotion, eThekweni Municipality  
T: 031 311 4794  
E: [Sibusiso.Makhathini@durban.gov.za](mailto:Sibusiso.Makhathini@durban.gov.za)

Companies wishing to have their contact details included in the directory as well as any companies who wish to advertise should please contact:  
Tracy Engelbrecht  
T: 031 823 1445 E: [tracy@topbusiness.co.za](mailto:tracy@topbusiness.co.za)

## AN ECONOMIC TRAGEDY

The Durban Chamber of Commerce and Industry hosted a sombre “Energy Crisis” panel discussion on Friday, 13th February, which was attended by many business leaders in the region. The aim of the meeting was to discuss possible solutions to address the troublesome effects of load shedding.

Lost productivity, disgruntled staff and customers, and failed deliveries contribute to some of the costs incurred by the private sector. Many SMMEs have limited resources with which to respond to load shedding’s inconveniences. The purchase of generators is costly as well as having to meet the demand to repairs to equipment such as computers, fridges and air conditioning units whose operation is affected both by power surges and interrupted electrical current.

Hans Beier, Chairman of Beier Industries in Pinetown said that the two-hour cuts were very disruptive and caused a severe

loss in turnover. Unexpected load shedding also caused material loss and damage to machines when not switched off timely. He added, “It takes us at least one and a half hours to get going again.” Beier proposed that a longer period of load shedding per block would be better for business, rather than the standard 2½ hour power cut. There was consensus that a six hour block or even a 12 hour block would be more manageable, but then no load shedding for the rest of the week. Beier also proposed that a committee consisting of members of the public, the Chamber, Eskom and eThekweni municipality be convened to address the various issues raised at the highest possible levels.

Lee Bridges, of Umgeni Iron Works, added that the company would prefer to voluntarily stop operation at the plant for one day of the week and then have no more shutdowns for the rest of the time. He said the foundry, which was one of the biggest

users of electricity in Durban could possibly cut electricity by 32% if a plan to allow for self-managed load shedding was introduced. However, he said, the 120-year-old company would find it hard to keep its doors open for another two years if present conditions continued.

The issue of poor communication was raised numerous times by both members of the panel and meeting attendees. Henk Duys of Duy’s Engineering said that Eskom must assist manufacturers and industry to plan ahead for power cuts and emphasised the importance of consistent and reliable communication. A further point was that Eskom needed to stick to its published schedule as it was as disruptive to not have a planned for power cut as it was to have an unplanned one. Companies would then be able to use the down time more productively.

Economic analyst, Clive Ramathibela-Smith described the current crisis as a “serious

economic tragedy”. Ramathibela-Smith emphasized that SMMEs had to struggle to cope with the effects of load shedding, which could make these businesses unsustainable. He suggested the implementation of daylight savings in South Africa, as dividing the country into two time zones could extend the peak times of power consumption. A relook at Eskom’s SADC contracts was also proposed as Eskom should focus on power supply demands within the country.

The impact of load shedding on the residential sector was highlighted by Vanessa Classen. Old age homes are badly affected and many cannot afford generators. She proposed that eThekweni Municipality and Eskom provide a subsidy for the purchase of generators for needy organisations.

The more effective use of technology can assist businesses to cope. It may be necessary to reduce the amount of IT

applications used, and to move services offline. The importance of using cloud technology to back up data that could be potentially lost is of great significance in the current business conditions.

The use of alternative energy and the role of independent power producers was introduced by Marilyn Govender of the South African Sugar Association. There is much potential for additional power to be made available to the grid and this energy resource needs to be realised by the South African government at a much faster rate than it is currently progressing.

Dumile Cele, chief executive of the Durban Chamber of Commerce and Industry, concluded the meeting stating that a report from the meeting, in addition to an accurate calculation of the financial losses experienced by Durban businesses and what jobs were under threat, would be presented to the city and Eskom officials. ■

## “NINETY PERCENT OF EVERYTHING”

(Rose George, 2013)

Speaking at the recent EDGE (Economic Development and Growth in eThekweni) Port and Logistics Seminar, Professor Trevor Jones stressed that as the title of the book “Ninety percent of everything” states “just about everything” passes through the world’s ports.

The Port of Durban remains a critical pillar of eThekweni’s economy and is considered a gateway into South Africa’s interior (especially Gauteng) and to its neighbouring countries. Durban Port is the busiest South African port; around 60% of the country’s imports and exports go through the port annually.

According to Professor Jones, the port is characterised by a diverse traffic base and has a good location. However, port constraints include low productivity levels, which lengthen the time vessels are alongside and at times waiting time for berths. A general perception of the port is that of a high cost port for users, notably so in respect of port authority charges particularly for cargo owners. He concluded that there were, “considerable opportunities to do better within the existing port”.

International ports expert, Jamie Simpson, stressed that

efficiency and cost reductions should be a priority. In his view it was also essential that existing port assets should be maximised prior to embarking on the “Big Dig”. He added that there were a lot of improvements needed at the current port, and these should go ahead “as a matter of urgency”.

Irvindra Naidoo of Transnet reported that currently, 2.6 million TEU per annum moved through port, resulting in ±8000 daily container related heavy vehicle movements around the Bayhead Area. Currently 60% -80% of all cargo landed in containers leaves eThekweni Municipality. These figures are expected to increase in the future, all of which raise a number of concerns, however improvements are being planned for road, rail and port infrastructure.

A current concern is the need to make provision for larger vessels to make use of the Port of Durban.

An immediate solution is the berth expansion and deepening of Pier 2, which is planned to commence in 2016. This development will improve the safety, efficiency, capacity of Pier 2 and accommodate larger vessels.

A feasibility study targeting the expansion of Salisbury Island is nearing completion,

with potential developments there planned to commence in 2017. The proposed development of the old Durban International Airport (DIA) site into a deep-water mega container port is still at the pre-feasibility stage of the project.

However, the possibility for business to leverage off the port was stressed. Jamie Simpson said that a solution would be to create public-private partnerships to improve planning and co-ordination. Professor Jones raised the possibility of

injecting “greater competitive elements within the existing port landscape”. Such participation could stimulate competition around the fringes of existing terminal operations an example would be in the use of private floating cranes to improve efficiency. The elimination of licensing restrictions on cargo types is the most important factor in creating competition. In addition, allowing private participation and competition when establishing new facilities could drastically improve the current business model to the

benefit of port users and other stakeholders.

The Port and Logistics Seminar was held on 19 February 2015 at the Moses Mabhida Stadium. This was a joint session between EDGE, the Economies of Regions Learning Network, TIPS and Municipal Institute of Learning (MILE). ■

More information : [http://www.durban.gov.za/City\\_Services/Economic\\_Development/PSIR/Pages/EDGE-Port-and-Logistics-Seminar-19-February](http://www.durban.gov.za/City_Services/Economic_Development/PSIR/Pages/EDGE-Port-and-Logistics-Seminar-19-February)



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# A FLOURISHING, GLOBAL TOURISM INDUSTRY

**D**urban is a vibrant modern city, which is increasingly recognised as a global tourism destination.

The New York Times named Durban as one of the 52 Places to Go in 2015.

In December 2014, Durban was named as one of the New7Wonders Cities together with Beirut, Doha, Havana, Kuala Lumpur, La Paz and Vigan. There were 1 200 nominees from 220 countries for this award.

Jean-Paul de la Fuente, Director of New7Wonders stated, "We welcome Durban into the world's voted and chosen New7Wonders Cities. As the sole representative from the African continent, Durban now joins a unique group of cities from across the globe. Congratulations and well done to all the supporters and fans of Durban worldwide!"

Phillip Sithole, Head of Durban Tourism eagerly stated that this prestigious award is a true reflection that the City of Durban is fast becoming a global destination and the increased international marketing efforts have greatly contributed towards this success.

On Tuesday the 9th of December 2014 the Durban Chamber of Commerce and Industry in partnership with ACSA hosted the Tourism Awards at Maxi's Lifestyle in Umlazi.

Trip Advisor was used to determine the winners of the Durban Chamber Tourism Awards. This international site has high credibility and depends on the opinions expressed by

actual tourists, the people who count the most in our industry.

The Minister of Tourism, Mr Derek Hanekom, was the keynote speaker at the event. He said that the potential of our natural resources to benefit our people can only be fully realised when we put these resources together with great facilities for tourists - like accommodation, guided tours, excellent meals and a high quality of service. In so doing we create the basis of a flourishing, growing tourism industry.

The Minister congratulated the winners of the award, saying " - they have helped to cement Durban's position as an attractive city for domestic and international travellers."

Receiving the awards on behalf of the 2014 DCCI Tourism Awards are:

- **The Best Hotel:**  
The Oyster Box Hotel. (Joanne Hayes).
- **The Best Bargain Hotel:**  
The Concierge Boutique Bungalows (Robin Charnaud).
- **The Top Bed & Breakfast:**  
The Manaar House, The Glenview Guest House (Michele Rust) and The Westville B&B (Emma Jacobs).
- **The Top Hotels in KZN:**  
Teremok Marine (Kim Davidson), The Cabana Beach Resort (Ron Klambt) and The Beverly Hills.

- **The Best Value Hotel:**  
The Teremok Marine (Kim Davidson), African Pride Audacia Manor and The Benjamin (Ariel Pasqualini).
- **The Best Restaurant:**  
The Little Havanna (Martin Lombaard), The Ile Maurice (Christian Lenferna De La Motta) and The 9th Avenue Bistro (Gina Neilson).
- **The Best Attractions:**  
Sea World Aquarium (Judy Mann) and the Moses Mabhida Stadium (Vusi Mazibuko).



*“ The city of Durban is now an official 'New7Wonder Cities of the World'.”*

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Top Hotel in KZN,  
The Beverly Hills XXX



Best Value Hotel,  
The Teremok Marine XXX



Best Value Hotel,  
The Benjamin XXX



Best Restaurant,  
The Little Havana XXX



Best Restaurant,  
The Ile Maurice XXX



Best Restaurant,  
The 9th Avenue Bistro XXX



Best Attractions,  
Sea World Aquarium XXX



Best Attractions,  
Moses Mabhida Stadium XXX


**DCCI Tourism Award  
Winners!!!**




Philip Sithole, CEO of Durban Tourism & Peter Rose, Chairman of uMhlanga Tourism




Mr Derek Hanekom (Minister of Tourism) and Colin Naidoo (ACSA Communications & Brand Manager)





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## THE VALUE OF AUDIT

Audit has proved its worth over the years, to investors and companies alike. The financial statement audit has long delivered compliance and confidence and it will continue to do so. But in today's business environment this may not be enough. As the events of the last decade have shown, it's time for change – for a revolution in audit thinking and execution. Business has changed, shareholder needs have evolved, and audit needs to keep up.

The value of an audit, highlights its major limitation: it only deals with historical financial data. Although an audit reduces the cost of capital, it has less – some would say declining – relevance to capital markets. Investors are more concerned with what drives share price and organisational value than with annual reports.

Advances in technology and an explosion of data have changed the game. Organisations and investors now have access to a breadth and depth of information that would have been unthinkable a decade ago. The most enlightened of companies are making use of that information to give them a competitive edge. While auditors have always relied on their analysis of

available data and information to assess the accuracy of the financial statements and aid them in reaching an audit opinion, they by and large use methods like sampling to do so today. We believe they should be equipped to leverage more of the available information to further enhance the quality of the financial statement audit and deliver additional insight and perspective.

“... financial statements no longer give insight into companies' changing fortunes. So auditors must evolve themselves in order to remain relevant as a profession.”

Data & Analytics (D&A) is the key to unlocking the rich information that businesses hold. By effectively interrogating and understanding data, companies can gain greater understanding of the factors affecting their performance – from customer data to environmental influences – and

turn this into real advantage. Data & Analytics is helping businesses to become smarter, more productive, and better at making predictions.

Edson Magondo, Head of Audit KPMG said, “Data is big and it can overwhelm you. So you need to be able to pick the right data and provide the correct insight when you engage with clients.”

Audits have traditionally focused on looking back; analyzing transactions and other data from past activities. While audits enhance confidence that financial statements comply with standards governing their preparation, they do not release the value of data giving organisations greater insights into their past performance.

And this in turn enables them to take stock of their processes and activities and adjust them to improve performance.

For an organisation to really understand its performance, it must look beyond the figures – and measure successes against those of peers and the best in the world. As well as benchmarking, we look in depth at the data, discovering complex patterns, making sense of them, and identifying anomalies. We use this information in our audit of the financial statements and to generate meaningful, useable insights – that give organisations invaluable information on which they can act to gain real advantage.

The future can't be predicted – but having a view of what it is likely to bring can make all the difference. By looking ahead and anticipating scenarios, an audit can play a major role in identifying the future risks facing an organisation and quantifying the impact they could have on performance. It can also help to identify opportunities, giving organisations the foresight to take advantage.

Through predictive analytics, using historical performance trends and giving effect to current market events, we believe we are better prepared

to assess future performance. Through correlative data (macro and microeconomic indicators) we can assess predictive performance and, where appropriate, share sensitivity analysis with management and the audit committee.

A dynamic audit gives professionals the space to focus on every step of the process, from planning to completion. They can bring their judgment to bear on higher risk areas, rather than being held up in the analyzing of data. This broader view means that they can identify trends, risks and opportunities. These insights give organisations the information they need to better anticipate possible futures and to plan ahead more effectively.

### Edson Magondo

Edson Magondo is the Head of Audit and a board member of KPMG's South African firm. He was previously managing partner for KPMG Pretoria. Edson was one of four founding partners of KMMT, an accounting firm that merged with KPMG in 2002. In addition to managing KPMG's South African Audit practice, Edson leads an extensive portfolio of clients mainly in the public sector. ■

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## THE GREAT TRACK

Robin Ackerman, from Three Peaks (edited)

Tracking has come a long way, it's no longer just an attempt to recover your stolen or hijacked vehicle, that's just a fortunate aside. What it does offer is fleet management;

this isn't new but is constantly evolving. Driver behaviour can be monitored in greater detail allowing companies that run fleets greater control. The advantages and potential cost savings of fleet management could be massive. Monitoring driver behaviour can significantly reduce wear

and tear on vehicles; eliminating harsh braking, improving gear changes, monitoring speeding, all contribute to this saving and would assist in making the vehicles more fuel efficient. The monitoring of routes and elimination of excess travelling will obviously also affect consumption. The improved condition of the vehicle can only make them safer.

Then there's the additional bonus of being able to locate your vehicle when it has broken down; or had an accident and left the road. Messages can be sent for immediate notification of events that cause a sudden change to the vehicle's state, which could result in saving lives. The events of an accident would be more easily reconstructed enabling insurance companies to determine fault and settle third parties or recover losses, reducing costs relating to the recovery process and legal expenses. The policy holder would get their excess back sooner and not suffer additional premium penalisation following a claim when they are not at fault; win win?

What about then, the impact of monitoring the behaviour of all



BMW Supertech Durban dealership

drivers. The facts are that 1368 people died on our roads over the festive season, slightly less than the previous year. Let's put this into perspective, 116 people died in the Synagogue Church of All Nations disaster and there were calls from certain corners to declare a national day of mourning. It certainly was a tragedy and who knows if it could have been predicted. What can be predicted though is that over a thousand people will die on our roads during the next festive season.

If it became law that vehicles be fitted with tracking devices to monitor driver behaviour,

reconstruct tragic collisions, notify when vehicles are overloaded, even fine people for speeding or reckless driving based on tracking information would this not assist in reducing road fatalities. Would the information not assist in creating a more detailed picture of where, how and why? Too much big brother isn't it, or is it, what exactly is it that people are doing in their cars that they don't want anyone to know about? Is it more important than saving lives and really how much do you think the 'man' doesn't know already? ■

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# ETHEKWENI URBAN MANAGEMENT

Stephanie Niemandt

Located at 77 Monty Naicker Road, Durban, is the office of the Urban Management team, dedicated to restoring and maintaining Durban.

The location also boasts one of Durban's best kept secrets. Concealed on the top of the eThekweni Municipality's Urban Management building is a rooftop garden, filled with luscious herbs, vegetables and indigenous plants.

The rooftop garden was the first of its kind in Durban, designed and made a reality by Wendy Gibson-Taylor. The rooftop is 1200 square feet of urban farmland in the Durban CBD. All material used for the garden is recyclable and encourages sustainable living. A variety of flora can be found growing in anything ranging from old shoes from the Chinese factories, old tyres, a broken traffic light, to an old bus stop.

Water is harvested from the neighbouring building, and the garden possesses a treadmill

pump, that can be pumped manually, which generates the sprinklers to water the garden. The Urban Management office has solar powered mats situated on the rooftop, thus the office uses solar electricity to power the building; including the computers the employees work on! Furthermore, a fish farm situated below the rooftop garden, contains tilapia that contribute to fertilising the vertical garden wall. Another remarkable feature is the beehive on the rooftop garden, found next to rows of tunnels filled with vegetables. Urban Management harvests these vegetables and provides them to rural areas.

The rooftop garden hosts educational tours on how to grow your own sustainable vegetable garden and sustain a family through only recycled material, as exhibited in the garden. It also hosts functions and was well received as a location for a pop-up café during the COP 17 Conference.

The rooftop is open to the public everyday- a must see for passionate gardeners and anyone keen to learn about

sustainable gardening!

## One street at a time

Urban Management at the side of eThekweni Municipality is bettering Durban one street at a time, and also giving back to the community through their various projects.

Additionally, Urban Management along with the eThekweni Municipality is further showing patronage concerning the environment, as they are responsible for the recent tidying, restoration and overall cleansing of the streets of Durban.

In 2009 the priority zone Pilot Project was established to "manage, and maintain the environmental, economic, social and cultural aspects of the city as a place for all".

The goal of the project is to change the perception of the area, and in so doing to attract people to come back and draw closer to the city again. There has been a major change in the streets, as the team believes that by changing the area, a behavioural change will follow, resulting in the whole city



participating in keeping Durban attractive. According to Urban Management, their greatest achievement is that they have

changed behavioural patterns, appropriate to their belief of 'change the space, change the attitude'. ■



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# BUDGET 2015/2016

*Putting the pieces together*



# PAYING PEOPLE RIGHT



An interview with  
Charles Henzi,  
Service Line  
Leader Employee  
Investment of  
DRG Outsourcing  
Interviewer: Gayle  
McLennan-Smith  
of Moving and  
Shaking

**Q** Employers often ask: Are we paying too high or too low and how do we recognise performance?

**A:** Yes Gayle, on the one hand the salary bill represents a significant cost factor in doing business and, on the other, business leaders wonder about their employees' perceptions of their pay, that is, 'it's fair, don't know or, I can do better if I look around.'

**Q: As an advisor how do you go about advising employers on an approach to determining fair pay that also works in their favour ... in terms of meeting business results?**

**A:** Gayle, I really like the emphasis of the last part of your question. It addresses the most important outcome of any intervention in business processes ... results! This is always our point of departure when advising employers; rather than the 'warm and fuzzy' stuff often associated with us HR consultants. In this regard I also prefer the term, Human Capital, as opposed to Human Resources. Then the mindset shifts the focus from cost to strategic investment!

**Q: How does this work in practice?**

**A:** In summary, we would engage in the following implementations steps:

- Review the 'employment economics' of the enterprise, that is, the relationship between Human Capital investment, revenue and input costs. This helps us to test the financial sensitivity of our recommended approach
- Actively engage with our client in answering the questions: Where are we now in terms of current pay levels, both in relation to the internal distribution of pay as well (the competition); where would you prefer to be and, how do we get there? The latter part of the question informs the budgeting process!

- This helps us to, what we term: 'get the base right', meaning; providing the framework for fair pay for the different levels and categories of jobs enabling an enterprise's capacity to attract and retain the necessary competencies in support of business objectives
- We are then able to add another layer of reward and recognition, namely, the recognition of performance of teams and individuals.

This activity really begins to fine-tune the employee reward structure!

**Q: Let's take a closer look at 'getting the base right'.**

**A:** We design this process according to our client's specific needs, employment philosophy, current pay disposition and budget constraints.

Our approach flows as follows:

- A critical review of the organisation structure in relation to its support of the stated enterprise strategy, the logical grouping of functions, roles and reporting lines
- Communicating the intended intervention to employees and its purpose, it is important to minimise misinformed pay expectations
- Review or preparation of role profiles.
- Determining job levels, using a formal job evaluation instrument, as informed by role profile content and other pertinent factors
- Sourcing pay data from the marketplace (using a formal survey linking typical pay levels by Job Grade and category)
- Creating a market-related preferred strategic positioning within the market
- Comparing the current pay levels with those indicated by the market
- Preparing a plan to resolve pay anomalies discovered
- Preparing policies and procedures governing the enterprise's approach to pay

**Q: With the base right let's move onto the next layer, as you put it, I am intrigued by the really strategic stuff, namely, recognising and rewarding team and individual contribution to successful enterprise performance!**

**A:** Gayle, this when a strategic approach to rewarding

employees really comes into its own! But, to implement the strategy to full advantage, in terms of driving enterprise performance, it will require a change in leadership philosophy and practice.

**Q: In what way?**

**A:** Well, to properly recognise and reward people, we would now be looking at encouraging employees or rather, team members, to become fully engaged in the business of the business. This means for team members to take full responsibility and accountability for their contribution to enterprise results. The emphasis changes fundamentally from following the job description, to focusing on outcomes: 'If this were my business, what would I do?'

**Q: So, are you saying that the mind-shift will be from managing activities to leading team members in achieving results or, from inputs to outputs?**

**A:** Exactly, and this shift really requires enterprise leaders, at all levels, to take a step back and to reconsider their leadership style. Leaders may need to let go, to change their focus from supervision to authentic leadership. Their job becomes one of creating a performance-enabling workplace culture where their role emphasis is to mentor and coach team members.

In this regard we strongly advocate the notion of employee engagement as a critical competitive differentiator. We want to encourage and support enterprise leadership to move away from mechanistic 'management' of employee performance which often devolves into a corporate ritual rather than a genuine, value-adding activity.

**Q: This could be a difficult transition for some, where any attempt to introduce what might be seen as a people-centred approach and therefore a challenge to their comfort zone, could be met with resistance?**

**A:** Our fundamental point of departure is that the proposed approach is driven by business imperatives, actually plain common sense. There is ample evidence that, what we refer to as 'engagement leadership,' leverages enterprise performance.

**Q: I now see that a performance and reward intervention is a subject in its own right. Can you describe the key elements please.**

**A:** The key to the process is team members understanding the basics of how business/ our business works; the Purpose of their work and the origins of performance measurement, as unpacked from hard business performance measurements. We have designed a simple but practical approach, pitched at appropriate team levels within the organisation. Leaders coach and mentor team members in delivering their contribution within this framework.

From here we can move on to designing a performance incentive plan which will encourage and reinforce results-driven behaviour – sharing the rewards of entrepreneurial behaviour. The emphasis on performance incentives is on changing workplace behaviour rather than finding ways to pay more money, namely, investing in people ... for greater returns.

**Q: My immediate take on what you are advocating is that it represents an exciting way forward for many organisations who want to grow but, it seems that only larger organisations or corporates would really have the financial and other resources to take on this challenge.**

**A:** On the contrary Gayle, we prefer to work with smaller to medium enterprises; those that have been founded and

grown entrepreneurially and find themselves either 'stuck in the middle' or having reached a critical mass or level of complexity requiring the introduction of best-practice ... without destroying the magic that got them there in the first place. Generally, and with great respect, large corporates are harder to work with for valid reasons, including sheer momentum to be overcome, diversity of agendas, in-house resources (usually with more conventional perspectives), well entrenched rituals and the like. The exceptions to this rule are those with CEOs who are determined to break the mould in mobilising all the talent at their disposal in re-energising their business.

In working with corporates we insist on working directly with the CEO, as the process champion. Of course, we will work closely with HR as they will play a key role in implementation coordination and continuity of the intervention.

In any event, enterprises need to be convinced that the investment into such an intervention must yield significant returns from a business performance perspective.

Thank you Charles. This subject provides much food for thought and, I believe, for those enterprises that 'get it', an enormous opportunity to excel in their chosen business! ■

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## A COMPELLING ATTRACTION

It is easy to drive past the unassuming Phansi Museum on Esther Roberts Road in Glenwood, Durban without giving the building or its contents much thought. However, you are missing out on an enriching display of African art and culture.

The Phansi Museum houses one of the biggest collections of African artefacts and traditional craftwork in the world. The exhibition includes an impressive collection of traditional items, including Zulu beadwork, fertility dolls, African head rests, marriage hats, beer-pots and milk-pails.

A compelling attraction is the marionette room, where 35 life-size puppets are dressed and adorned with beadwork, garments, and ceremonial objects, from the various 'tribal' regions of southern Africa. The innovative exhibition vividly displays the complex visual language that communicates regional identity and social standing through the use of colour, material and design.

Phumzile Nkosi presents tours of the museum in an informative, yet personal manner. Her fervent insights into African culture, including music and dance are clearly conveyed through her stories, which adds much zest to the tour, ensuring that the museum exhibits come alive.

Following a family celebration, Phumzile's aunt lost her footing whilst crossing a flooded river. She would have been swept down the river and possibly drowned had her husband not grabbed on to her marriage hat and rescued her. Isicholos, Zulu marriage hats, are

traditionally worn by married Zulu women. In many cases these were sewn onto the wearer's own hair, in this case it was very fortunate. In addition, Zulu head rests were an important household item to accommodate these hats during sleep!

Architect and collector Paul Mikula, started the museum in the basement of Robert's House, which, now a Victorian National Monument, was built in 1898. The gracious building with its beautiful stained glass windows and wooden floors is well worth a visit in its own right.

Esther Roberts was one of the first female anthropologists in South Africa, and was born and then lived her whole life in the Robert's House where the museum is sited.

The name 'Phansi', which means 'down' or 'below' in Zulu and is also the place beneath, where the ancestral spirits dwell. Gradually the collection grew and the whole house is now being utilised for the exhibition. Other collectors have also donated various items. The museum has a partnership with the Amazwi Abesifazane (Voices of Women) memory cloth project, established by Andries Botha and houses an archive of more than 2 000 memory cloths. Examples of renowned Maggie Mikula's ceramic art are also displayed here.

Paul Mikula has handed the running of the museum to his son Max Mikula. However Paul Mikula says that while small tourist groups and school visits from around KZN are common, he would love to see



A highlight of the museum are the life-size puppets displaying traditional dress and accessories.



more local residents visiting the museum and enjoying its offerings.

Clearly, the museum is a must see attraction in Durban, especially for those in search of cultural, traditional and historical attractions.

Open 8am-4pm Mon-Fri, weekends by appointment. The museum is governed by the Phansi Museum Trust, a registered Non-Profit Organisation. ■

Call 031 206 2889 or visit [www.phansi.com](http://www.phansi.com) for more information



Phumzile Nkosi





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## GROWING AIR SERVICES AND CONNECTIVITY

The proposed KwaZulu-Natal Aviation Strategy, prepared by the KZN Treasury Crack Team, is a response to an appreciation of the benefits of KwaZulu-Natal's regional airports, as well as recognition of the need to develop the aviation industry in the province.

There is a growing recognition that regional airports are potentially valuable tools in development, contributing towards sustainable and equitable local economic development, as well as to improved transport systems. By growing air services and increasing air connectivity, regional airports can contribute to the more efficient functioning of the private and public sectors by:

- Providing fast and safe access to regional business, tourist and administrative centers
- Providing strategic infrastructure for integrated disaster management, emergency medical, security and fire services
- Supporting and expanding tourism ventures by attracting more tourists, both locally and internationally
- Supporting agricultural, commercial and industrial development
- Creating employment opportunities

### Nine Regional Airports

There are nine regional, or secondary, airports in KwaZulu-Natal owned and operated, under various arrangements, by municipalities. All of the airports offer a general aviation facility but infrastructure and services vary greatly. Pietermaritzburg and Richards Bay provide regular scheduled services to ORTIA, while Margate and Ulundi offer a less regular service, also to ORTIA. Newcastle is in the process of establishing a similar operation.

In addition, there are approximately 20 landing strips of strategic importance scattered around the Province. For example, airfields at Himeville, Kokstad, Manguzi and Hluhluwe all play a critical role in the delivery of emergency services.

The need for a regional aviation strategy arose because many of these municipal airports and landing strips became isolated and neglected, losing connection to national and international air routes. The airport authorities acted independently, without cooperation on development of infrastructure, air routes, feeder routes, services or promotion and advertising. There is no common policy, or consensus, on how to promote tourism or associated

commercial developments. A long term strategy requires safe access to basic air services, runway extensions and new, or upgraded, airstrips. General aviation hangars, fuel facilities and navigational aids are urgently needed.

### Business opportunities

Airports create business opportunities that can be exploited to promote local economic

development and generate non-aeronautical airport revenue. This includes retail space, parking, rental cars and advertising.

Municipalities own land at or around local airports. This land is a valuable asset that can be utilized for industrial, agricultural, business and even residential purposes. Land zoned appropriately, and made available to the private sector for development will generate

substantial funding for the provision of airport revitalization and infrastructure. Development of airport land provides an outstanding opportunity to attract potential projects such as innovation and technology hubs, aviation clusters, transport related industries, agricultural processing, aviation education and training centres, manufacture of sports goods, hotels and conference facilities.

In order for the vision of the KZN Aviation Strategy to be realised it is necessary to obtain the required "buy in" from all the municipalities, government departments and other aviation stakeholders. Without such cooperation the goal of growing air services and connectivity in the province will not be achieved. ■



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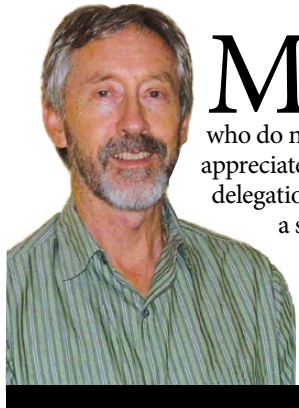
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## THE ART OF DELEGATION

Jon Taylor  
Industrial/Organisational Psychologist



**M**anagers or leaders who do not appreciate that delegation is a skill

requiring analysis and self-adaptation, will fail to use and develop their own and their teams' talent effectively. In this way, they will limit their own progress as leaders since they will be too busy doing tasks at a lower level themselves and not be able to take on new responsibilities and roles. This may be due to a sense of not wanting to let go (keeping control), excessive perfectionism, or just not trusting others

Symptoms of a delegation problem may be manifested as follows:

1. As a leader I have too much to do because I constantly need to redo employees' tasks to ensure adequate quality;

2. There is high employee turnover or excessive time is wasted on repeated disciplinary and coaching activities because employees can never complete their allocated tasks to specification or on time;

3. The people I supervise bring their problems to me because they are unable to think or don't want to think themselves!

Delegation or getting others to complete tasks assigned to them sounds deceptively simple – "you just tell them what to do". By not stopping to briefly analyse the following three variables: the task, the person, and then adapting our communication to the situation, we will fail to delegate effectively. Let's consider how each of these three variables impact on our approach to delegation:

Task situations range widely – from simply completing routine details of a task according to set procedures, to expecting the person to independently contribute their specialist knowledge that will add value to your project. Effective delegation requires you as the leader to have a good understanding of the task context (e.g. outcomes required from the task, personalities of the people involved etc.) and the nature of the task (having a good understanding of the important details and

complexity of the task).

Then you will need to evaluate the capabilities and readiness of the person to deal with the specific task that you wish to delegate. Using components of the Joint Problem Solving model proposed by Misselhorn ("Head and Heart of Leadership", Kalahari 2012), you will need to start by assessing four dimensions of readiness of the person whom you plan to delegate a specific task to – i.e. the four C's their competence to deal with the specific task i.e. their cognitive skills and knowledge to understand and handle the complexity of the task; their confidence to deal with the task – for example, they may be competent but not feel confident of their own abilities or not wish to risk failing on the task; their commitment to deal with the task – someone may be both competent and confident to do a job, but lack commitment due to the fact that they perceive that is nothing in it for them – perhaps they don't believe the task is part of their job description or they don't want to be moved out of their comfort zones; and their ability to cope with the physical and emotional pressures involved in the task, for example, if the task requires them to confront difficult colleagues who see them as a threat; or having domestic

challenges that affect their ability to cope with certain components of the task like working long hours.

Depending on what emerges from your analysis of these readiness factors, you will then need to adapt your leadership style to be more, or less, directive in your delegation, since the way that you (as the leader) approach and communicate with the person who is to carry out the task will make a substantial difference to the amount of engagement you elicit from the person. Your approach can vary from being appropriately directive (e.g. telling someone low on the four C's what to do, by spelling out the task instructions in detail), or it may require a more participative and indirect approach when approaching someone who is highly capable of handling the task. In this instance the leader's approach would be more as a partner, listening to the ideas of the person before reaching consensus on how and when the task should be done. There are few things more demotivating to highly competent, confident and committed employees than being instructed in detail by their boss on how to handle familiar projects, and vice versa. This kind of mismatch between the leader's style, and the capabilities of the person being

delegated to, is a major source of work stress and demotivation.

The skill of delegation using this model should result in an appropriate level of engagement with the person you are delegating work to. Only if the person is highly competent, confident, committed and able to cope with the emotional pressures required by the specific task, can you actually delegate the task. Here delegation is defined as agreeing on the outcomes of the task to be done with the person, and then letting them get on and do the task without your interference. The lower the person is in the four C's, the more appropriate it is to be directive (telling, selling or consulting), to ensure that the task gets done efficiently.

Finally, it is always important to engage others in a friendly way, listening and exploring their concerns, affirming their positive contributions and together seeking resolution to problems. Adopting this approach in leading others and delegating tasks will increase productivity, enhance morale and motivation of employees, and improve your own leadership style. ■

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## CELEBRATING EXCELLENCE IN ENTREPRENEURSHIP

**C**hief Operations Officer of the Hirsch Group, Margaret Hirsch gave the key note address at the launch of the Sanlam/Business Partners Entrepreneur of the Year competition that was held at the Hilton Hotel in February 17. The competition, which celebrates excellence in entrepreneurship in South Africa is now in its 27th year. Margaret was the

first recipient of the Sanlam Lifetime Achievement Award in Entrepreneurship in 2013.

Senior Investment Officer at Sanlam, Janeesha Perumal, the programme director at the event said that entrepreneurs saw situations for what they could be, rather than what they are. "There are only a handful of people who possess what is required to be an

entrepreneur. They are the people who help to stimulate wealth and growth in the economy. We must celebrate these 'square pegs in round holes' she said.

Margaret spoke about her and Hirsch's meteoric climb to the top in the appliance and electronics retail industry, the pitfalls that were experienced in the early years and how the company

overcame them. She said "Don't ever restrict yourself, there should be no restrictions in what you do in life. You need to have a millionaire mind. Think about the bigger picture, and never put yourself in a little box. Don't ever focus on what's wrong – put the focus on what you KNOW is right. Think positively, and through the law of attraction you will draw in the good things."

Margaret also explained how important it was to give back to the community. She said "Hirsch's are involved

with many community based programmes, mainly involved with education and encouraging entrepreneurship. We run cooking schools that have been a great success; we started a Woman In Business competition at all our branches and have watched woman entrepreneurs blossom and succeed through these initiatives."

To enter the Sanlam and Business Partners Entrepreneur of the Year competition go to their website [www.eoy.co.za](http://www.eoy.co.za) and fill in the form online. ■



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Business Partners executive director Christo Botes, Margaret Hirsch, Durban businessman Themba Ngcobo, Sanlam's Janeesha Perumal and Kobus Engelbrecht

## HAND BAGGAGE RESTRICTIONS

A need was identified by domestic carriers to implement uniform controls on hand baggage on all flights departing from Airports Company South Africa (ACSA) airports. The international airlines agreed with the necessity of ensuring consistency across all flights and will also implement these controls. These principles are deemed necessary not only in the interest of ensuring compliance with legislation and airline hand baggage policies, but also in the interests of cabin and flight safety.

As of 2 February 2015, passengers travelling domestically on economy class on any airline will be permitted carry-on baggage of one bag of up to 7 kg in addition to one slimline laptop bag. No bag should exceed 56cm x 36cm x 23cm (total dimensions of 115cm). Passengers are encouraged to check with their airlines as bag weight may vary according to airline specifications and some carriers may further restrict the hand baggage allowance due to the size and type of aircraft.

For passengers flying business class, the carry-on baggage allowance is two bags of up to 7 kg each in addition to one slimline laptop bag. Slimline laptop bags must be of a size and thickness specifically designed to carry a laptop and charger.

Handbags in both domestic and business class will not be considered as hand baggage but rather as wardrobe accessories.

Carry-on baggage will be checked at all ACSA airports prior to proceeding through the security check point. If a passenger's carry-on baggage does not comply with the prescribed allowance, they will be referred back to the check-in counter.

"This policy has been initiated by airlines themselves, supported by ACSA, the South African Civil Aviation Authority and industry associations to control the number of pieces of hand baggage carried on board aircraft from a space availability and safety perspective," said Chris Zweigenthal, Chief Executive, Airlines Association of Southern Africa (AASA).

"For some time, the Airline and Handling Agent Management through the Airline Operators Committee (AOC) have been working towards the implementation of the Hand Baggage Policy. At the request of the domestic carriers, a policy was put in place and consultations have taken place with all airlines," said Board of Airline Representatives South Africa (BARSA) CEO June Crawford.

ACSA has reiterated its support to airlines in enforcing the programme. The company has

advised passengers to adhere to the airline restrictions when using any of its nine airports namely; O.R. Tambo International, Cape Town International, King Shaka International, Port Elizabeth International, Upington International and Bram Fischer International Airport as well as George Airport, East London Airport and Kimberley Airport. ■

www.acsa.co.za  
Airports Company South Africa  
Communications and Brand Manager:  
Colin Naidoo



Children at La Mercy Primary with their stationery bags.

## KING SHAKA INTERNATIONAL AIRPORT MAKES A DIFFERENCE

Every year part of the Socio Economic Development plan a school close to the airport that fits the requirements for funding is identified. This year stationery for all levels of learners at La Mercy Primary was sponsored.

Colin Naidoo, Communications and Brand Manager said, "As part of the 'Back to School' project the airport prefers not to expect schools to come to them but for ACSA to go out and identify a school that needs help, we certainly understand the challenges that are faced by the Department of Education specifically at the beginning of the school year and we want to make a small difference in the lives of these learners. We strongly believe that as this school is close to the airport it is our duty to support and nurture the education of these learners.

As they are the future leaders, we certainly would want to see some of these learners making the airport their career of choice."

Naidoo continued, "Our role at schools like La Mercy Primary is to ensure that the stationery is issued to each learner and that it will assist them for the entire year. But our visit is to also understand the challenges of the school and without making any promises evaluate if it will be possible to further assist the school. Our airport will continue to try and make a positive difference to the lives of communities that support the airport like La Mercy Primary. On behalf of King Shaka International Airport we would like to thank Mrs Govender and her team and especially every learner for welcoming us to your school. We pray and hope that our contribution of stationery to

La Mercy Primary will help you to learn more, become better learners."

La Mercy Primary School is graded as a quintile five school by the KZN Department of Education. This means that funding from the province is minimal, which is just enough to pay for the utility bills and salaries.

Most of the learners attending the school come from the surrounding informal settlements. Many of these learners are orphans, who come from child headed households. The children live below the bread line and are unable to purchase stationery or provide for school uniforms. ■

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## #POPUPSYMPHONY

The name says it all. The KZN Philharmonic Orchestra will be playing at a variety of Durban venues in the future. The renowned orchestra is working towards being an intrinsic part of Durban's lifestyle.

Conductor Daniel Walshaw and Rosamund van der Westhuizen, who conceptualised the idea say that the idea behind the #Popupsymphony series is to take music out of the City Hall and into the daily routine of the people of Durban.

The aim of these new concert series is to host cultural events where classical music lovers can enjoy a performance in a more intimate fashion. Each #popupsymphony will focus on serious classical music and provide

a platform to show off the KZN Philharmonic's repertoire.

Space constraints will generally mean that smaller versions of the orchestra will perform. However, these concerts also provide an ideal opportunity to showcase individual musician's talents.

Rosamund van der Westhuizen, who is currently marketing the orchestra said, "Combining food with music creates a relaxed environment where whole families can get up close to the orchestra." As was apparent at the highly successful Boiler Room Cafe concert, a major objective is to gain support for the orchestra from all age groups with a special emphasis on the 25- 40 sector.

The next concert is on the 7th of March at Churchill House in Morningside. Only 40 tickets

are available for this and the performance is paired with a champagne breakfast.

Future #Popupsymphony dates are still to be announced as well as the possibility of collaborative work with some of Durban art galleries to bring together music, dance, and art in creative spaces.

The Summer Season of the 2015 World symphony series has commenced at the Durban City Hall. The season runs through to the 26 March and has a programme of beautiful music. Chief Executive and Artistic Director of the KZN Philharmonic, Bongani Tembe said, "This symphony season is rich with diversity and distinction and is not to be missed." ■

For more information <http://kznphil.org.za>



## PLANNING FOR EMPLOYEE SKILLS DEVELOPMENT?

The deadline for the submission of all companies' workplace skills plans (WSP) and annual training reports (ATR) to their appropriate industry Sector Education and Training Authority (SETA) closes on midnight on the 30 April 2015.

Skills development plays a critical role in contributing towards employment equity and succession planning. Employee development also ensures that your company's business goals are achieved. In addition, your company gains a competitive edge in the market place as an employer of choice for staff development.

Each month, organisations and companies with a total annual payroll of R500, 000.00 and more contribute 1% of their total annual payroll in the form of a Skills Development Levy (SDL) contribution to the Skills Development Fund, which is administered by the South African Revenue Services in accordance with legislation. This contribution is reflected on the organisation's monthly EMP 201 form, which also reflects PAYE and UIF paid.

In order to receive payment of your company's mandatory grant, as well as to gain access to discretionary grants, organisations that contribute Skills Development Levies are required to submit an Annual Training Report (ATR), Workplace Skills Plan (WSP) and/or the PIVOTAL Training Plan (PTP) and the PIVOTAL Training Report (PTR) to the SETA with which they are registered. The ATR and the

PTR provide data relating to the training that was implemented during the previous year, and the WSP and the PTP provide data relating to the training that is intended to be implemented during the forthcoming year.

### Broad-Based Black Economic Empowerment

Skills Development is one of the most critical aspects of Broad-Based Black Economic Empowerment (B -BBEE) codes as through this priority element the skills shortage in South Africa will now be addressed. The consequence of non-compliance with the minimum targets will be that a measured entity will drop one level on the scorecard.

Of significance is that companies will not score any points on their B-BBEE scorecard if they have not submitted their annual WSP and ART. In addition, proof of the submission will be required when calculating points on the Skills Development element of the B-BBEE scorecard. It will also be essential that companies implement Learnerships and Internships.

To access funding, applications for these positions should be included in the WSP.

All Qualifying Small Enterprises must also comply with the new B-BBEE Codes. These notable aspects make compliance with the Skills Development Act even more critical. ■

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## THE PREMIERE PLATFORM

The Durban International Film Festival (DIFF) will celebrate its 36th edition from 16 to 26 July 2015. Presenting over 250 screenings of cutting-edge cinema from around the world, with a special focus on films from South Africa and Africa, the festival exhibits films in a diversity of venues around the city. DIFF is the premiere platform for the launch of African films and a key gateway to the African film industry. The festival also includes a local and international awards component.

Only films completed in 2014 and 2015 will be considered, and there is no charge for entry. Submissions will be accepted with either a DVD screener or an online screener. All submissions must be entered via the DIFF Visitor Page online at [vp.eventival.eu/cca](http://vp.eventival.eu/cca). In order to

submit a film, an account needs to be created if this has not already been done in previous years. The deadline for all entries (short films, documentaries and feature fiction films), including delivery of screeners, is 20 March 2015.

The extensive seminar and workshop programme featuring local and international filmmakers and industry professionals will include the 8th Talents Durban programme (17 to 21 July), in cooperation with Berlinale Talents, and the 6th Durban FilmMart (17 to 20 July), in partnership with the Durban Film Office, as well as various other streams of programming.

Specific streams of programming for 2015 will include a focus on climate change, as well as films

that explore our relationship to the earth's changing ecology. "We are very excited about receiving a wealth of challenging and high quality films from around the world," says festival manager Peter Machen. "We also welcome engagement with current and potential partners who support the development of cinema in Africa and beyond. Such collaboration is a major part of the festival and helps to provide filmmakers and the public with a programme of brilliant films and a solid development programme." ■

For more information check out the festival submission FAQs or visit: [www.durbanfilmfest.co.za](http://www.durbanfilmfest.co.za) or email [diff@ukzn.ac.za](mailto:diff@ukzn.ac.za). Follow the festival on Twitter (@DIFFest) and on Facebook.

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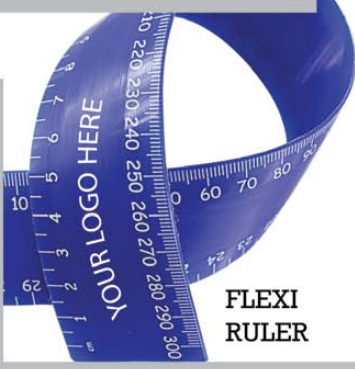
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# THREE CRITICAL FACTORS IN STAFF RECRUITMENT



Musa Makhunga,  
Managing Director of  
HR Matters

**R**ecruitment of staff is critical for all organisations, big or small, as it's through people that vision,

mission, goals, objectives and daily activities are actioned. As much as this is the case, some business owners and managers do not pay a lot of attention to what informs their choice of staff over and above the minimum necessity of employing someone to do this or that.

In choosing suitable applicants for a particular vacancy, interviewers in formal and professional settings consider three key factors: qualification, attitude and experience. How an organisation combines these factors in order of priority and importance throws some light on whether they are mediocre, average or great players in their industry.

Prioritising qualification, followed by experience and then attitude typifies a mediocre organisation. The focus in such an organisation's effort becomes qualifications, irrespective of when and how these were obtained. Promotions and pay levels are determined not by what an individual produces but often more by what qualifications they have, with the consequence that people spend time improving their qualifications. In daily interactions, it becomes very difficult for others to even have their views heard, as they do not have a particular qualification. Needless to say this stifles productivity and progress, which results in the organisation being a mediocre player in its industry.

Emphasising experience, above qualification and attitude implies that experience is more important than the other two factors. Job applicants with more experience are favoured because length of service may mean loyalty and supposedly more knowledge. In this case newly qualified, creative and innovative applicants are lost, resulting in the organisation remaining average in its

endeavours. When people with less experience try newer ways of approaching things, they are made to feel they shouldn't because their approach has not been tried and tested. In this way the organisation may remain unremarkable as it is robbed of the benefits of considering ground breaking and fresh way of doing things, especially in the fast paced digital work environments many organisations operate in.

An emphasis on attitude focuses more on the applicants' outlook on life in terms of their behavioural competencies, which include creativity,

innovation, maturity and whether they are able to work with others or not. In this way, interviewers seek to understand whether there is a fit between an applicant and what the organisation stands for.

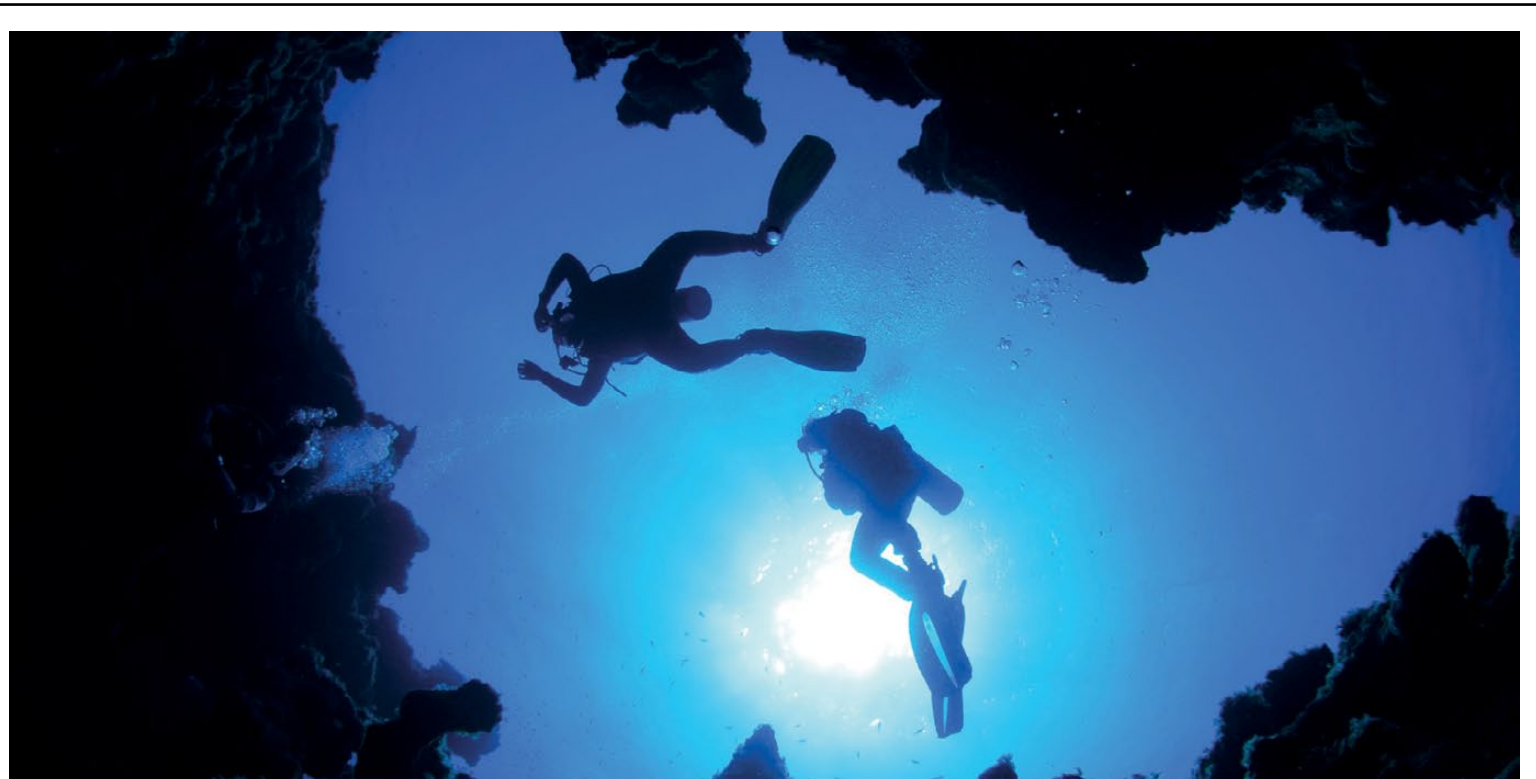
It is apparent that attitude, experience and qualification is the winning combination. Only the progressive players, at the cutting edge of creativity and innovation in their industry, assess all these three critical factors. This approach is reflected in the culture of the organisation where individual effort is appraised and recognised on an ongoing basis. Employees

qualifications take a back seat once they are qualified. Individual deeds and the legacy employees leave behind become more important and celebrated.

Organisations taking this approach tend to make use of competence based interview techniques, behaviour assessment tools, role plays and presentations as part of their selection processes. This carries through even after appointment as employers recognise that attitude has to be kept in check all the time. Therefore ongoing personal development and learning is stressed.

Any combination of the key recruitment factors gives some insight into the culture of your organisation. Unless this is something you have given some thought to, now is the time to start reassessing the thinking behind your recruitment approach. ■

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