

MANPOWER - BLACK MOBILITY

1992

FEB. — AUG.



Affirmative action leads to productivity

Sowetan 5/2/92
THEMBA Zikalala, not his real name, has been working for a leading company for the past seven years.

He has a Standard 10 certificate and could not get to university because of financial and political problems. He is very bright, and trains all newcomers including, as he says, "my next boss".

He is now getting frustrated and rebellious. His bosses say he does not have the necessary qualifications or he would have been promoted long time ago. They say doing the job is not good enough, he must know why he is doing it, and in the particular fashion.

They say he lacks the background knowledge, which he would have got from school, to progress further in the company

On the other hand Siphos has been with his company for 12 years. He is in the same position as Themba. His company said he had the acumen to be one of the top technicians, but the laws of the land did not allow it to give him the necessary training

Imperative

There are many such Thembas and Siphos. They did not go to school or develop in their companies because of the policies that various white Governments have followed. We thus have a sullen army of young men and women whose abilities could otherwise be fruitfully used.

It is thus imperative to equalise opportunities at the workplace for moral and other reasons. Firstly, moral reasons force us to create a society that guarantees everyone equal opportunities. South African apartheid policies have for a long time discriminated against the country's black population, limiting economic opportunity, political rights and participation, as well as social equality.

FOCUS

DR SYLVIA MOENO is human resources officer with a leading company, and is on secondment to the Witwatersrand Technikon Foundation. From 1990 - 1991 she was visiting professor at Yale University in the US. In today's article she gives reasons why affirmative action must be encouraged.

Secondly, we must redress past injustices and imbalances. Humphrey Khoza (1991) for example, says the National Party Government designed a harsher form of affirmative action, called apartheid, which favoured and protected whites in virtually all spheres of life.

It did this through the job reservation Acts, Bantu Education system, Groups Areas Act, the influx control regulations (pass laws), Bantu Labour Act, the Industrial Conciliation Act, the Native Land Acts (1913, 1937) etc.

These barriers made it difficult for our Siphos and many others to realise their full potential. There was, for example, discriminatory employment legislation and occupational barriers, which denied blacks access to certain jobs.

There was also discriminatory legislation, regarding access to education and training, which affected

our Themba.

Legislation also barred blacks from many skills, just as it barred them from being employed on the West Rand when he stayed on the East Rand, yet the job he could do was available in the west, and not in the east.

By a series of political, legal, social and economic measures, the white people of South Africa, have consistently and effectively monopolised the economic resources of the country and the acquisition of skills.

This has led to a lack of advancement among black people and the creation of a white hierarchy dominating the professions, management levels and skills.

Thirdly, this has to be done for social stability. Whether an injustice is actually at issue, when people believe they are being unjustly treated, this sense of grievance threatens productivity at the workplace, and political stability for society as a whole.

Therefore, as blacks gain more secure positions as a result of equalisation, they may have a greater stake in stability. This, at any rate, is a premise of any reform moves.

Fourthly, when looking at the development of human resources, discrimination restrains economic growth because many individuals may never develop to their full potential. On the other hand equalisation contributes to growth, improved living standards, and the general wellbeing of society.

However, the most important reason for equalising opportunities is the shift in sources of labour. Traditionally, the most important source of labour was white males. This is changing and there is a new source of skilled labour consisting of women, blacks, disabled and other economically disadvantaged groups.

For example, South African pu-

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pils enrolment according to the Race Relations Survey (1989) was:
7 027 573 (78 percent) black;
953 903 (10 percent) white;
832 329 (9 percent) coloured;
and

233 910 (3 percent) Asian

This survey also forecast a shortage of 9 200 000 skilled and semi-skilled people by the year 2000, and that nine out of every 10 pupils will be black by the turn of the century.

However, as already explained, members of these groups face significant hurdles to their full and effective participation in the workforce.

Business will therefore be able to satisfy their labour needs only if they successfully confront these barriers and empower individuals presently outside the economic mainstream, to meaningful employment opportunities.

These changes imply that the ability of companies to effectively compete in the years ahead, will be mainly determined by their success in developing workers characterised by a lack of technical and management skills into productive ones.

Equal employment opportunity and affirmative action may be terms borrowed from other countries, but they definitely apply to our South African situation.

Education plays an important role in equalising opportunities. In the past education policy was concerned with the preservation of the status quo and discriminate against people on the basis of race or colour. It should now be used to develop South Africans and to implement equal opportunity programmes.

Affirmative action is a short term and long term process. We cannot hope to equalise opportunities overnight, after all, it took centuries to entrench these imbalances.

Affirmative action (176) needed — Van Eck

A COMPREHENSIVE programme of affirmative action was needed to undo some of the injustices and inequalities created by decades of racism, white greed and exclusivity, said Mr Jan van Eck (Ind Claremont). ARG 5/5/92

Speaking during the Education and Training Vote, he said the fundamental apartheid character of black education had to be ended by immediately abolishing all separate education and creating a single education department

It should be illegal to reserve any school for the exclusive use of a single racial group. Giving white schools the choice of whether to open up to all races was "nothing but a deviant attempt by this government to perpetuate white privilege and racism" — Sapa

Caution urged in affirmative action

51 Times (C.M.)
By EVELYN HOLTZHAUSEN 176

AFFIRMATIVE action should not mean that "white donkeys" must be replaced by "black donkeys" in positions of power, Professor Kader Asmal, a member of the National Executive Committee of the African National Congress, said yesterday.

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Prof Asmal, Professor of Human Rights Law at the University of the Western Cape, was speaking at a graduation ceremony at the university.

To undo the deeply ingrained patterns of discrimination on the grounds of sex and race in South African society, "positive measures" must form part of a constitution principle, he said.

"But this does not imply that someone who is tone deaf should become a member of a symphony orchestra, or that an illiterate should become the head of a department.

"We have enough white donkeys in positions of authority as it is, we do not want to add to these with black donkeys.

"But at the same time a society in transformation requires that those sectors of our community which have, by law and in practice, been denied a proper place in the world, must be empowered.

"We must not deny the vast majority of our people, women and men whose lives have been blighted by racism, the possibility of reconstructing themselves in a future free South Africa."

Prof Asmal said that in order to achieve a free South Africa, the country needed the development of human resources.

"We have a future to prepare for. We have a country to build. We have an economic and social order to reconstruct," he said.

FM 31/92

WISEMAN NKUHLU — SOMETHING TO PROVE

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Wiseman Nkuhlu does not hesitate to say that he has something to prove. "My personal mission is proving myself," says the University of Transkei principal, who recently took over as president of the Black Management Forum.

"You have to show by example, be a model, make personal sacrifices. To show what is possible is very important."

Nkuhlu (47), who is spending a year's sabbatical working with the Independent Development Trust in Cape Town on a school-building scheme, was SA's first black chartered accountant back in 1976.

He also started the department of accountancy at Transkei University.

Thirty years ago, however, his politics got him expelled from Lovedale High in Alice and landed him in an East London prison and then on Robben Island for more than a year. "When I got out, I was two years behind my age group. I was not very bright, but I believed I was capable. I had a strong desire to catch up."

He earned his BCom at Fort Hare and then did articles with Hoek & Wiehahn. He later went on to do a master's in finance and international business at New York University.



He doesn't like to be pigeon-holed as an educationalist. "I prefer development. I like devising strategies that create the environment (a free, democratic country) and support (education and training) to develop initiatives so we can manage our own development. I'm a great believer in self-reliance but it is meaningless talk without the support and the environment."

One problem he sees with most development programmes is that they are run by "progressive whites," while equally

competent blacks remain caught up in the mindset of protest and complaint. "My contribution will not be to stand on a platform and say what's wrong. I'm in a position to do something concrete."

He believes that involvement with the IDT's programme to build schools in conjunction with local organisations is a step in that direction. And a sense of ownership will keep the schools from being vandalised. "Each community will establish a trust that owns the school and develops where it will be and how it will be managed. It's not just the government fulfilling its function."

Nkuhlu is already speaking out in favour of touchy issues such as a land tax and "education tax," in which graduates who benefited from apartheid's emphasis on educating whites would repay the debt to those who were not so fortunate. "We need to restructure the tax system but it has to be seen from the point of view of fairness as well as perceived fairness."

SA group starts UK public service course

Bloway 14/1/92
LONDON - A small group of former political campaigners are spearheading a project to meet what the ANC describes as an "urgent need" for governmental skills as SA liberation movements grapple with the realities of political change.

The 10 aspirant public servants, drawn from the ANC, PAC, Azapo and the Institute for Multi-party Democracy, have started a six-week crash course at London's Civil Service College.

The course, described by the ANC's information officer in London, Ned Pillay, as meeting "an urgent need for training in specific skills" is being sponsored by the UK government's overseas development administration.

Pillay said the course was "fairly unique" and said he was unaware of other similar courses being run for black South Africans in London.

Among the trainees, all of whom are more than 40 years old, are Josiah Jele, a graduate of the military academy in the Soviet Union and former ANC propaganda chief, and Azapo's Zithulele Cindi, a former Robben Island inmate.

The group was unavailable for comment yesterday, but Cindi was quoted in the

(176)
CHRIS BATEMAN

Financial Times as saying the group would take "those parts of the course which are relevant to our situation" to "empower the disadvantaged in our country".

The course includes lessons in which participants will shadow senior officials and sit in on policy commissions and departmental committee meetings, financial management, accountability, business planning, team building, and interpersonal skills.

Outstripped

It is in line with a strong move among members of the Western Cape Civic Association (WCCA) to gain local government skills. Several top members of the WCCA recently successfully completed a local government course at the Cape Technikon.

One of the Cape graduates, who declined to be named, confided his concern at the fast pace of change which he said had outstripped the skills available among his activist colleagues.

Pillay agreed that given the experience of bantu education that Africans had been subjected to, there was an urgent need for skills training.

Baptism of smoke for newest US judge

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(176) (179)
SA blacks get
civil service
training in UK

LONDON — The task of transforming South Africa into a multiracial society has been taken up in London, where 10 black South Africans have just begun a course at the Civil Service College

STAR 14/11/92
The six-week programme, sponsored by the UK government's Overseas Development Administration, grew out of a request last July from ANC president Nelson Mandela for help in training civil servants

Of the participants, six have been nominated by the ANC, two by the PAC and one each by Azapo and the Institute for Multiparty Democracy

The purpose of the programme is to provide first-hand knowledge of a Western government's civil service to prospective black senior officials

All the participants are more than 40 years old, but none has civil service experience.

Josiah Jele of the ANC trained in the former Soviet Union, was a freedom fighter in Mozambique and, as a former director of ANC broadcasting, was in charge of propaganda

He says course participants will "take those parts that are relevant to our situation", and hopes "it will help us to empower the disadvantaged in our country"

The course includes formal lectures and training courses, as well as sessions in which participants will shadow senior officials and sit in on policy commissions.

The training courses will include financial management, accountability, business planning, team building and interpersonal skills

Course supervisors insist that the intention is not to "sell" the Westminster political model, but to explain the framework within which it operates — Star Bureau

Black civil servants on course

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The changes within South Africa are mirrored by the personal transformation of Jele from someone who 'hated authority' to being

Sowetan 14/11/92
(176)
"very much interested in local government"

He says of the programme that the participants will "take those parts that are relevant to our situation" and hopes that "it will help us to empower the disadvantaged in our country"

Mr Zithulele Cindi of Azapo is a former inmate of Robben Island prison and considers trade unionists the ideal future civil servants

"We should adapt what is appropriate (from the CSC programme) and design a civil service which is development-oriented," he says

The course includes formal lec-

tures and training courses, as well as attachments in which participants will shadow senior officials and sit in on policy commissions and departmental committee meetings

The training courses will include financial management, accountability, business planning, team building and interpersonal skills

Course supervisors insist that their intention is not to "sell" the Westminster political model, but to explain the framework within which the UK civil service operates - *Sowetan Foreign News Service*

New group to encourage the youth

A NEW organisation, the Young Entrepreneur Foundation, has been formed to stimulate, motivate and encourage black youths to develop a culture of entrepreneurship.

YEF's assistant executive director and projects manager, Mr Stanley Mohapi, said the denial of opportunities and access to capital has created a culture of dependency in black youths to the private

sector as a sole provider of job opportunities.

To promote this culture of entrepreneurship, the YEF will.

- Facilitate the provision of training, counselling and advisory services related to commerce, industry, engineering and agriculture,
- Organise lectures, workshops, seminars, competitions and educational tours aimed at exposing the youth, and to

stimulate greater interest towards business;

- Provide a link between schools and youth groups and network of economic resources and opportunities;
- Provide information, technical assistance and analysis to help youth establish businesses and improve their business skills;

and

Form a bursary fund to assist students in need who wish to pursue commerce, technical, engineering and agricultural-related courses in various recognised institutions of higher learning

"The prevalent perception among youth, particularly in black communities, as we move

towards a new nonracial form of government, is that distribution of economic opportunities will automatically follow the same line as that of political voting rights, he said.

He added: "If this perception is not accommodated in the new political dispensation, South Africa will experience devastating youth rebellion and a dangerously high crime wave.

"There is an urgent

task facing both the private sector and responsible professionals to begin preparing youth for economic opportunities and to encourage them to become active participants in the mainstream economy."

Mohapi said private sector social responsibility funds should be redirected to efforts and programmes aimed at inculcating a new culture of youth entrepreneurship

Sowden 16/1/92
By JOSHUA RABOROKO
(176)

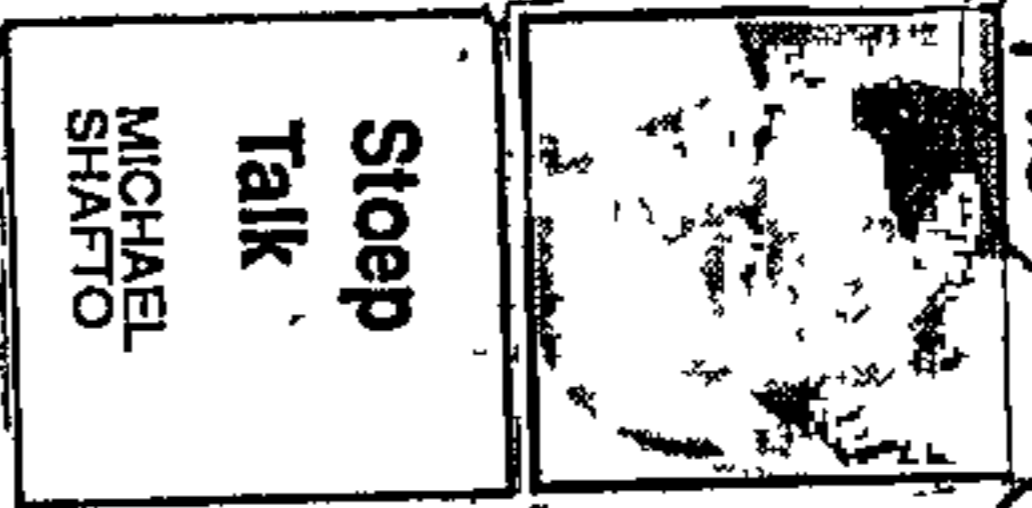
Protec offers young blacks technical skills for the future

STAR 22/11/82

The emerging new South Africa is going to be hearing increasingly more about an organisation called Protec.

That stands for Programme for Technological and Engineering Careers, and it's an organisation whose aim is to assist students from the disadvantaged communities to specialise in all fields of science and technology.

It is furthermore an organisation which has little patience or truck with politics. As its national director David Kramer, a Welkom-born, Wits trained B Comm (Econ) and B Ed graduate, puts it "We're not so much concerned with what happens with post-apartheid South Africa politically, as that it should have an economy



Sleep Talk
MICHAEL SHAFTO

strong enough to be worth fighting about.

"In other words, worth wanting to be the top dog in and worth wanting to govern and rule."

Literacy, in South African terms, needs to be redefined, says Mr Kramer (38).

These days an understanding of science and technology — "whether it be merely operating a modern push-button tele-

phone or a computer" — has become as important as reading and writing skills were considered 40 years ago.

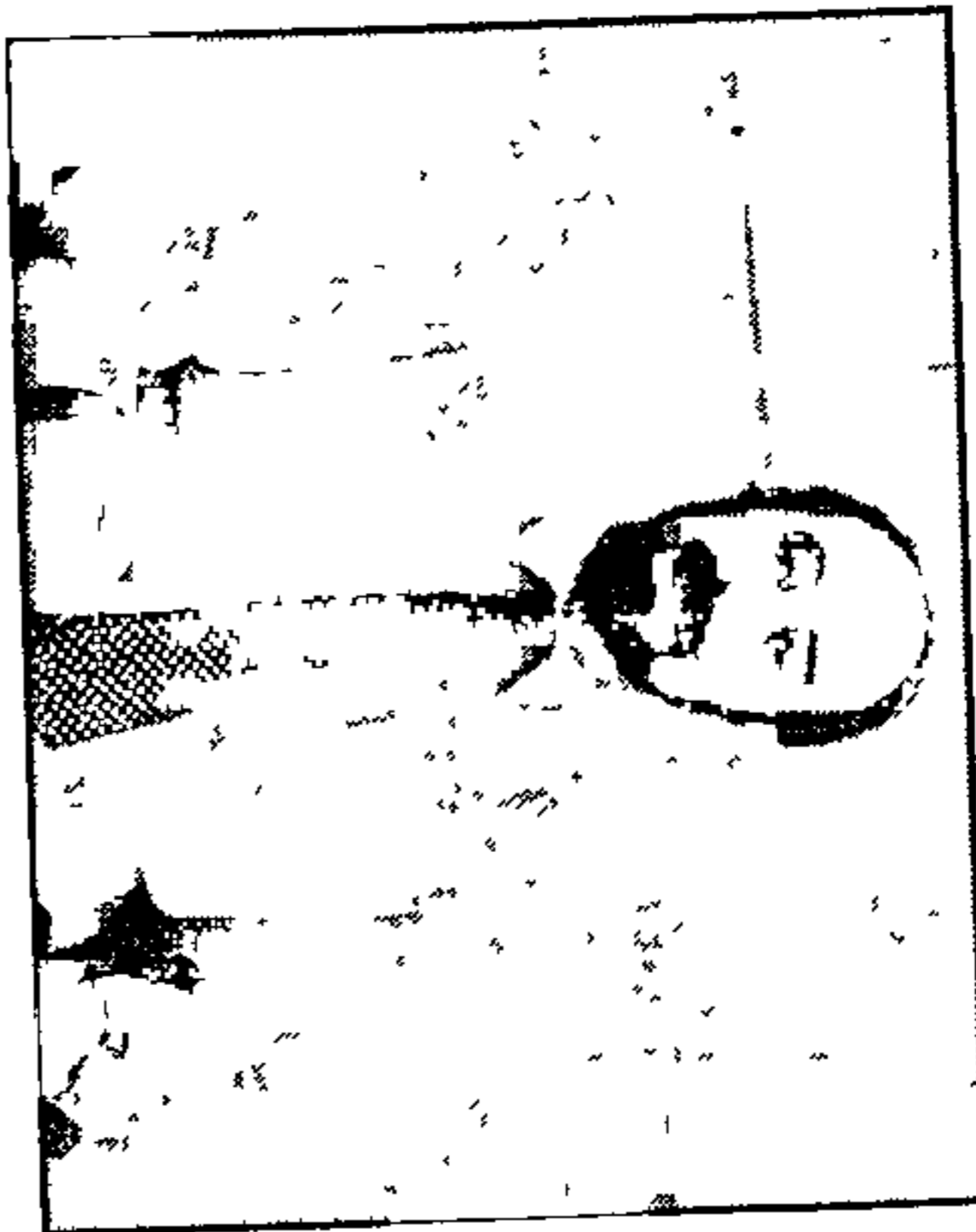
A non-profit organisation that operates entirely on funds from the private sector, Protec has grown in less than 10 years from a fledgling organisation that in 1983 took on an initial 67 students, to a veritable giant. Currently, it has more than 6 000 students on its books, and works on a budget that has ballooned from R250 000 in 1986 to R6 million.

The programme was started, at the request of a group of engineers concerned about the shortage of human resources in the engineering field, by a clinical psychologist Lente Louw Louw. Today Ms Louw has moved on to the US.

Those first students were chosen on the grounds of talent in maths and science with the potential to become engineers. That was before Protec decided to extend the focus to all aspects of technology.

"What we're doing," says Mr Kramer, "is helping black people to invest in their own future. Political power is of little value unless it is accompanied by economic empowerment. People need to generate wealth to be able to enjoy the improved circumstances political clout is supposed to bring."

Protec is a non-formal education programme. It presently has 21 branches throughout the country — Soweto, Alexandra, Mamelodi, Sasolburg, Mmabatho to name a few — where carefully selected students are tutored for a total of 70-80



David Kramer . . . 6 000 eager students.

days a year in the afternoons, weekends and holidays. They are first chosen in Std 8 and are expected to make a seven-year commitment, the target being the attainment of a tertiary education diploma or degree

from a technikon or university. Slackers are soon got rid of "We ask just two things," says Mr Kramer, "that they give it everything they've got, and that once they qualify they come back into

the programme to help others

"It's the only repayment Protec requires."

These successful students then become role models. Of the 168 who had been enrolled by 1982, 72 had graduated in science related fields by 1988. "That's remarkable," says David Kramer, "when you consider that less than 5 percent of all black students qualify in science related fields."

Protec's average matric pass rate is 82 percent. Last year — a bad year — it was 75 percent, more than double the national average.

"But," Mr Kramer emphasises, "there's nothing magical about it, the kids have done it for themselves. Marketable, real skills are the key to the future."

Plight of the youth tops the agenda

A conference under the theme, "Empower the Youth and Secure the Future", will be held at the University of Natal from February 7 to 9.

Delegates from several organisations will discuss the plight of the youth in the province.

The conference is a follow-up to last year's national conference which discussed the problems of marginalised youth as well as the challenges facing the South African society in this regard.

New Nation
(Learning Paper)
Investigate 24/11 - 30/1/92

Last year's conference was an initiative of the SA Council of Churches and the Southern African Catholic Bishops' Conference through the Joint Enrichment Project.

The Natal conference follows a workshop held in the province last month where the Natal Youth Development Planning Committee was established and mandated to investigate the possibility of forming a Youth Forum for the region.

Proposed

In terms of the mandate, the Youth Forum would be open to the youth of all political affiliations and it would combine a broad range of sectors including culture, religion and sport.

The workshop also proposed the establishment of a Youth Empowerment Centre where skills training, general services and facilities would be provided to the youth.

Next month's conference will discuss these proposals in detail, said the planning committee's convener of publicity, Kumi Naidoo.



GABY MAGOMOLA New job

Gaby ⁽¹⁷⁶⁾ SITIMES (BUS) quits ^{26/1/92} Fabcos

By ZILLA EFRAT

GABY Magomola has resigned as executive chairman of Fabcos Marketing and will head the Inter-Africa Group (IAG)

IAG, registered as the African Business Centre for Development, will be launched in March as a "catalyst for black business" at all levels. It will co-ordinate black business growth initiatives.

It has commitments from several development agencies in Europe and one in the US. It has also been given the green light by South African political movements and several business leaders have agreed to sit on its board.

Former African Bank chief executive Mr Magomola says the move coincides with SA's reintegration with the world.

He will remain a non-executive chairman of Fabcos Marketing, but all his efforts will be focused on Parktown-based IAG.

Seminar will help black secretaries

Sowetan 30/1/92

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A SEMINAR to help black secretaries gain confidence and become motivated will be held at the Carlton Hotel on February 22, says Ms

By JOE MDHLELA

Bridgette Motsepe, director of Transworld Promotional Services

The seminar will help accentuate the need for secretaries to use their voices to good effect, Motsepe said

Various speakers, knowledgeable in the field, will address the seminar

She said the lack of education and skills training need not be left to be addressed at top level

"While the broader implications of equalising basic education facilities are being addressed at top

level, the existing and growing gap in specific skills training is receiving far too little attention," she said

It is in this area that her organisation could contribute by providing additional training to help black secretaries gain confidence in themselves

"They should realise that the fact that they are black should in no way disqualify them from rising to the top of their chosen careers," Motsepe said.

The bridging methodology aimed at the betterment of black secretaries is the brainchild of Motsepe and her partner, Ms Mara Minaar

Bridgette Motsepe.

Getting rid of dirt to feed the poor

NATIONAL Sorghum Breweries has come up with a novel idea of how to deal with the scourge of littering in black residential areas

The company is soon to embark on a unique project that will see tons of garbage lying in the black townships turned into high quality compost ideal for agriculture and horticulture

This in turn, will introduce blacks into the world of farming

Bio-conversion

The multi million rand project, the first of its kind in South Africa, was unveiled by the executive chairman of NSB Mr Mahale Mahanyele, at a media conference in Johannesburg this week

Mahanyele said the project would take between three and six months to get off the ground

The first bio conversion site which will cost about R20 million, will be located at the Pelindaba Brewery, formerly called Kwaggakop, near Attendgeville

Training

This is where rubbish that would have been collected in the townships will be dumped and recycled into compost

According to Mahanyele, once the massive venture is in progress, it will be a major industry in the black community

It will initially be manned by NSB engineers who will soon undergo training in the United States

The environment friendly technique is the most advanced that has been developed to date. It has been in operation in Texas and Arizona and will be the first time the technology is used outside the United States

"We are aware that the black community is the worst affected by littering. Garbage is not collected regularly in the townships and as a result it has become a health hazard in the streets

Environment

"The situation has been aggravated by local authorities being unable to handle garbage in their respective areas

"We are the biggest consumers of sorghum beer in the world and we have an

Sowetan 30/1/92
A unique project to introduce blacks to the world of agriculture *(176)*

By NKOPANE MAKOBANE

image to take care of. We have been painfully aware that our product is said to litter the environment and we have now gone out to seek a solution

"Although we constitute a small percentage, and there are people who contribute more in littering, we could not ignore the fact that we had an important role to play," Mahanyele said

In line with black economic empowerment the NSB saw this as another opportunity for the creation of jobs and economic advancement

As a company that derives its profits from the poor many of whom live in squalor we believe we are

the ones who should be in the forefront in this scheme

"While we are addressing the waste problem we are also going to empower our people

"Local people will collect garbage and by this we would be creating jobs that are desperately needed. We are not going to purchase trucks, but encourage people to do it

Benefit

Garbage is not dirty if handled with the right engineering skills. We shall be engaging the know-how from the United States, while the equipment will come from South Africa

We also believe that this project is going to involve us in farming. It is definitely going to benefit

black farmers as we would be supplying them with first class compost

"Another good thing with this project is that it will engage universities, especially the University of the North. Our students will have an opportunity to engage in real life research," he said

Objective

Mahanyele said it was their long term objective that such plants be established all over South Africa

He said for starters the operation would be run by the NSB and once viable would have its own identity

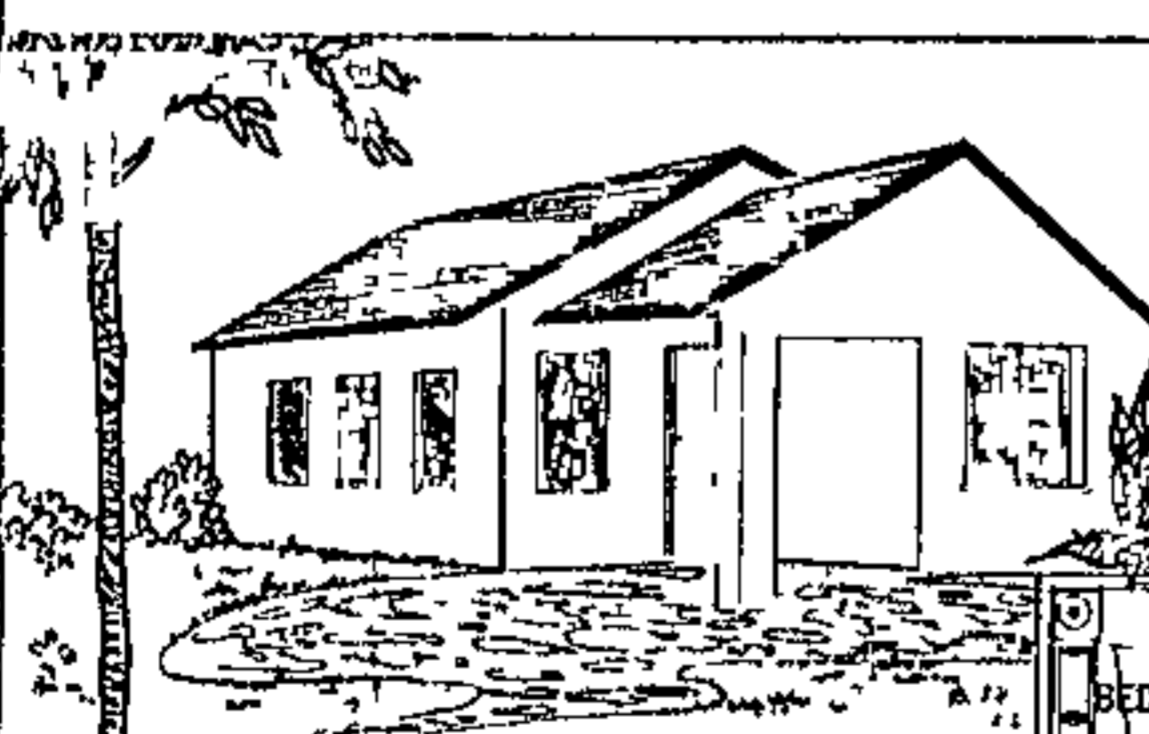
He believed that the PWV area would need about 10 plants to work sufficiently



MOHALE MAHANYELE

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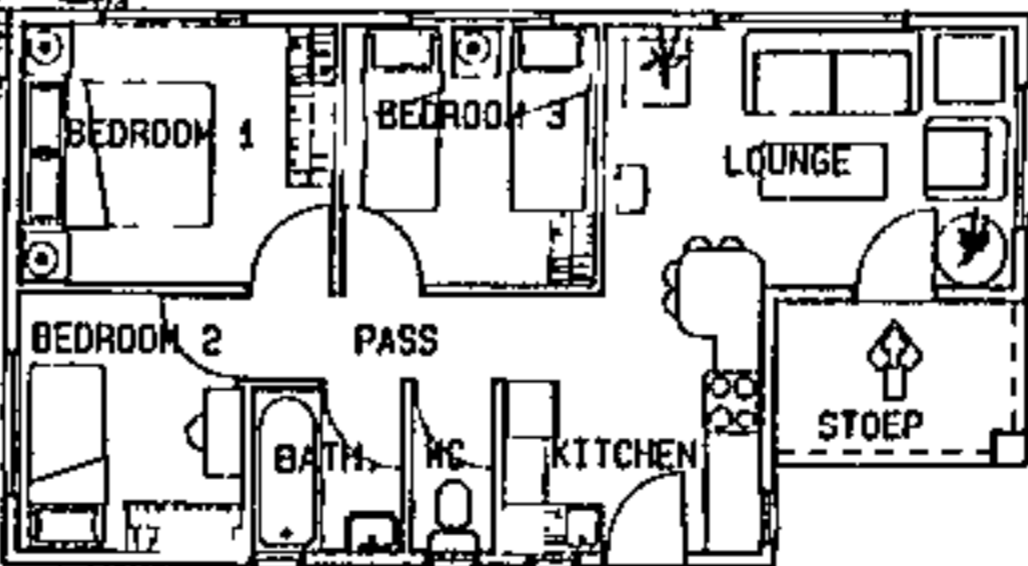


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Black community is slowly moving into the field

31/12/92 30/11/92
THE unit trust industry's penetration into the black community has a long way to go, but recent adaptations of the concept to the saving patterns of the community should stimulate the growth of this market

Most unit trust management companies report a healthy growth in the number of unitholders in the black community

Old Mutual, for instance, estimates about 25% of its new unitholders are black

However, market research commissioned by Southern Life shows that as a percentage of the total population the number of unitholders generally and black unitholders in particular is low

Association of Unit Trusts chairman Clive Turner says there is a need to ensure educational material has as broad a pene-

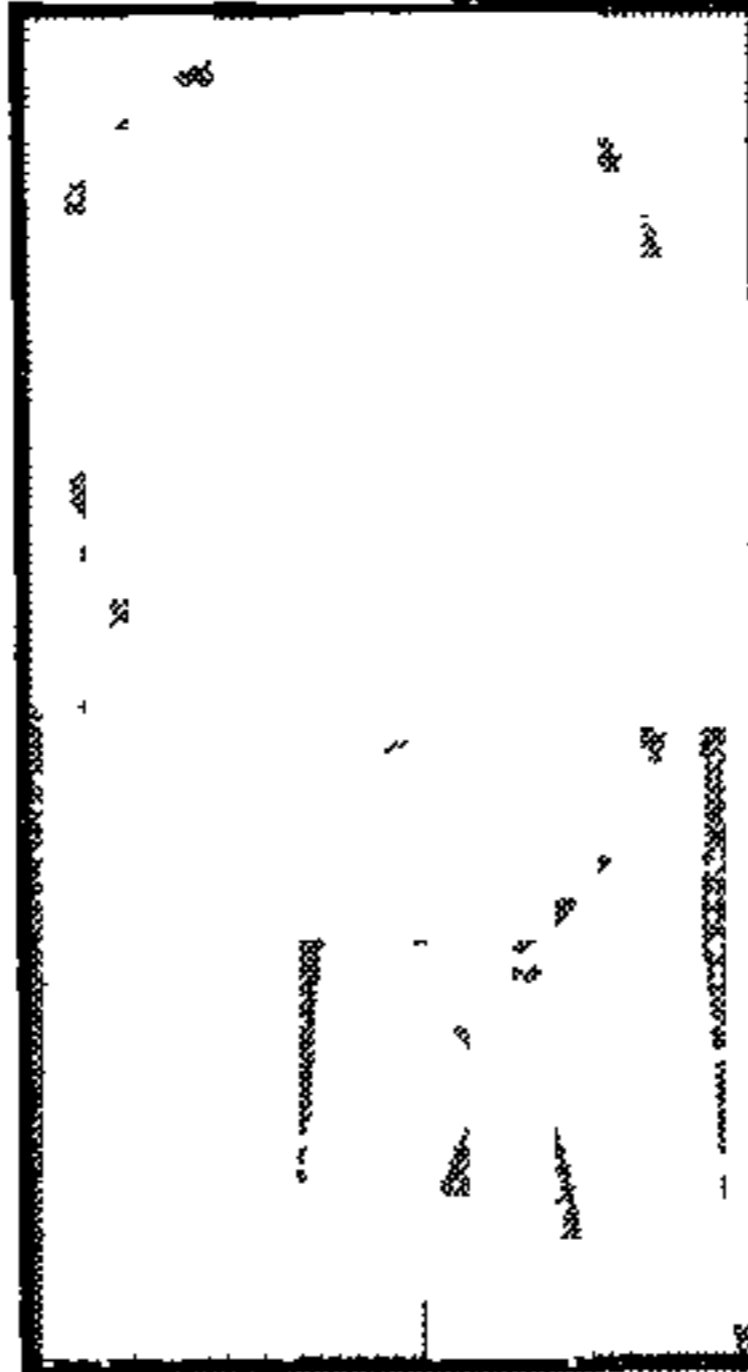
tration into the potential black investment market as possible

"It is important that the implications behind the stock market are made clear before commitments are made to this form of investment

"It is not something which can be done in a hurry because of the expense and there is a danger of pushing too hard," Turner says

Recently, National Stokvels Association (Nasasa) president Andrew Lukhele announced a plan to divert millions of rands saved by informal savings groups into unit trusts, which could be used as collateral for home loans

First National Bank has backed the scheme, saying it would accept unit trust certificates as collateral, while Syfrets Managed As-



ANDREW LUKHELE

sets has signed an agreement with Nasasa for Syfrets units to be offered to stokvel members

Syfrets Managed Assets unit trust marketing manager Kevin Hinton says the

agreement opens up a new market for the company's unit trusts and positions it as a company proactively involved in developing new products to cater for the needs of that market

Lukhele says the arrangement will allow black savings to be ploughed back into the black community

There are an estimated 800 000 stokvels countrywide with 10-million members who are believed to generate an income of over R200m monthly Lukhele says about 10% of these are members of Nasasa

He says a key feature of the unit trust concept is that the financial risk of a loan will be taken away from the bank and assumed by the stokvel which — as in other group credit schemes — will exert peer

pressure on the beneficiaries of the loan to ensure loan repayment

Every major financial institution has a stokvel account, he says

"In the past there have been complaints that the financial institutions were a one-way street and did not plough anything back into the community"

Financial institutions in the past have been reluctant to lend money for homes to township residents because of the political risk

An educational programme is planned to educate members by means of newspapers, pamphlets and workshops about how the proposal will work

Lukhele says building materials depots will be established on the Reef to supply cheap materials to members

Peace efforts praised at joint ANC, IFP rally

The Argus Correspondent

(176)

DURBAN. — Residents of the strife-torn area around Hammarsdale have been praised for their peace efforts

ARG 3/2/92

A joint rally was held at Mpumalanga, near Hammarsdale (halfway between Durban and Maritzburg), yesterday at which representatives of both the African National Congress and the Inkatha Freedom Party praised the local community for their efforts to bring about peace after years of violence.

During three years of violent clashes, schools and homes, shops and recreational facilities were destroyed, but in a complete about-face, calm has come to the area. Friendly soccer matches are now being held there, as well as beauty competitions.

ANC and IFP representatives, Mr Meshack Radebe and Mr Siphon Mlaba respectively, used the get-together as an occasion to thank the community for the changes that had been brought about by residents

WOMAN

Women aim to make

By SIZAKELE KOOMA

BLACK professional women need a collective voice to respond to issues that impact on their lives and a club, they believe, is just the vehicle to make themselves heard.

About 60 professional women, among them lawyers, accountants, businesswomen and company managers, decided this week that the time had come for them to reassess their participation in both the corporate world and in their homes.

The club, still to be launched and still to be named, will be the second attempt by the women to organise themselves.

The first venture in 1989 failed because of a "lack of commitment from members".

Founder member of the earlier club and one of the facilitators for the new one, Wendy Luhabe believes that the club would be an ideal platform for women to establish a power base that would enable them to lobby on issues that affect them.

Luhabe said the corporate world was designed with the white man in mind and a white woman somewhere. No consideration was given to the black woman who nevertheless had been able to succeed.

"Black women have succeeded in their own individual capacities but their success has been lost because of the lack of a visible structure that acknowledges their efforts," Luhabe said.

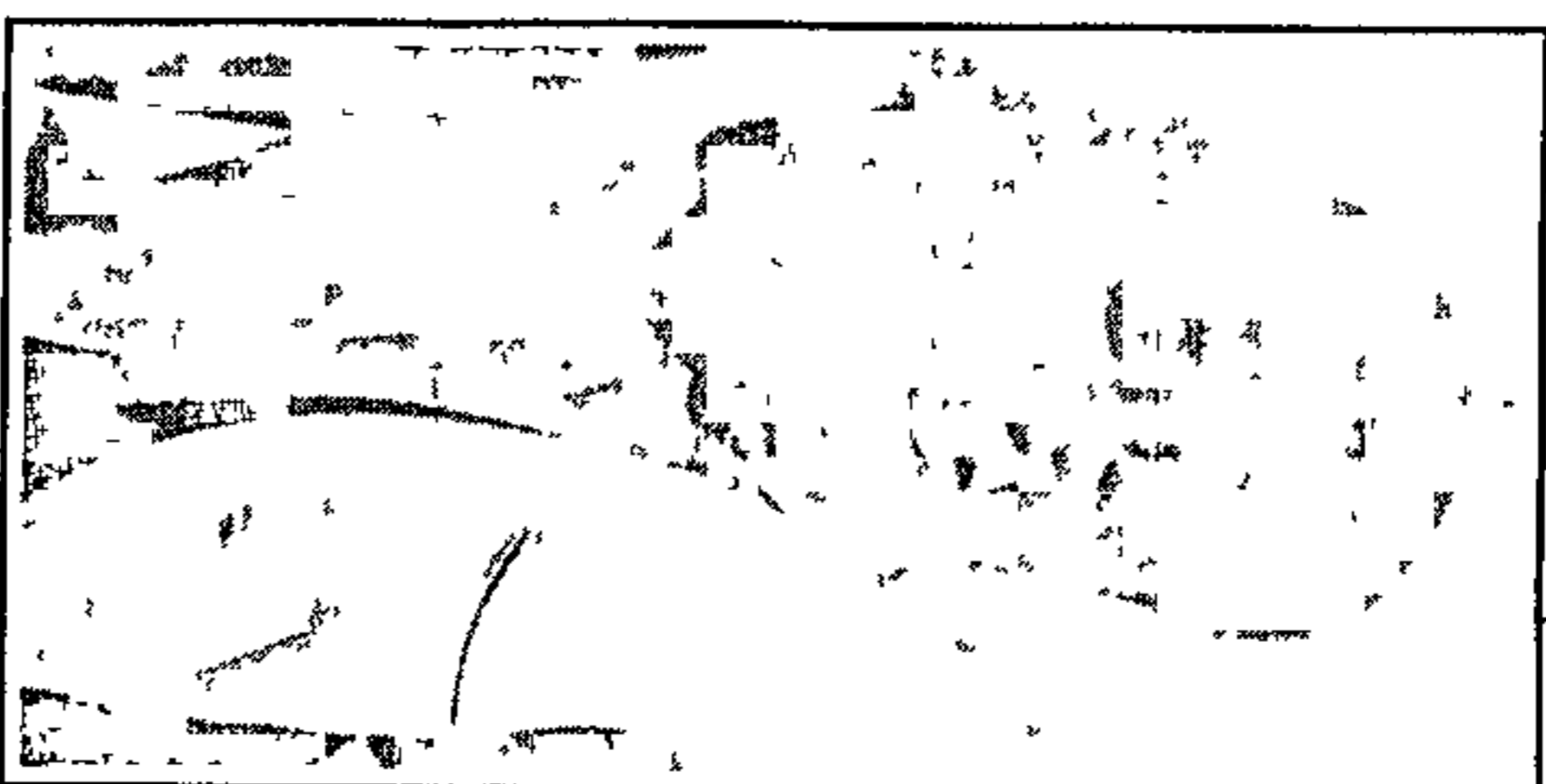
She said it was important to recognise the transformation of black women and to help them face the challenge to develop themselves, something the club would do.

"We also need to define our stand as professional women. We should not be just a vague force in the corporate world."

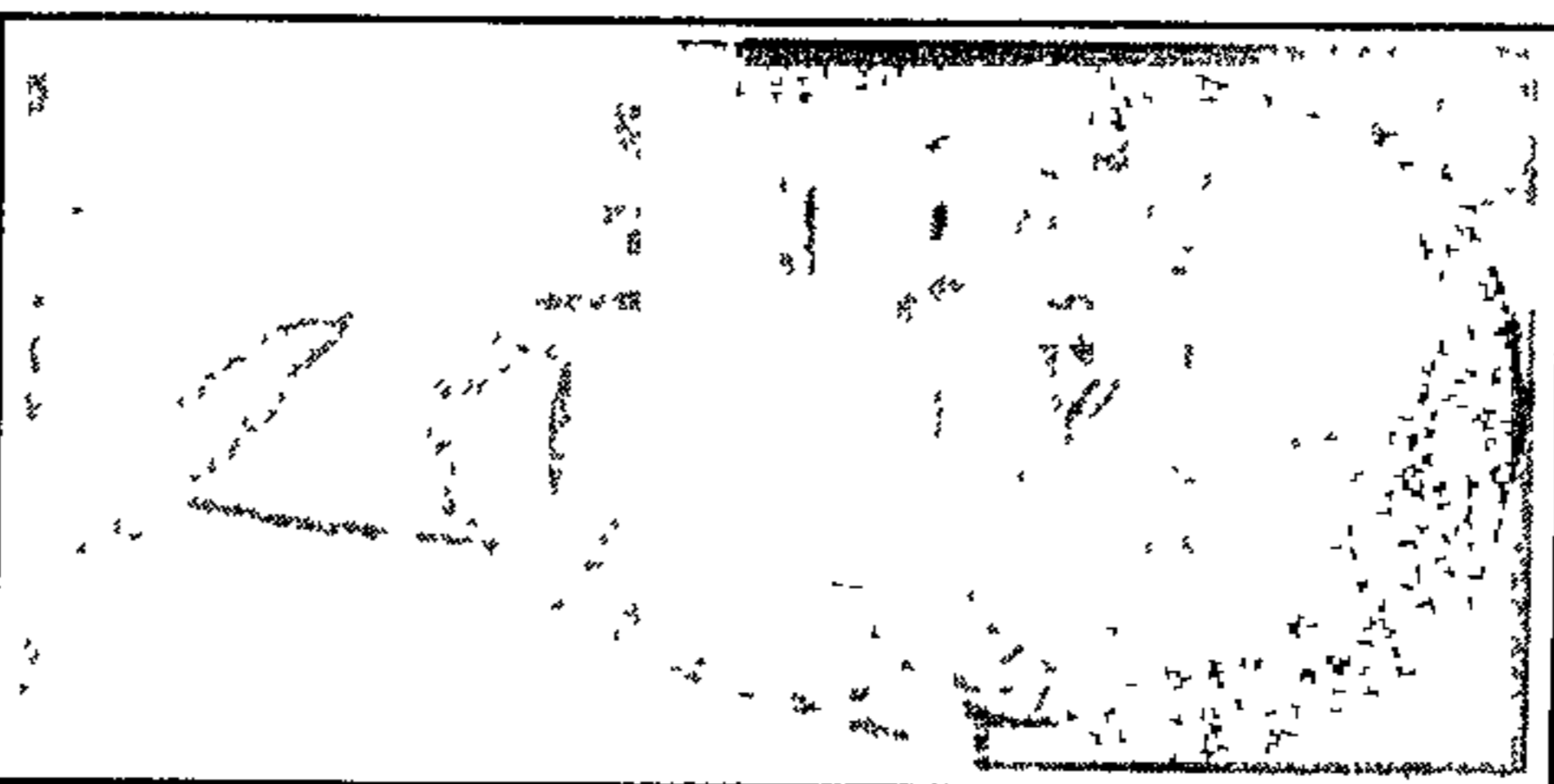
"We need to reassess our participation both as professionals and as

themselves heard

Saxena 9/12/92



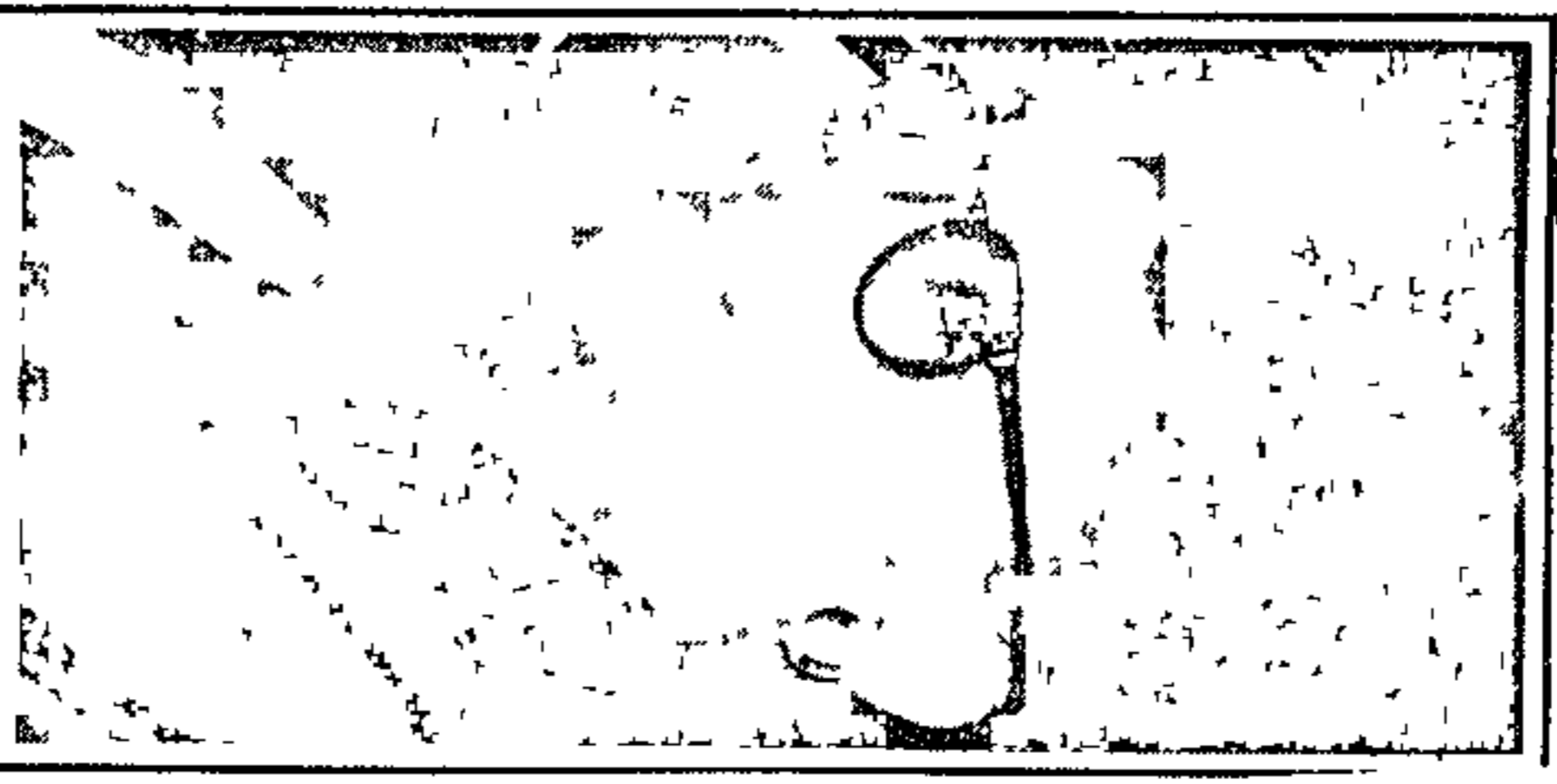
Gail Mlotkoti, manager of Intra-organisational communications at Eskom - "The club should not be another powerless organisation that would end up useless."



Ursula Johnson, specialist with US Foreign Commercial Service - "We are mainly filling the need I strongly believe the club should be black driven."



Wendy Luhabe, who runs her own consultancy - "Black women have succeeded in their own individual capacity but their efforts are not acknowledged."



Nana Magomola, a lawyer - "Women should spread the circles of interaction and get to know others in different professions."

mothers," she said

Asked why it was important to have a black women's club at a time when the country was preparing for a nonracial society fellow-facilitator Ursula Johnson said the club would tackle problems peculiar to black women. They would later address issues that are common among women all over the world.

"There are clubs for people of any

group you can think of but for black professional women

"We are mainly filling a need I would not like to see us shutting other people out although I strongly believe the club should be black driven with black thinking," Johnson said. She said corporate South Africa did not trust black women and hesitated to give them responsibilities. It had not learned how to work with

them. It is this issue and many others that the club would debate and seek to address.

Johnson does not think the Black Management Forum (BMF), formed on similar ideals but encompassing black professionals of both sexes, is the right forum for women to address their problems.

"The BMF is orientated towards the black man. Although it opened its

doors for everyone who is upwardly mobile it never made room for women.

"It alienated them by not actively involving them in the offices," she said. She said their first venture had failed because of a lack of commitment. But now she believed there would be action and commitment by members.

NEW YORK - Its me said it all. The First Women's Bank New York

It was exactly what its suggested - a bank by men for women. All this novel "women's bank" had in common with our "normal" banks was money it handled. The bank was strictly "bicultural". All else was feminine.

When the First Women's Bank opened on New York's posh Fifth Avenue in October 1975, feminism was at its most militant. It was a bold stroke by a group of bold women, asserting a woman's right to a place in the marketplace.

Brainchild

The bank was the brainchild of an organising committee of 18 men and women prominent in New York City business, among them early feminist leaders like Betty Friedan.

The group received no assistance from New York Governor Nelson Rockefeller who thought it would be politically unwise to oppose the bank, which was simply to provide women with the financial opportunities they had traditionally been denied.

Its organisers wished to demonstrate that women had the ability to handle professions previously reserved for men, such as real estate and investment banking. A survey the year before the bank opened its doors to a swelling crowd of women clients of six major banks showed that only 14 women held the position of vice president compared to 1 570 men.

Founder

Professional women, beginning slowly to move up the corporate ladders, could cite hundreds of instances where they had been denied mortgages, business loans, consumer credit and credit cards. One prominent city councillor, Ms Carol Greitzer, an active member of the bank, had been denied a housing loan after she was divorced unless she could produce a male co-signer.

Banking with (and on) women

Sowetan 14/2/92

1976

That incident was enough to persuade her not only to throw in her weight with the bank's founding group, but to sponsor a bill that prohibited the city from depositing municipal funds in banks that discriminated against customers in any way.

In less than 10 months the bank had almost 7 000 stockholders from every section of the US. It struck immediate problems finding a woman who had sufficient high level experience to be its first president. Instead of the 15-20 candidates the organisers expected, they could find only four.

Husband

Finally, under Ms Madelaine McWhinney vice-president of the Federal Reserve Bank in New York, the First Women's Bank opened its doors with a staff of 27, four of whom were men.

The opening drew 1 000 people including one man who had founded an organisation called Husband Liberation. He picketed the building with an assortment of anti-feminist signs, one of which read "Woman's place is in the home, not the bank." About 350 accounts were opened the first day, most of them by women who previously had trouble getting loans or

Almost 17 years after women in America started a woman's bank, South African women are set to take a step in the same direction. A plan to start a women's bank was mentioned to Sowetan Woman by Mrs Zanele Mbeki, wife of ANC international affairs director Thabo, last year. Mbeki could not explain how the bank would work, who was involved and when it would be launched. She could only say that such a bank was planned. Today we publish the story of The First Woman's Bank of New York, which opened in 1975.

Woman's place is in the home - not in the bank

- Taken from a banner carried by a member of Husband Liberation

credit cards from their existing "male" banks.

The First Women's Bank provided a full range of banking services both to men and women in "a personal non-discriminatory manner. To help humanise banking its staff kept

flexible hours (including late nights and Saturdays), paid postage on mail deposits had colouring books for their customers children and introduced such innovations as a 24 hour "money machine" the first ATM and the 'unfor-

They boasted the first 24-hour ATM

gettable cheque', a cheque attached to a carbonless duplicate that remained in the cheque-book as a record.

Soon after, branches of First Women's Bank opened in nine other cities in California and else-

The truth is that we found that business is universal - bisexual, you might say

where, among them Los Angeles, San Diego (best-known for opening a playpen in its lobby), San Francisco, Seattle, Chicago, Greenwich (Connecticut) and Washington DC.

Services

All had three things in common. First, was their recognition that women were both a neglected and often discriminated against market, second was their commitment to counselling and financial education, and third was their awareness of the need to offer special services to their customers.

But the competition hotted up as conventional banks and financial institutions realised what they were missing. Many of New York's major banks opened special "women's

branches and some financial institutions conducted special seminars for women.

The competition was too much. It was sadly, the beginning of the end.

Today, the First Women's Bank of New York has become the First New York Bank for Business and its change of name is significant.

'We have, in fact, become a "normal" bank', said one senior bank official.

'The truth is that we found that business is universal bisexual you might say. There just isn't any room for a bank catering specifically for women, any more than a bank can cater only for men.'

'But we have made our point' - Sowetan Correspondent

The many black faces of the new South Africa

Star 15/2/92

(176) **DEREK TOMMEY** (18)

SOUTH AFRICA will have to wait some time before it has a substantial black middle class

This fact emerges clearly from a survey of black metropolitan inhabitants by the Vision market research organisation, a division of Information Trust Corporation, the successor to Dunn and Bradstreet.

South Africa has the nucleus of a black middle class But the survey found that people in this segment, named the "New South Africa" accounted for only 6,7 percent of the total black metropolitan population and only 5,0 percent of the total non-white metropolitan population

This fact will come as a disappointment to merchandisers, especially of up-market products who were looking for growth in what they termed the "emerging black market"

Vision's findings could have important implications for politicians as well when South Africa moves to a universal franchise

Better news for business is that the majority of coloured and Indian people in the metropolitan areas can overwhelmingly be described as either middle class or "elite"

Some 72,6 percent of the combined coloured and Indian metropolitan population is in this market segment However, together these segments account for only 18,1 percent of the total non-white metropolitan population As a result of its findings Vision has divided the non-white population in the metropolitan areas into eight major segments, based on the areas where the people live

Brown Elite areas

"People usually live in areas where they feel most comfortable," says Collette Tulley, a consultant with Vision

"We also find that there is a high level of similarity in the life styles and living standards of people in the same areas"

Using this as a starting point for a major investigation, Vision has segmented the non-whites in the metropolitan areas as follows

These are the most affluent of the eight groups There is a high degree of home ownership, houses are neat, well-furnished and well kept, with attractive gardens Almost all the homes are electrified and have telephones and TV sets

The areas in which the Brown Elite live are relatively quiet and stable There are usually sports, shopping and schooling facilities, good roads and postal services The people are generally well-educated and well read

Brown middle class

They are mainly in white collar occupations and many own their own businesses They do not like to buy on credit and are able to save and buy for cash Most households have their own car and are not so reliant on public transport Most are religious and drink very little

This group comprises 31,1 percent of the coloured and Asian population and 7,8 percent of the total non-white population

These people are to be found in middle income areas, generally located further from cities than the Elite Group They work in white and blue collar jobs They are less well educated than the Elite Group and earn less

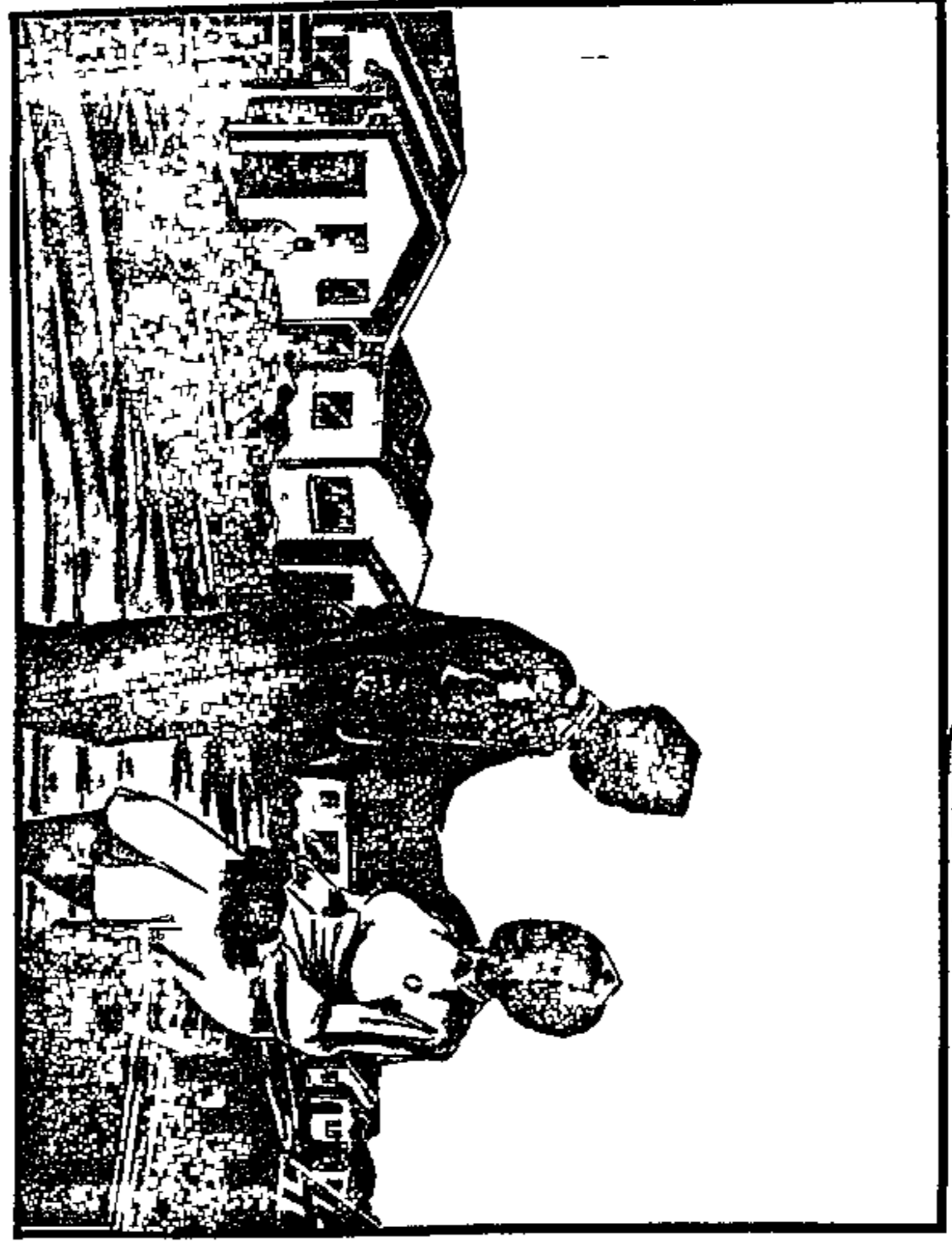
However, there is still a fair degree of home ownership and also ownership of goods such as TVs, cars and smart furniture. Homes are electrified, and most have phones

There are shopping, educational and recreational facilities and relatively good roads and postal services

Most people are religious with moderate alcohol usage

While there is a good home/family orientation, there does not appear to be any great community affinity and they are politically moderate

They account for 41,5 percent of the coloured/Asian population and 10,3 percent of the non-white population



The poorest of the coloured and Indian groups They live mainly in old houses and basic flats, with little new building activity Residents are poorly educated, mainly labourers and those with jobs live far from their employment, travelling great distances by train or bus

Although their basic living facilities are not bad, residents have a high degree of dissatisfaction with their lot. The areas are dangerous and there is a relatively high incidence of smoking, drinking and gambling

They comprise 18,4 percent of the coloured/Asian population and 4,6 percent of the total non-white population

The New South Africa

This is where the elite black live, mainly in new housing developments Most homes in their areas are brand new and new houses are being built. Almost all residents are home owners with bonds, some of which have been provided by their employers These people are usually well educated and reasonably well-off

Employment is generally in white collar occupations with many working as nurses and teachers They have

the lowest average household size and a young age profile They are modern in outlook and values and are fashion conscious

They tend to be politically moderate and are optimistic about the country's prospects

Shanties and Shifts

People have been drawn to these areas by the work prospects They work principally in industry and mining The areas are growing with new houses Much of the accommodation is provided by employers

Unemployment is not high so there is a reasonable income level People like to be modern and have a younger age profile Local and community facilities tend to be inadequate This group accounts for 27,4 percent of the black population and 20,5 percent of the total non-white metropolitan population

Matchbox Houses

The people in these areas live in typically old "matchbox houses" Many people live on each property and most people have lived in the area for a long time. Local facilities, including mail,

are usually adequate. There is some penetration of electric power and phones

People work in blue collar jobs but as unemployment is high general income levels are low Ownership of goods such as TVs and furniture is reasonable

They make up 24,9 percent of the black population and 18,7 percent of the total non-white population

Shanty Town

People in this category live in a mix of dwellings ranging from "matchbox" houses to shacks, shanties and hostels These areas are noisy, busy and dangerous The houses are generally run down, and the residents are poor Unemployment is high and people have to struggle to survive

Local facilities are poor and most people rely on spaza shops for provisions Many people drink a lot, usually in shebeens They also smoke a lot and gamble on horses They are quite traditional, but relatively highly politicised

People in the "Shanty Towns" comprise 21,9 percent of the black population and 16,4 percent of the total non-white population

Migrants

These are areas in which migrants, many on contract, live for a short time They either return home themselves or send money to the rural areas Unemployment is high and income levels are low

Being poorly educated, they are the real strugglers People usually can afford only second-hand goods Homes are poorly kept and local facilities are bad The inhabitants will smoke and drink a lot, usually in shebeens

They are very traditional and many families have older people living with them They also have extra rooms and rent space on their property

"Migrants" account for 3,5 percent of the total metropolitan blacks and 2,6 percent of the total non-white population

(176)
**Black women
outshine men
in initiative**

STAR 1/12/72
Black women were strong in initiative and highly determined compared to their male counterparts, according to Anglo American's Joop den Ouden

The company's training branch, CTU, recently conducted several individual assessments on different levels of management potential in black women

Mr den Ouden said they found that black women were "more likely to make a deliberate, conscious effort to develop their management and leadership skills than black men"

"They are so determined to become part of today's business world and develop their potential that they are more involved in training courses"

However, he found black women were "still not as decisive as black men" when making final decisions This could stem from the rural tradition that women had to be subservient — Staff Reporter

We need true blue South Africans

STAR 2012/92



"Managing in the new South Africa calls for different thinking," says Dr George Lindeque, Eskom's Executive director of Human Resources

"Our colonial past has made us create blue-collar and white-collar workers. What we forget is that Eskom has R40 billion worth of assets lying all over the country that must be manned by those people some of us look down upon because they have dirty fingernails

"We have downgraded the artisan profession. But it is those people our country needs more than ever. And that skills base

can best be drawn from the large black population

"How, though, can we expect black people to aspire to become technically skilled artisans when we've actually implied to the white man that if he can't make it to university or the technikon he'll have to make do with being an artisan?"

"We have to uplift the status of the artisan."

One of the ways in which Eskom is placing renewed pride into this profession is with its recent development programme

Ten candidates were selected countrywide to gain technical skills from the world's leading exporters of technology, Germany

Once they are back in South Africa after their three-year stint — with the coveted title of Master Craftsman — they will become trainers to uplift the technical standards to the levels of Eskom has set for itself

As Dr Lindeque says "Germans have quality in their veins. They'll help us compete on a First World basis

Thubane - the confident entrepreneur

By JOSHUA RABOROKO

THE young winner of the 1990 Sowetan Nation Building Business Ideas Competition, Mr Samuel Vusumuzi Thubane (24), is a confident entrepreneur who believes in high quality products.

Thubane, managing director of Tillys Knitwear in Mabopane Industrial Site, has used the R10 000 he received as winner of a competition to bolster his operations.

The competition was sponsored by three financial institutions as part of the Nation Building campaign aimed at ensuring that the interests of the

small businessmen and women can be made to grow to the advantage of South Africa.

Thubane, who was one of the two winners, has a great vision in business and wants to grow and create jobs in the wake of the soaring rate of unemployment estimated to be at four million.

He also wants to implement the business ideas he learned when he visited France this year at the invitation of the French Embassy in Pretoria.

"The visit was an eye-opener. I now believe in producing high quality material and fashions for the middle and up-markets," he said.

Probably the youngest successful businessman in South Africa today, Vusi, as he is popularly known by his customers and foes, was born in Kroonstad. His family later moved to Pretoria.

Broker

Like many black township youths, Vusi's parents could not afford to send him to school after matriculating at Promec College in 1989.

"I wanted to be a stock broker at the Johannesburg Stock Exchange, but these ideas fizzled out when my parents could not afford to finance my education. I studied commercial subjects," he said.

He soon left his job as a clerk in Pretoria to join his mother, Miriam, who knitted

woollen jerseys, dresses, skirts, scarfs and other materials.

"I used to move from door to door selling my mother's products. I also participated at the flea market in Pretoria where I gained a lot of experience," he said.

He injected adrenalin into the business and it grew at an alarming rate. The space in the home became small and "we needed more room".

Vusi wanted to develop his business acumen and being a great reader of newspapers, he came across the Sowetan Business Ideas Competition, in our business pages.

He entered and was one of the lucky winners. He used the money to buy stock and a computerised sewing machine which he said was "just doing miracles - all sorts of knitwear - for me".

During last June Vusi and his mother moved to the Mabopane Industrial Site - Shop number 166, and telephone 01461-26577 - where their business is not only woollen material,



Vusumuzi Thubane does what he knows best.

present four could not cope with the demand and other ideas which he gained over seas.

Vusi said he needed more machines because the want to become a man of all seasons.

He encouraged young matriculants who could not make it to school to develop entrepreneurial skills in order to create jobs - he already employs three people and is hoping to employ more in the future.

General Equity Funds	Buyers	Sellers	Yield
BOE Growth	140.23	131.04	4.82
Fedgro	121.12	113.08	7.94
CU Growth	115.68	107.99	5.49
Guardian Growth	2337.07	2172.63	5.43
Momentum	237.63	222.29	5.00
Methud	186.84	174.09	3.58
Methud	117.67	109.99	n/a
NBS Hallmark	894.68	855.64	6.85
Nowich NBS	339.33	316.89	6.84
Old Mutual Investors	2775.63	2587.45	4.32
Safagro	130.00	121.75	5.40
Sege	2419.42	2257.58	4.62
Sanlam	1660.38	1550.02	4.69
Sanlam Index	1291.01	1205.90	4.39
Sanlam Dividend	485.27	424.94	5.11
Sanbank General	121.24	113.07	13.16
Southern Equity	186.19	174.20	5.07

UNIT TRUSTS

Growth answer to decay in SA

Soweto 20/2/92
By JOSHUA
RABOROKO

THE South African economy needs to expand in order to solve the problems caused by the stagnation of many centuries, leading Soweto businessman Mr George Negota said yesterday.

Addressing a seminar on "Employee involvement in South Africa - managing the creative tension between visions and realities", he said the economy had to grow to curb unemployment by absorbing thousands of school leavers every year.

He said "In order to achieve a realistic growth, every capable person with potential should be able to play a role and, towards that end, training should be provided"

However, he said, the purpose of training and the objective it seeks to achieve through selected individuals should be made clear and that it should be within the planned career path of an individual

Training

South African companies would rather provide general training to a black employee without a well defined scope and specific role which they would like him to play

He said: "If training is aimed at providing individuals with skills, then those who are trained should be placed where they would be able to exercise their skills immediately

"This has been a problem in South African companies. Black employees who were exposed to training ended up not knowing the purpose of the training because it was never tied to identified jobs"

The time had come to involve employees in the affairs of companies," he said, adding, it was a fact that certain people within companies were not ready to accept other races into the decision-making machinery.

Apartheid on the shop floor of many companies would have to be scrapped and those who practised it should be allowed their democratic right to leave the establishment.

Racism was one of the major problems to be eradicated by companies during this transitional period, he said, calling on employers and employees to work harder and to ensure that the interests of the economy were properly served

Capital and labour still had to find each other in an environment free of apartheid

Battle-axe seminar

MANY women realise that they are extremely competent in their jobs, but are held back by an inability to deal assertively with tough issues

To overcome this, the Women's Bureau is to hold a seminar on February 27 entitled, Negotiation and Assertiveness. It will be led by Kerry MacFarlane of Old Mutual's management development division.

Mrs MacFarlane has returned from a month's visit to America where she took part in the Harvard Negotiation Project and a seminar on gender negotiation issues.

The Women's Bureau is a non-profit organisation committed to the development and advancement of women.

The seminar will be held at the Braamfontein Hotel, Johannesburg.

SITimes (Sun) 23/2/92

Raw deal in top jobs for black women

By ADRIAN HERSCH

COMPANIES are often quick to place black men in managerial positions, ignoring a larger pool of educated black women, says Ronel Erwee of the University of Pretoria Business School

But she believes that trade union pressure in favour of affirmative action for blacks and women will change this

Professor Erwee predicts that in the next five years there will be many more women managers — black and white

Central Statistical Services (CSS) figures show that black women comprise only 17% of all black managers

But the figures also show far more black women than men classified as "high-level human resources" with a tertiary education

This is part of the overall trend in which women of all races "have the odds stacked against them in business", says Professor Erwee

She believes most companies have an effective "official policy", but obstacles remain

Maternity

For example, many companies have a seniority system where an uninterrupted length of service is necessary for advancement.

"But maternity leave of three months is often regarded as a break in the career"

Another problem is that not enough women are given sponsorship for managerial training courses

"Only about 10% of MBA students and 5% on management development programmes at business schools are women," says Professor Erwee

The University of Pretoria Business School is the only one in SA offering a course specifically for women moving into senior positions

Some changes are evident. Several "very male-oriented companies", including some former parastatals, are sending women on these courses

Professor Erwee says that in the next five years more women will be in management

Firm to run courses for small builders

THE new Marketing Builders Services Ltd is to embark on training courses for small black builders, especially young matriculants, to economically empower them and create jobs.

The courses, to start in Isando on March 1, will also create services for small builders and related contractors, manufacturers, suppliers, builders and organisations in the property market.

Geared

The company's managing director, Mr Ken Dlamini, said yesterday they were geared to creating jobs for small builders, including the unemployed.

He invited most students who have failed or obtained a school leaving certificate in matric, to be trained as builders so that they could get jobs as the country's unemployment rate continues to soar at an alarming proportion.

Poor

Unofficial sources put the unemployment figure at more than 6 million while official data estimated it at just over one million.

The call for young drop-

out students to become builders comes in the wake of the poor black matric results announced by the Department of Education and Training in January.

An estimated 293 000 pupils wrote matric last year and 39,4 percent of them passed either by obtaining exemption or a school leaving certificate.

After the results were announced, economists and businessmen forecast a bleak future for job opportunities, especially in the wake of the downturn in the economy and lack of foreign investment as a result of violence and sanctions.

Dlamini said the pupils applying for the courses should have studied and passed mathematics at school. Applicants can telephone him at (011) 315 1873/4 or 315 1894 or write to MBS PO Box 1781, Midrand, 1685.

He said they were concerned about the plight of black builders who often did not get work opportunities at a time when there was a crucial need for homes in South Africa.

"We want to create stable communities in South Africa through the provision of employment and homes in a manner that will enhance the dignity of the individual and meet the aspirations of the community as a whole," he said.

The trainees would take courses in home improvement, including using materials like timber to build double-storey homes which would create more space by letting out extra rooms on top.

They would also be expected to upgrade houses in terms of painting, re-roofing over the existing rooms and painting in most metropolitan areas.

"We want to collectively join a pool of skills and resources that will be available to the members and others outside the group who may need such skills and resources."

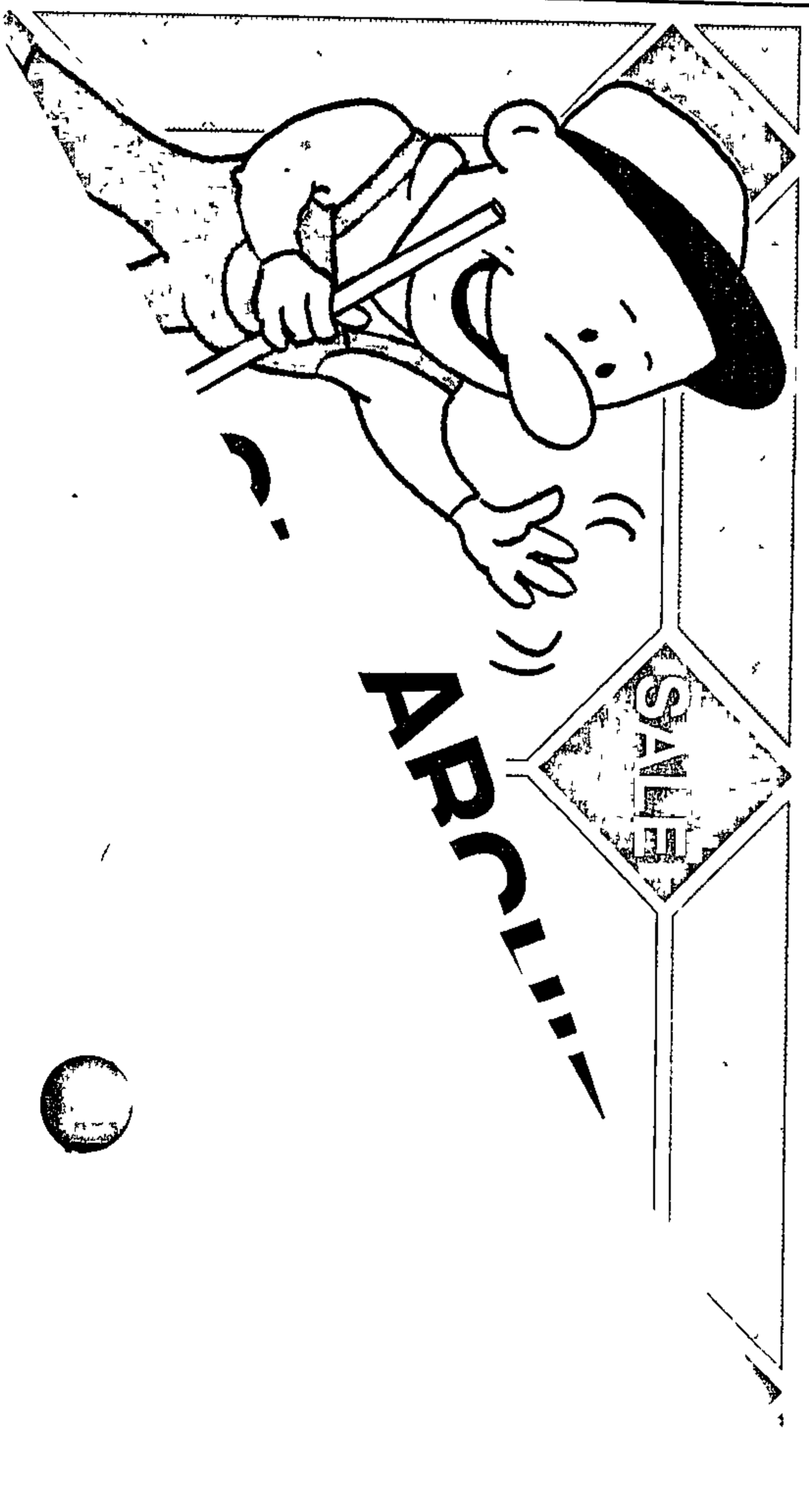
"We also want to obtain building contracts for members and individuals and allocate them on a fair and reasonable basis considering skills," he said.

Small builders

Sowetan

27/2/92

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Dream of own bank comes true

By ZB MOLEFE

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YEARS ago SA Black Taxi Association (Sabta) president James Ngcoya and his executive were on a study tour in the United States.

Clipped
A dream was born Ngcoya. 11/3/92

Today he tells the story in a few brief statements "African-Americans had come together and put up a number of their own businesses which they supported themselves. I was motivated."

Ngcoya - chairman of the fledgling Future Bank board - quickly translated his motivation into a dream of a bank wherein blacks had a meaningful role in the handling of their money.

"I observed, over a number of years, that a lot of money is in circulation among Sabta members."

"But I had this nagging feeling that this money was 'lost' easily. One of the reasons for this was that there was no banking facility conveniently available so that they could save their hard-earned money," Ngcoya said.

Investing in the future

C (press) 1/3/92

THE Future Bank has struck a note for gender equality in the workplace with the appointment of marketing manager Lindiwe Kubeka

She sees nothing unusual with the bank appointing a female in this important area of operation

"I'm bringing expertise and knowledge to the job. What drives me essentially is that I want to make the bank a success"

In fact, gender equality is one of the ethics the Future Bank is building into its employee relations

Operations and mar-



TOP JOB ... Dynamic Lindiwe Kubeka.

keting general manager Phillip van den Heever says: "People must be people, they must be

176
treated the same"

Kubeka, a mother of three, grew up in Pimville, Soweto

After school she cut her teeth in marketing, working for a number of companies. Her last position was working as a marketing analyst for a well-known company manufacturing multi-purpose plastic kitchenware

You think you are not being diplomatic when you ask her age and she shoots an answer "I'm 33 years old. I'm not scared of my age. Maybe when I hit 40 I'll start getting scared"

Who says a woman never tells her age?



More blacks in top jobs — survey

Business Staff *MG 12/3/92*
BLACK, coloured and Asian men are moving into senior jobs, a survey by the Human Sciences Research Council (HRSC) shows.

But the number in these posts is still small when compared with the total non-white population and the number of whites in these positions

The survey, conducted last April, was aimed at determining the incomes, occupations and positions occupied by non-white male graduates and women graduates of all races

White male graduates were excluded from the survey.

Postal questionnaires were sent to 95 921 graduates and 29 109 completed questionnaires, equal to 30,3 percent

of the sample

The HRSC says the response rate was relatively good for a postal survey in which data concerning income were gathered

It can be accepted with a reasonable degree of confidence that the findings give a good indication of occupational income, says the HRSC

Altogether, 21 283 Asian, black and coloured men were invited to participate in the survey, of whom 4 616, or 21,7 percent, responded

The survey found that about half of them were employed in education-related jobs. Another nine percent were in medicine, five percent were accountants and auditors and eight percent managers.

(176)



BLACK MARKET

(176) FM 6/3/92

Brand loyalty in Soweto

The common image of Soweto youth as being a "lost generation" of violent, lawless people without hope may be a long way from the truth. Market researcher Gill Stacey, who spends much of her life trying to construct a more accurate picture of the black market, has done a myth-shattering study which she calls "Insight into Soweto youth."

Its results are summed up by this quote from a 19-year-old Jabulani youngster called Thabo: "Our toy-toying days are over. We are now looking for a future."

Stacey, who runs her own company, The Alternative Consultancy, specialising in black market research, spent 600 hours conducting in-depth interviews with 200 Soweto youngsters aged 15-25, to obtain a rare picture of the modern generation.

The results, while reflecting the deep-seated problems of crime, drugs, unemployment and social breakdown in black urban areas, also carry an uplifting message of hope. For the youngsters recognise many of the causes of their problems and are not short of sensible suggestions on how to solve them.

"The so-called lost generation has been reduced to a small minority," Stacey says. "Youths are disillusioned with party politicking. Only 5% of those interviewed attend political meetings or canvass political membership. However, 90% would vote ANC."

The picture Stacey paints is a startlingly familiar one of kids who love movies, buy Aramis and Gucci after-shave on their mothers' Edgars' accounts and read *Cosmopolitan*, *Fair Lady* or *Femina* for fashion tips, often scanning them in the CNA.

Only those with the lowest income and education levels are still under the sway of the older African traditions. Most feel these traditions will be swept aside as a totally new

type of African *persona* emerges.

They group themselves into distinctive but peaceable lifestyle cults, which marketers



Stacey youths disillusioned with party politicking

will be delighted to hear are defined to a large extent by their brand preferences.

The Pantsulas, for example, are a hip, self-confident group, distinguished by their swaggering walk and clothes — Brentwoods (trousers), tackies for informal wear, Crockett & Jones shoes for dressing up, both worn "tubeless" (without socks).

Stacey, an Englishwoman who holds a BA in industrial studies from Newcastle-upon-

Tyne Polytechnic, carried out a 1988 study of spaza shops for Perry & Associates, a management consultancy. She learnt Sotho and Zulu and uses her good grasp of township slang and urban black cultures to gain the confidence of her subjects. ■

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Black means black

I FEAR that some of the perceptions on black economic empowerment may lead us astray.

A few of these interpretations suggest that whites must be the life and blood of the campaign. Without them, it collapses.

This is wrong. Like charity, black economic empowerment begins at home.

When we talk of black economic empowerment we are talking of black economic nationalism.

Economic nationalism is nothing new, it has been with man throughout the ages.

It has enabled nations to shape and determine their destinies, and to feed and educate their people without having to go to other countries with an empty basket.

Donor countries will tell you what to do, as they are now doing with the Third World.

That is why some of these developing countries are stepping up their economic development, to the extent that South Korea, Singapore and other Pacific Rim countries, have made it to the top.

The struggle for global supremacy in trade and commerce is thus nothing else but economic nationalism.

However, this nationalism does not exist in a void, it is man's grassroots struggle for survival. Hence issues like unemployment are linked.

This brief and rather sketchy overview should

Sowetan 19/3/92

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It should be linked to what black economic empowerment is about.

It should be linked to our struggle for self-determination and expression. We must also be producers and employers.

To achieve this, we must disabuse ourselves of the notion that it necessarily means the transfer of assets from others to us.

I would like to believe it is the ability to create wealth. To create wealth one needs know-how. This know-how is taught in schools but, more importantly, it comes with doing the thing yourself. Experience.

For this reason I sympathised with Mr Mkhize, not his real name, when he lambasted blacks for buying in town when some of the goods and services they need are available in the townships.

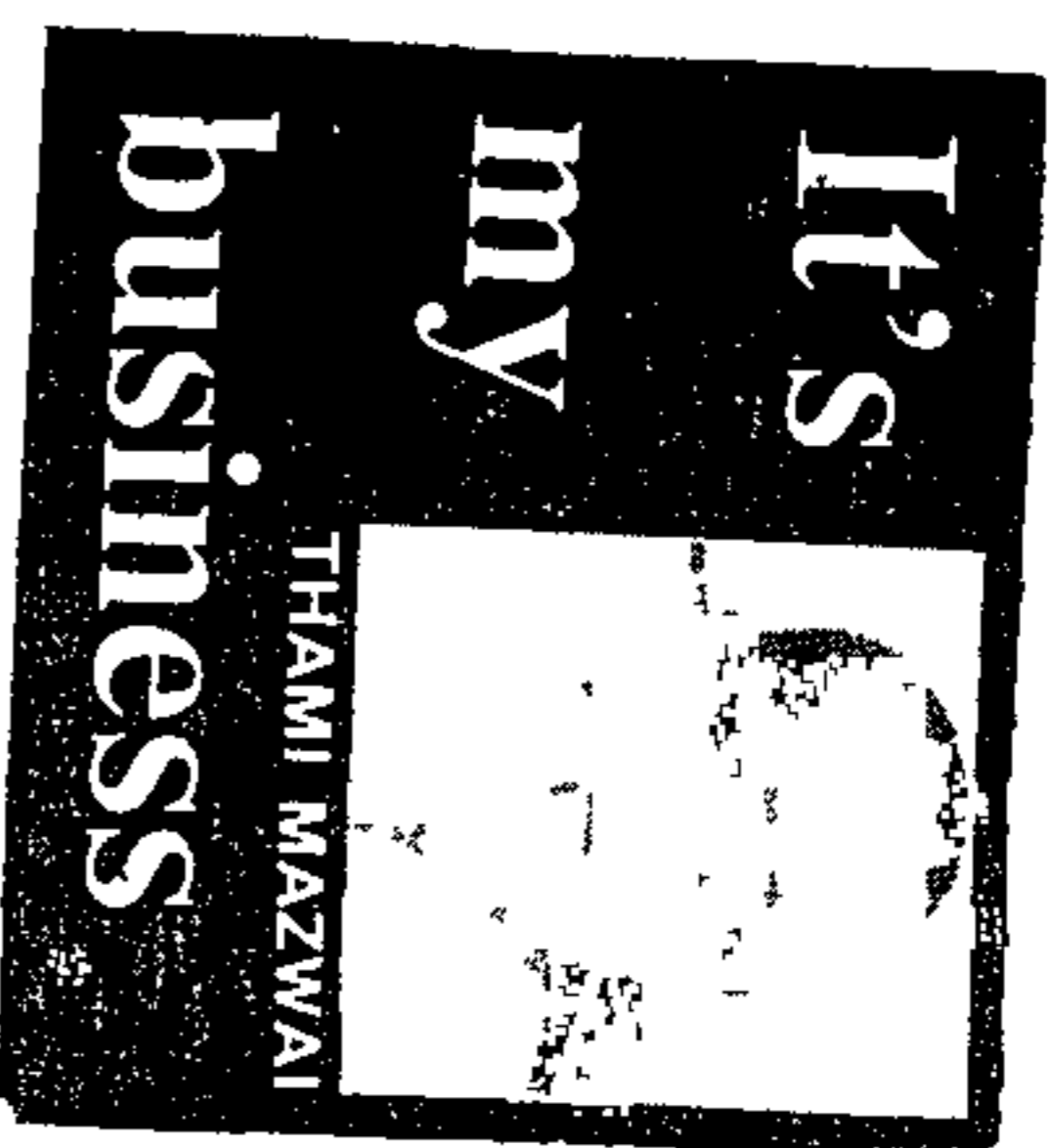
"How are we going to get to the top if our own people do not give us the chance?" he asked.

This is where the problem lies. Black political organisations, trade unions, community organisations are paying lip service to the struggle for economic empowerment.

They buy their furniture, T-shirts and stationery from white concerns when there are scores of carpenters and printers in various industrial parks.

Yet, when they speak at meetings they talk of their commitment to the upliftment of all blacks.

Our chaps will only improve if they get our orders, make goods and compete with each other until they can compete with white establishments.



ments. There is no other route to the top. Also, Mkhize told me, while blacks pay cash when they use white artisans, they ask for credit from blacks. After getting this credit, they still take a long time to settle. After all, the Mkhizes can't afford a collecting agency.

On the other hand, our entrepreneurs must also shoulder some of the blame. Their reputation as artisans is disappointing. If they hope to enjoy our confidence and support they must give us the service we are entitled to.

At least some, like Sy Mvubu a Soweto builder, are making it. But, this must be the rule, not the exception.

The way forward for black economic empowerment is developing a grassroots momentum in which blacks first go to the industrial park before going to town.

Whites have a role to play, after all they have the resources and expertise. But, we must first determine where we are going or we will just end up being their tool boys.

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Whites have a role to play, after all they have the resources and expertise. But, we must first determine where we are going or we will just end up being their tool boys.

Mabuza's

at the wheel

FUTURE Bank, South Africa's newest financial institution, opens its doors for business tomorrow with chairman Jabu Mabuza at the helm.

Self-confidence and determination led to Mabuza's rise to deputy managing director of South Africa's black economic miracle, the SA Black Taxi Association (Sabta).

Mabuza sees Future Bank as catering for black business, with its origins rooted in black business aspirations.

The bank, he says, is the product of years of struggle by black business.

He reminds you of where the black taxi industry was seven years ago.

In those days it was a struggle for blacks to enjoy necessary business tools like bank credit.

It was not unusual then for a black taxi owner to struggle to buy a R15 000 taxi.

Loaded questions were asked about his credit-worthiness.

What security did he have? Did he have any shares in a financial institution? Did he own a house?

"Banks asked such questions with the full knowledge that blacks did not have what was asked of them."

"Thus proved to me that bank credit at the time was not meant for blacks,"

S
CPres 1/3/92

Mabuza said.

Another problem area in these credit transactions, which stacked the odds against blacks, was the 60 to 70 per cent deposit demanded upfront.

"Sabta discovered that whereas the government was open about its policy of discrimination against blacks, big business was saying so much about the inequalities of the system but were in reality the worst exploiters."

That is when Sabta came to the rescue.

Through some hard bargaining Sabta and a leading bank became involved in an innovative credit financing scheme.

Mabuza glows with pride at the memory.

"We brought R5-million into that

bank.

"Within a year that figure became R25-million, then R100-million, until we hit R300-million."

"No wonder in 1989 the bank witnessed a situation where bad debt was just 0,1 percent."

"At that stage we were the best book they ever had."

One cannot help being impressed.

Much of the credit must go to Mabuza, 34, who has been in the taxi industry all his "working life."

Mabuza's University of the North law studies were abruptly ended when his driver father was retrenched from a Johannesburg civil engineering company and he went full-time into the taxi business in 1983 to support his family.

By 1985 the streetwise Mabuza had

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bought his first taxi.

The following year he was joint managing director of a travel agency - and owned three taxis.

His latest big challenge is to make Future Bank a success.

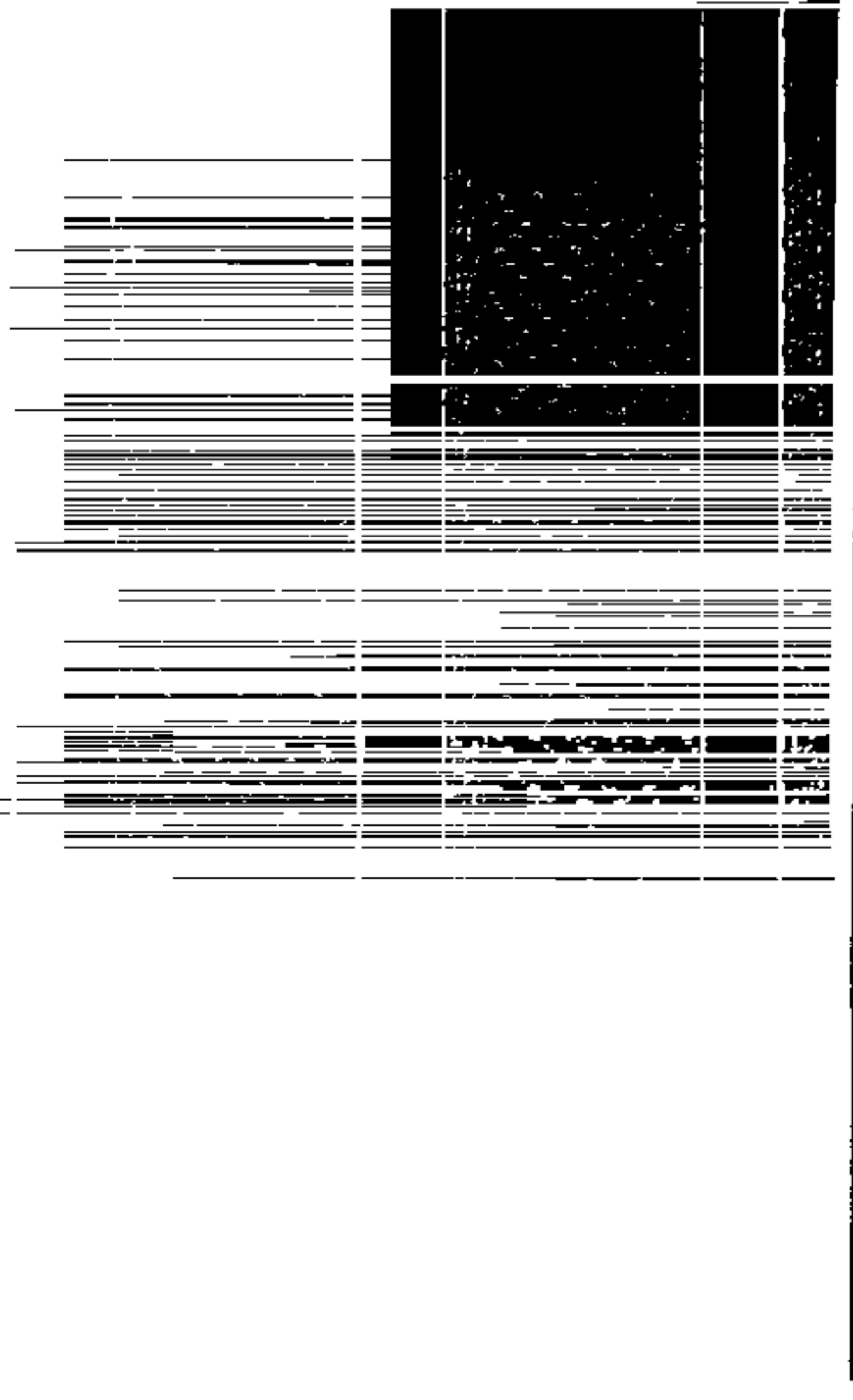
The words of US poet Edgar Guest describe Mabuza's conviction.

"There are thousands to tell you it cannot be done/ There are thousands who prophesy failure,/ There are thousands to point out to you, one by one,/ The dangers that wait to assail you/ Just take off your coat and go to it,/ Just start to sing as you tackle the thing/ That 'cannot be done', and you'll do it."

The bank is represented in Johannesburg, Pretoria, Durban and Bloemfontein.



IN THE DRIVER'S SEAT . . . Future Bank chairman Jabu Mabuza has come a long way since his days as deputy managing director of Sabta.



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The beauty of health

By SIZAKELE KOOMA

Sowetan 20/3/92

FIVE years ago Rosemary Matiti left her home in Maritzburg to seek fame on the stage in Johannesburg.

Today she owns a health centre in one of the city's exclusive hotels.

The 31-year-old beauty said she acquired the lease at the Downtown Holiday Inn only by chance.

She had been to the hotel once before and knew that they had gym facilities. She went the second time to find out if the centre had a sauna. That very day she was offered a job as an aerobics instructor by the two women who ran the centre.

"Two weeks later they told me they wanted to sell the business. They thought my experience and qualifications made me the right choice for a buyer. I took their offer," Matiti said.

Enterprising

This enterprising woman once held the titles of Miss Durban, Miss Ellennes and Miss Nafcoc, among others. She was given a year's tuition in a beauty salon as a prize in one of the competitions.

She later had an instructing stint at a gymnasium in Maritzburg.

"I knew my way around a fitness centre. My main task was to increase the number of regular customers and attract more people from the local community. Previously business had come from hotel residents and was infrequent.

Services

"I introduced a contract system and formulated a schedule to accommodate services like facial treatments, body massage and counselling on diet," she said.

When she took over the business last year in May, only six customers came in a day. Today the compact but well-equipped centre takes in 12 people in the daily afternoon aerobics classes. Trumpet and flugel horn player, Hugh Masekela is a regular client at the centre.



Rosemary Matiti - health and wealth

Pic JOE MOLEFE

"I have had quite a number of influential people. Transker's General Bantu Holomisa and Puerto Rican boxer John-John Molina, who were guests at the hotel, used our facilities," she said.

Her customers are mostly from the local community as well as fitness-conscious people resident at the hotel who use her facilities. The former pay R80 a month while the latter pay R10 a day.

The story of this cheerful woman is truly one of rags and riches.

She comes from a family of four. Her domestic worker mother, who called her Queen, died when the children were still young. Matiti and her sister entered beauty contests to earn a living.

"My mother had once worked for former Miss South Africa Sandra McCrystal. She was instrumental in my entering beauty contests. She would teach me how to walk and how to conduct myself in front of the judges. She was very helpful," she said.

Matiti was to later work as a sales representative for a hair product distributor whom she described as exploitative.

Her employer paid her a meagre salary and sometimes would not pay her at all, she said.

"I left him after I had been hospitalised with pneumonia and was not paid for the period I was away. I took my case to the manpower offices hoping to get some restitution. I didn't.

Acting

"I came to Johannesburg to do a year's course in acting and later got a part in the popular comedy series *S'gudi S'nays*.

"I went back to work for the hair product distribution company, which was now based in Johannesburg. But I left when I realised that things had not changed," she explained.

She was unemployed when luck struck her that day at the health centre.

She hopes to redecorate the place and install the steam bath that most customers want.

Call for end to violence

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By JOE MDHLELA

THE Centre for Black Economic Development has called for an end to violence so it could continue to promote "a spirit of entrepreneurship"

The CBED director, Mr Sam Muofhe, said his organisation's efforts were also hampered by unemployment and retrenchment, which had crippled the economy

"We see our children living without proper nourishment, indeed, often going to bed with empty stomachs,"

Muofhe said *Sowetan 20/3/92*

He said the spirit of enterprise among blacks had to be nurtured through grassroots organisations like burial societies, *mehodisoano* clubs and societies.

With violence so prevalent, it would be difficult to realise the vision espoused by the CBED, Muofhe said.

Bursaries for tech students

THE black-controlled National Sorghum Breweries have allocated R17 million to help finance needy and deserving black students, executive chairman of the company Mr Mohale Mahanyele said this week.

The bursary fund would benefit students at tertiary level with a bias towards technical qualifications

Mahanyele said details of the scheme would be released at a Press conference next month

The NSB was transferred into the hands of blacks in 1990. The company has grown in stature since then, showing growth and profitability

Mahanyele said the company had been neglected and

now that they have turned it into a profitable venture, "people who do not enjoy seeing blacks succeed throw a spanner in the works" ~~176~~ 176

He said there was demonstrable evidence that certain former white employees are out to sabotage processes in their plants *Sowetan 24/3/92*

"Homes and cars of our senior executives have been targeted for attack by bigoted whites who are not prepared to accept black leadership of the company

"They are out to destabilise good relationships between our black and white employees," he said - *Sowetan Reporter*

Taking on business world

SD welen 24/3/92

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By JOSHUA RABOROKO

ABOUT 12 graduate students, armed with a unique MBA from the Information Business Training Trust, (IBTT) will go about making their mark in the business world this week

The qualification has become known as "the township MBA" as it meets the needs of informal sector entrepreneurs

The programme's official name is One-Up Business Training. It is essentially user-friendly, bearing in mind that most trainees come from a severely disadvantaged background. Based on simple workbooks, it consists of eight modules covering the main aspects of informal sector business management.

This momentous day for the graduates has been facilitated by the Nedcor chairman's fund, whose sponsorship of R20 000 has paid for the costs of their tuition.

Perm's public affairs manager Mr Theo Coggin was on hand to present the cheque to Mr Tony Davenport, the

IBTT executive trustee Perm, a division of Nedcor, will become involved on the fund's behalf.

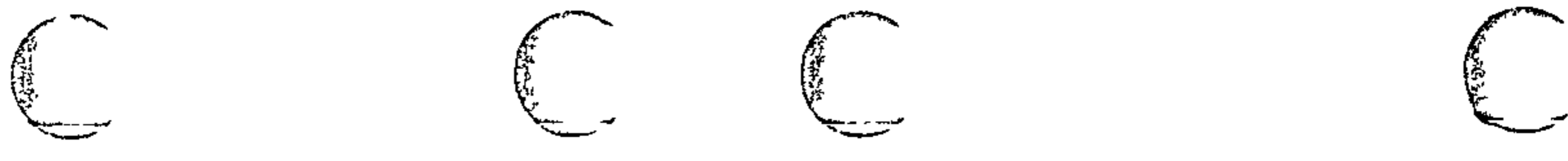
"With almost six million people unemployed we need to make a concerted effort to educate the informal sector businessmen with basic skills.

The SBDC estimates that this sector accounts for 30 percent of South Africa's gross national product (GNP), Coggin said at the graduation ceremony.

He said "The One-Up Business Training is not just a course. It covers the basic skills needed for basic numeracy and literacy in the South African context.

"Calculator skills, costing, merchandising, managing cash flow, forms part of this month-long course — skills that are sadly lacking in areas like the spaza shops."

The course costs R300 for each student. The student's fees are covered by sponsorship like that of Nedcor.



Drought has emptied the classrooms

Sowetan 30/3/92
By DON SEOKANE

LACK of water in Venda has disrupted classes at Tshisimane College of Education

Students at the college stopped attending classes from March 19, citing the shortage of water as one of the reasons for the move.

A spokesman for the Venda department of education confirmed that classes had been brought to a halt at the college, but said the college had not been closed

Students would resume classes as soon as the problem of water had been solved

The spokesman said for the past two weeks a repair team from the homeland's department of works was at the college's campus trying to rectify the situation

He said "The situation has been worsened by the current drought affecting the whole country. The local spring, which supplies piped water, is said to be drying up and the boreholes are out of water"

The spokesman, however, confirmed that the efforts to normalise the situation at the campus were unsuccessful

Venda has been hit by a severe drought with some villages being subjected to a water ration

Gomomo warning on the economy

Sowetan 30/3/92
COSATU president Mr John Gomomo on Saturday called for worker participation in the restructuring of the economy and urged increased pressure on authorities to back demands for an interim government and a constituent assembly

"If we allow the unilateral implementation of the present Government's programme, we will face an economic wasteland by the time a democratic government is elected," Gomomo told the union's economic policy conference in Johannesburg on Friday

"An interim government and a constituent assembly is not a *fait accompli*. We still have to apply pressure to achieve these demands

"Organised labour should set the pace," he said



CONNIE SIZAKELE NKOSI

Living life in the fast track

Sowetan 20/3/92

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By SIZAKELE KOOMA

CONNIE Nkosi is not frantic about working for a parastatal institution that is partly blamed for the raging violence that has claimed hundreds of black lives in commuter trains

The first black woman to receive an MBA degree, she was recently appointed to the all-male manage-

ment team of the South African Rail Commuter Corporation (SARCC)

Position

Nkosi is the corporate communications manager of the SARCC, a position she said entailed a bigger responsibility than she has

had before and a position she also hopes to use to neutralise the controversy that presently dogs her company

She believes the task she has set herself is not impossible. She reminds *Sowetan* Woman that she helped launch the Permanent Building Society to the black community of Soweto and maintains that was not easy

'Most black people thought the Perm was an Afrikaner institution and it was hard making them see through the stigma,' Nkosi said

'I know there is a lot of bitterness among people about the situation in the trains. The corporation is genuinely trying to solve the problem and I came here because I believed I could influence them in the right direction,' she said

Disbanded

Nkosi said the SARCC was spending a lot of money on security, buying metal detectors for example and was talking about reintroducing the railway police force which was disbanded in 1986

'There is also a plan to upgrade the stations and make the service user friendly to increase commuter satisfaction. We will also put up shops and hawkers stalls, an exercise that will benefit both our commuters and black business people,' Nkosi explained

She also believes that communication is another tool that could be used effectively to improve relations between her company and the target public. She has held discussions with women community leaders and professional males to find out what the SARCC can do to remedy the situation in the trains

Affable

The affable mother of two sons is confident that one, if not all, of her company's formulas will work

Nkosi joined the SARCC four months ago. Prior to that she was running her own business. She is also director of the Black Management Forum, an organisation which seeks to uplift black people who are in management positions

She is often confused with another Connie Nkosi, a former Tsakane councillor



ARIES March 21 - April 21

Your inherent optimism could be the cause of your downfall regarding career and commercial affairs unless it is coupled with caution. Be realistic and practical. Take care not to misread people and situations during this round.

TAURUS April 21 - May 21

A largely unproductive period is indicated for you as you wrestle with your ideals and principles, perhaps get lost in a maze of thoughts or daydreams. Try to put lofty desires on hold in order to get to grips with real issues.

GEMINI May 21 - June 22

Co-operation and support will both be hard to come by. Save your requests for a more favourable time. Watch out for people who try to take advantage of your knowledge. You really afford to confide too freely in anyone.

CANCER June 22 - July 23

Expectations and promises may not be met and some of your existing arrangements may fall apart. Problems are likely to be spread across the commercial and domestic areas of life. You will have to grit your teeth and fight back.

LEO July 23 - August 24

You certainly need to analyse work situations carefully before making any vital moves. Should double-check facts and figures for accuracy. Your health could bear some extra attention at this stage so improve your living habits.

VIRGO August 24 - September 23

Avoid involvement in risky enterprises. Speculation could be a losing game. Prudence is also recommended in your dealing on all levels. Matters of the heart may not run smoothly. A misunderstanding may be difficult to resolve.

LIBRA September 23 - October 23

You may not find real comfort anywhere at this juncture, not in your family sphere nor in your closest relationships. Your own attitude may be rather stern and could invoke aloofness and indifference in usually good allies.

SCORPIO October 23 - November 23

Take care not to get at odds with yourself. Inner confusion may prevail as you wrestle with your conscience over something you should or should not have done. Your thinking may go awry and could result in doubtful decisions.

SAGITTARIUS November 23 - December 22

Romance and finance could be the issues which play on your mind for a while and you may not easily find the answers to the questions which cause your anxiety. You are unlikely to obtain worthy advice on such matters just now.

CAPRICORN December 22 - January 21

Your most pressing need is to sort out a family or household matter before the situation becomes completely untenable. In order to do so successfully, you will have to examine your own attitude and adjust your point of view.

AQUARIUS January 21 - February 20

Restlessness and doubt are liable to result from the current planetary pattern. Your power of concentration may be rather poor and decisions could be difficult to make. Differences with close relatives will begin to surface.

PISCES February 20 - March 21

It seems likely that providence will continue to play a strong role in your affairs, allowing you too little free will while subjecting you to trying circumstances. Do not expect to get co-operation from your usual sources.

If today is your birthday

A taxing twelfth month is in store for you and you must swiftly settle issues which are currently on your agenda before taking on other responsibilities. Several demanding experiences should strengthen your character and resolve.

Nasasa aims for empowerment

Sowetan 9/4/92

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AS an avid reader of *Sowetan* and the president of the National Stokvels Association of South Africa, I would like to commend this newspaper for constructive reporting.

We at Nasasa believe that the general public is entitled to access to information regarding our activities. It is in that spirit that we accept the invitation to clarify the deal in question with alacrity.

The Foundation for African Business and Consumer Services held a conference on how to translate black economic empowerment into reality in September 1990 at Midrand, near Pretoria. Mr Thami Mazwai was there.

Theory

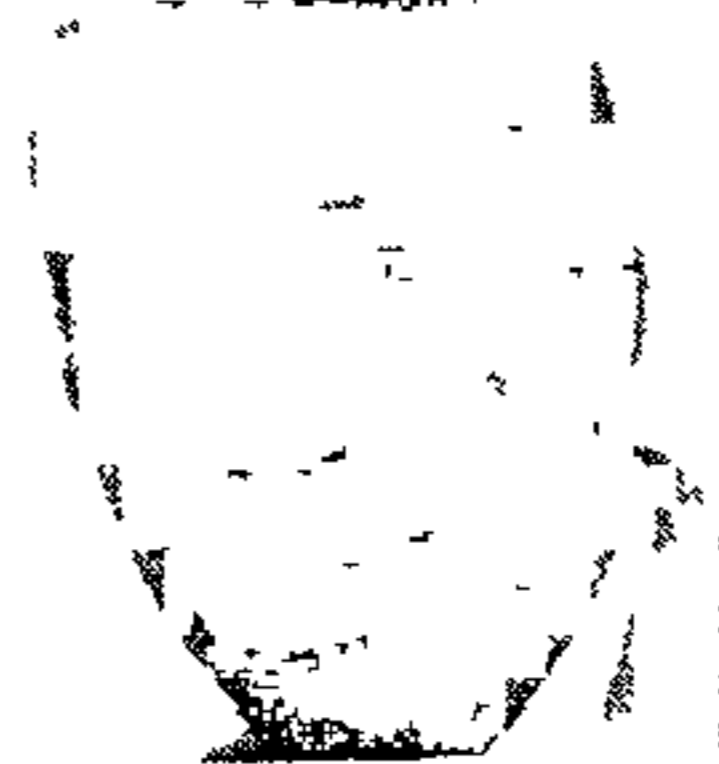
Reporting on the conference, the *Sowetan* (October 1 1990) stated: "They (Fabcos affiliates) specified areas in which joint ventures could get off the ground. This should happen frequently. For far too long we have had conferences on black economic empowerment which were all theory and intellectualism."

Resources

"Lack of resources and skills are a shortcoming of black business. On the other hand, whites have the capital and resources but do not have easy access to the black market."

"Black and white must now establish joint ventures and utilise each other's strengths, to the benefit of both. Once again, hats

This is a response from **ANDREW LUKHELE** (right), president of the National Stokvels Association of South Africa, to comments by **THAMI MAZWAI** in his *It's My Business* column.



LUKHELE

off to Fabcos for a start in the right direction."

With regard to a business deal between Nasasa and Avbob, one fails to contain the frustration over the inconsistency being displayed when we look at the success of the Afrikaner nation as a role model in business.

When the Afrikaner built their nation, they formed the Broederbond, which was jeered and placed under suspicion by non-Afrikaners. But it worked. Today we have Afrikaner banks and other institutions, such as Avbob.

Opinion

It is very important that one should understand the depth of mistrust in the black community when it considers the role of white business during the apartheid era.

In my opinion, established business should aim to develop a new relationship between itself and emerging black business so as to help today's informal sector become a significant player in the mainstream economy.

The process will not be easy. I am also aware of the

past hostility between black and Indian funeral undertakers. In the middle of the crossfire is the black bereaved family, or broadly, the whole community.

Venture

I am not convinced that the Indian funeral undertakers operating in black areas have any joint venture relationship with blacks.

Last year on TV, a black man representing an umbrella body of black undertakers, refused to regard their operations as a business. I was not surprised when the "opposition" unashamedly stated that they are in business.

Who determines which undertaker the bereaved family should appoint? Does the colour of the undertaker or his service serve as the key feature to be considered?

Burial

One question raised by *Sowetan* was that as Nasasa represents stokvels and burial societies and does not have funeral undertakers as members, how does it benefit?

We have discovered that most stokvel members are not covered against death through funeral policies. Even those who belong to burial societies have raised some reservations that the money is often insufficient to cover expenditure.

Launched

Nasasa has recently launched a funeral scheme of R6 a month per family which is meant to help to share the risk with an insurance company. The policy is in no way designed to replace burial societies, but merely to supplement them.

The next step is to protect our members from using their lucrative funeral scheme to benefit people who are not sensitive to the idea of serving them well.

Last year I received a letter from Avbob via Mr Jabu Mabaso, the managing director of the marketing arm of the organisation, which contained a proposal for a working relationship with Nasasa. The proposal came through a Fabcos coordinator.

Explore

The executive will explore involving our members in running funeral undertakers in a manner that will generate more income for them.

Our objectives are to assist and encourage stokvels in starting business ventures and co-operatives.

Nasasa will play a role in introducing stokvels to the world of business. We are totally committed to black economic empowerment.

Business urged to find jobs for ex-political prisoners

HUNDREDS OF ex-political prisoners are struggling to find a niche in the cramped South African job market. As a result, the Association of Ex-Political Prisoners of South Africa (AEPP) has appealed to business to accommodate them.

Mr Norman Yengeni, the association's Western Cape director, said this was an opportunity for business to "regain its lost credibility both internally and internationally".

"We would like to see business engaging in more affirmative action to help solve the injustices and inequalities created by apartheid.

"We would appreciate such intervention by the 'haves' to convince the 'have-nots' that we are so interdependent that neither side can exist without the other"

The AEPP is also involved in establishing self-employment schemes such as brickmaking and sewing

Yengeni said grants were helpful in the short term, but could cause insurmountable welfare problems. Projects that rose above the dependency syndrome should be created.

Apart from seeing to welfare grants, the AEPP also informs members about bursaries and medical assistance, provides a



Norman Yengeni

field work service, visits members in prison and mental institutions and refers them to consultants to help them get jobs.

The association was formed in February 1990 and has been financed by the SA Prisoners Trust, the World University Service and several private sector organisations and businesses.

Can't find



Harry O
backs new
business
programme

SI Times

(Capri/Mela) 12/4/92

THE Associate in Management (AIM) programme launched by the University of Cape Town Graduate School of Business (GSB) deserved the support of the private business sector as it helped business people disadvantaged by apartheid

This was said Mr Harry Oppenheimer, chancellor of UCT and former chairman of Anglo American Corporation, when he formally opened the new GSB Breakwater Campus on the Waterfront this week.

"The programme aims at rather younger members than does the Master of Business Administration (MBA) course, and takes into special account the needs and problems of those who have been disadvantaged by the restrictive apartheid-orientated policies of the past," he said

"This is just the sort of initiative that is urgently needed to develop entrepreneurship in a broader way and to help the economy grow

"It will contribute in an important and practical way to the gradual elimination of inequalities and injustices in our economy"

Thrashing out the future SA

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CP/12/4/92

Redistribution and Affirmative Action: Working on South Africa's Political Economy edited by Pierre Hugo (Southern) – R39.99 (incl VAT).

FROM the minute the reader's appetite is whetted by five choice quotes, Hugo has mapped out the route this thought-provoking book will take.

He achieves what he has set out to do admirably. The book's 14 chapters, with contributions by some of SA's finest minds, make this another milestone in the debate about two critical policies that will haunt a post-apartheid SA.

The message contributors bring across is that redistribution of wealth and affirmative action will not be easy. Forget what the politicians are telling us. Instead read, think and examine the implications redistribution and affirmative action pose for a new SA.

Vincent Maphai of the University of the Western Cape looks at the civil service and affirmative action. He warns that discussion on these two topics tends to centre on how to incorporate blacks into this "gravy train" in a post-apartheid SA.

Marshalling his facts and argument in an ordered fashion, Maphai warns of the pitfalls that lie ahead. We are cautioned against too many expectations.

Albie Sachs, ANC Constitutional Committee member and honorary professor at the Universities of Cape Town and Western Cape, is sobering when he examines "affirmative action and good government".

Some of the other writers include eloquent voices like Lawrence Schlemmer, Charles Simkins, Christopher Torr, Robin Friedland and Wolfgang Thomas.

Council jobs safe

WILSON ZWANE

EMPLOYEES of the National Road Safety Council (NRSC) will not be affected by the Transport General Amendment Bill tabled in Parliament on Monday which effectively abolishes the council.

The Bill proposes that in the place of the council, the Transport Minister determine road safety, with the Transport director-general taking over the council's functions.

An NRSC spokesman said yesterday no employees would be retrenched. "We have about 150 employees and they will all be absorbed by the Transport Department when the council goes."

The council's abolition was among recommendations made by the Commission for Administration following its investigation of the Transport Department.

SAIM president is named

ANGLOVAAL industrial and community relations director Zulu Wells Ntuli yesterday became the first black president of the SA Institute of Management (SAIM)

Ntuli, 46, appointed to SAIM's highest office at the institute's AGM in Johannesburg last night, had been chairman of its development board for the last four years.

"Wells Ntuli has earned his new role by virtue of the considerable achievements in the development board over the last few years. We are proud to have him head our organisation," said SAIM executive director Morris Cowley.

Ntuli was a participant in the executive development programme at Harvard Business School in the US, and holds a bachelor of administration degree from Unisa.

His awards include the Outstanding Young South African Award from

THEO RAWANWA

Jaycees (Durban 1975), USA Exchange Award from Usis (1975) and the Presidential Award from the Institute of Personnel Management (1987)

Ntuli's portfolios include the chairmanship of Protec and directorships of Katlehong Industrial Properties, Janssen Pharmaceutical and Palabora Mining.

He also serves on the Selfsa Council and board of management, the SA Board for Personnel Practice, the Board of Governors of the Urban Foundation, the Regional Council of the US/SA Leadership Programme, the Black Management Forum, the Selection Committee for Rhodes Scholarships in SA and the advisory committee to the Centre for Policy Studies at Wits University.

Ntuli succeeds John Simpson of Cape Town as president of SAIM

I DO not as a rule respond to people who attack the points I make in my column. Their views are part of the debate.

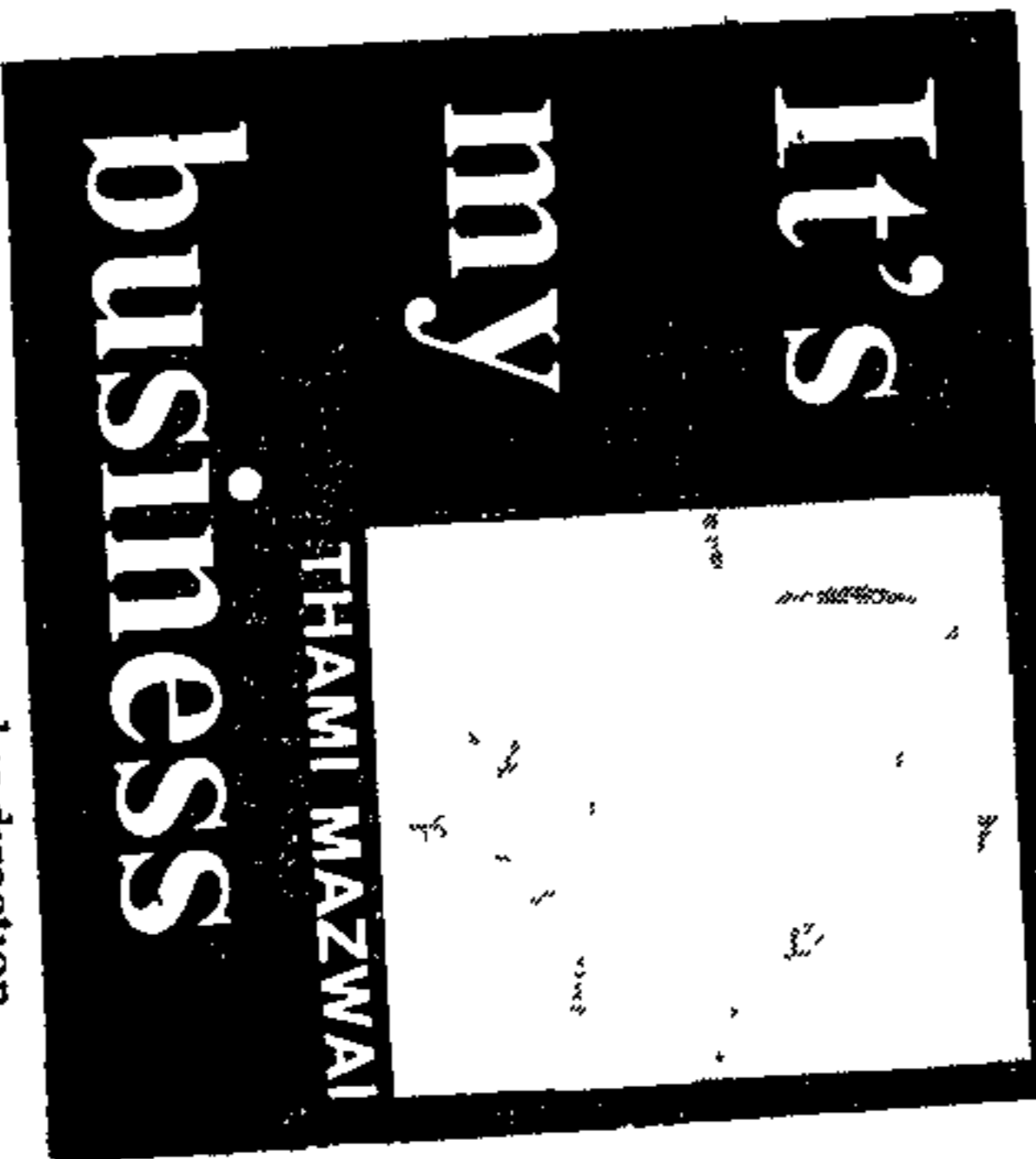
However, as joint ventures are an important strategy for the future, I must challenge Khehla Lukhele's response in last Thursday's *Sowetan*

Six weeks ago I said the marriage between the National Stokvels Association and Avhob had nothing to do with black economic empowerment.

Nasasa was helping a white organisation into black areas when black funeral undertakers were not being assisted into white areas.

Lukhele says I was wrong as his members now have a good funeral scheme from Avhob. He argues we can only learn how the Afrikaner empowered himself economically by working closely with him. We must forget the mis-

A clear definition of empowerment needed



trust of the past. In all fairness to Lukhele, we could not use his article in full, but the above summaries it. Today I am throwing further thoughts

in his direction. Joint ventures are not anything new. They are found all over the world and are now flourishing in Africa between multina-

tionals and indigenous entrepreneurs. Says Keith Marsden, a consultant with the World Bank "African entrepreneurs came to the conclusion that they could introduce new technologies or break into markets more efficiently by securing the long-term commitment of foreign partners with experience, expertise, and established distribution channels in selected fields."

... all the entrepreneurs spoke warmly about their active collaboration with foreign-owned companies as suppliers and customers. "They do not always

welcome foreign investors as competitors, but they appreciate the help received from those with whom complementary relations are established."

Thus, for a joint venture to be credible, the following conditions must at the very least be met:

- Both parties must be entrepreneurs,
- They must be in the same sector, and
- Both must benefit from the relationship as entrepreneurs

None of these requirements is met in the Nasasa-Avhob marriage. Lukhele stresses the benefits his members get but,

any merchant offers bargains to his customers, more so when they have millions to spend. The benefit Nasasa members get is thus a discount. Are the many winter and summer discounts offered every year thus empowerment?

The R5 000 or so Nasasa gets from Avhob is, as far as I am concerned, an agent's commission paid in advance. The whole philosophy of

joint ventures has to be spelt out in more detail. We are getting definitions that suit what people are doing. What Lukhele is doing is far from what was said at the Fabcos conference in Midrand that I attended. From what was said, black entrepreneurs must link up with their white counterparts. The white organisation shares its know-how and experience with the black entrepreneur, and the black entrepreneur helps the white organisation expand its market.

This then becomes a win-win relationship, unlike in the past when white businessmen expanded into our areas with little concern for the local businessman. Other views on the Nasasa deal are welcome. Want to try?

Sowetan 16/4/92

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Jabu Mabuzza "Only in the '80s did black taxi owners start going to the banks to seek finance"

Until recently, the only way a prospective black taxi owner could receive finance for the purchase of a new vehicle was to prove that he did not need the money.

According to Fabcos chairman Jabu Mabuzza, only in the '80s did black taxi owners start going to banks to seek loan finance for their vehicles.

And, he added, it was only after intervention by the South African Black Taxi Association (Sabta) in the latter part of the decade that the finance houses began to advance loans in a big way.

The outstanding success of the Fabcos-affiliated Sabta's Foundation Scheme with Wesbank paved the way for the formation of a fully fledged black bank that would be responsive to the needs of black clients.

Mr Mabuzza recalls, "From 1989, when the first taxi association was formed in the East Rand, until the late '70s black people never went to banks to help them purchase their vehicles.

"If you remember, the image of a taxi was that of a delapidated Valiant or Chevy," he said. "Taxi owners used second-hand vehicles and they did not go to the banks for finance. It was only after the introduction of minibus taxis that bank finance became widely available."

Before then, Mr Mabuzza said

Success of Sabta

Scheme paved the way

STAN 23/4/92

there was an unwritten rule that a bank manager would grant finance to a black person only after giving eight or nine loans to white people.

When a black person went to a bank, the credit application form would ask what collateral they had. They would ask whether the person's father had shares.

Black people, who were not entitled to own land or property in urban areas would even be asked if they owned any properties.

When, by some miracle, the black person managed to pass through this hurdle he would be asked to put forward a 60 to 80 percent deposit on his vehicle.

The first insurance premium he had to pay was frequently half of the capital price.

After that the black customers were subjected to the highest interest rates possible. "To get financing you had to

prove that you did not need the money," Mr Mabuzza says.

In the early '80s Sabta held constant discussions with the major banks and First National Bank subsidiary Wesbank was the most receptive.

After a while First National decided to try Sabta and give them the benefit of the doubt.

"They gave us R5 million. Within six months we had R25 million. A year later we had another R25 million. In 1989 the Sabta book at Wesbank was worth nearly R200 million and bad debts were less than one percent of this figure -

First National realised that they were on to something," Mr Mabuzza says.

The Sabta Foundation Scheme was unique because it adapted the stovetop concept of collective responsibility to the vehicle-financing area.

The scheme does not attempt to determine the creditworthiness of the client in terms of

normal credit-granting criteria. It only insists on a clean credit record and paid-up membership of Sabta.

The usual deposit required on this type of deal is not credited to the buyer's account, but to the Sabta Foundation Fund.

This has resulted in lower deposits being called for, and has enabled credit to be granted where it might otherwise have been declined.

The effects of the scheme are twofold. While the taxi owner is not faced with a prohibitive deposit, the cash which accumulates in the foundation earns interest and is used to bolster the fund which underwrites any bad debts.

The car is leased back to the group, who find a driver. The debtor is barred from obtaining another permit.

The scheme also requires comprehensive insurance and as a result of the underwriters having spread the risk, the

foundation has managed a reduction in annual premiums.

After the success of the scheme, Mr Mabuzza said, Fabcos realised that there were two weaknesses that were hindering blacks in their endeavours to enter the mainstream.

These were lack of skills in the black community and lack of access to capital.

"We realised we had numbers on our side, but this advantage was being used to our disadvantage.

"Pension funds would use our savings to invest in shopping centres in exclusive suburbs while investments in our townships were regarded as risky."

"Black savings at the major banks were also being used to advance loans to mostly white people.

"After inviting a number of banks to make presentations to us, we decided on First National as a partner in forming our own bank.

Marketing: Lindiwe's own medicine

Star 23/4/92

Marketing manager Lindiwe Kubheka, the most senior black person at Future Bank apart from the board members, always wanted to become a doctor.

Because she was good at the sciences, her teachers encouraged her to become a doctor, she says.

"In those days in the black community you were either a doctor, a lawyer, a teacher or a nurse. There were no other role models. Most people had a limited knowledge of available career paths. If you were good at the sciences, choosing a career

was simple you became a doctor. It affected me, because I began to fancy myself as a doctor."

After matriculating, however, she went to work for five years in an accounting position. She worked for a few companies in accounting positions, before deciding, in 1983, to go to Vista University to study for a bachelor of commerce degree.

After finishing her degree she spent five years at the firm as a marketing research executive.

In May last year she was employed by a tupperware company as a marketing analyst.

Bank aims to train its own management

Although it is a black-owned bank, all the top positions at Future Bank are held by whites.

Managing director Neville Watchurst explains "There are a number of reasons, and most important is the fact that there is little banking experience in the black community."

"Few black people have managed to achieve senior status in conventional banks."

A management agreement exists between Future Bank and First National whereby the bank will be managed for a period of 12 years.

Of the bank's 57 employees, the top 16 have been seconded from First National subsidiary Wesbank.

"We have two objectives to find the right people and train them to be skilled bankers who will be able to take over the top management positions, including mine."

"One of these days we will not only have a black-owned but a black-managed bank as well," Mr Watchurst says.

The bank's other 41 employees in Johannesburg, Pretoria and Bloemfontein are mostly black.

"They were recruited from all walks of life. Some had banking experience, but most

had zero banking experience. "We did not restrict ourselves to people with formal banking experience. Instead we chose people we thought had the potential and could be trained."

"It is difficult to find the kind of person we are looking for because it will take a certain kind of person to succeed here."

"The big banks have large client bases and established procedures. The environment in the big banks is very comfortable and the people will behave accordingly."

"We need exciting people who will go out and market our products."

Nobody at the bank will be talking about equal opportunities. Mr Watchurst says "To me it is an old, somewhat trite phrase."

"It also smacks of tokenism. If it is fashionable to have a lady, you go and get one, and the same if it is fashionable to have a black person."

"What we are saying is that no matter whether you are black, white, male or female, the opportunities for advancement will be exactly the same."

"We are a brand new company and everyone has started at the same time. It is up to the staff to prove themselves."

She joined the Future Bank last month.

Explaining her decision to join the bank as marketing manager, she says "Marketing is a comfort zone for me, with all my previous experience in the field."

"The position was also attractive because it gave me a wider scope. I am involved in all spheres of the marketing function — research, product development, advertising, public relations and so on."

How will she cope in the banking world? "The secret is that I have both brown and blue

eyes," she jokes.

"More seriously, though, with my training and work experience in marketing and banking I understand the formal First World environment."

"Coming from a disadvantaged community, I also understand this world's banking needs. I am able to see potential gaps in less formal markets and turn them into good business for the bank."

"On her experience at the bank so far, she says "It is a brand new company. We are still learning to crawl together."

Lindiwe does not believe in talking about "black business" and "white business."

"We are a bank for all South Africans. If we were to be a bank for black people, we would land ourselves in problems."

"In SA we have reached a point where markets are segmented not by colour but socio-economic conditions."

Lindiwe says she still has a lot to learn. She would eventually like to see herself and other black people in the bank advance to more senior positions.

"For the first time in South Africa it will be possible to integrate such an operating system with the latest imaging technology."

"If someone has a fax machine he will be able to do business with us from any part of the country."

"A dealer, for example, will merely fax an application into our system."

"A copy can then be placed in system using the imaging technology and the operating systems are updated at the same time," he says.

Mr de Smidt says that while the technology is widely available in the country, separate imaging systems exist along separate operating systems.

"We have managed to combine the two," he says.

Mr de Smidt says the technology will increase the bank's ability to provide a superior service.

"It will also enhance our ability to generate new business. As long as a client has a fax machine he will be able to deal with us from anywhere in the country."

"The technology is also very user friendly, cost effective and flexible in that it is able to adapt to user requirements at very short notice."

The Future Bank has acquired the latest and most appropriate software available on the market.

This will give the bank a significant advantage over competitors in the important early part of its life.

The Future Bank general manager, administration and collections, James de Smidt says their IBM Risc 6000 computer system has

● A general ledger system

● An investment system for fixed deposit and other accounts.

It will be able to produce immediate systems with interest calculations for clients anywhere in the country.

● An instalment debtors system that will monitor all loans and produce, on demand, all necessary statements.

● A new business system.

A unique feature of the system is that it is fully integrated and can operate separately.

Alterations to the investment system will be immediately updated on the general ledger system.

The system also has what Mr de Smidt believes is another feature that is unique in the country.

Fast rising Marketing manager Lindiwe Kubheka, the most senior black member of staff

apart from the board members

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Bank aims to train its own management

STAR 23/4/92

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Nobody at the bank will be talking about equal opportunities Mr Watchurst says: "To me it is an old, somewhat trite phrase

"It also smacks of tokenism. If it is fashionable to have a lady, you go and get one, and the same if it is fashionable to have a black person.

"What we are saying is that no matter whether you are black, white, male or female, the opportunities for advancement will be exactly the same

"We are a brand new company and everyone has started at the same time. It is up to the staff to prove themselves"

New agency clinches account

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Seven advertising agencies were allowed to pitch for the Future Bank account, and it was newly established all-black agency Herdbuoys' approach that impressed the most.

"We did not just choose them because they were black. They truly understood the bank's mission more clearly than the other competitors," general manager, marketing, Phillip van der Heever says.

The modest advertising budget will restrict to some extent the ability to go over the top in terms of TV advertising

The strategy is to concentrate on Radio and print. Slots have already been flighted on Radio Metro, Bop and 702 and the intention is to attract "the influentials" in the hope that benefits will cascade down to the broader public.

Herdbuoys MD Peter Vundla believes his company clinched the account because of the creative work they gave the bank.

"In addition our strategic positioning of the bank came from a deep and clear understanding of the bank's main markets"

"We understood the frustrations black people encounter at the major banks and our research backed our views, hence the decision on the slogan "The bank with a new attitude"

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Jabu Mabuza . . . "Only in the '80s did black taxi owners start going to the banks to seek finance."

The political settlement being worked out at Codesa will remain meaningless until it is underpinned by a sound and stable economy in which all population groups will take part

This is the view of Future Bank chairman Jabu Mabuza who also observes that white South Africans are somewhat reluctant to talk about black economic empowerment although many are beginning to accept the inevitability of a dilution of their political power.

Mr Mabuza notes that black empowerment has three legs — political, social and economic.

"It is disappointing to see that the process to empower blacks politically is being overtaken

Economic reform (176) needed — Mabuza

STAR 23/4/92

by the efforts towards economic empowerment"

When talking about black economic empowerment, Mr Mabuza stresses that he is not just talking hot-dog vendors and spaza shops. "We want to enter into the mainstream of the economy.

"We also want to create our own economic giants, our own Sanlams and Old Mutuals," he says

"To do this we need help from white South African corporations in the same way that First

National helped us to set up our bank."

"More joint ventures like this one will be needed to underpin any political settlement."

Mr Mabuza says black communities need such role models. "Until this happens, the majority to whom a future government will be answerable, may not support leaders who advocate free-market economics."

"While we appreciate charity by the way of hospitals schools and so on, the business sector must make more investments in developing black businesses"

Post-apartheid era faces great challenge

Sowetan 24/4/92 176

POST-APARTHEID Southern Africa faces an enormous challenge of turning the transport sector into a vehicle of real economic empowerment.

This was one of the views expressed by many leaders during the annual meeting of National African Federated Transport Organisation (Nafto) held in Johannesburg last week

They said South Africa was on the verge of an era which promised a better future for transport and related organisations such as Nafto and the Southern Africa Black Taxi Association, and indeed the entire Southern Africa

It should be noted that economic performance of sub-Saharan Africa, and in particular its transport component, has left much to be desired

In this sub-region apartheid has been chiefly destructive on the economic and social nucleus, especially on transport networks in the SADCC sub-region

The new political era dawning on South Africa will provide Southern Africa with a golden opportunity to release its full potential of realising the dream of creating a Cape-to-Cairo transport network

Change

The opportunities are further enhanced by the "winds of change" in the sub-region

These are manifested in the growing role the private sector is assuming in the economy, the emergence of a bigger voice for professionals and renewed determination by Southern African countries to take charge of their own destiny

Among the leaders who addressed the conference, whose theme was "Opportunities and challenges facing the new South

FOCUS

Africa - the role of transport in economic empowerment", were presidents of the ANC Mr Nelson Mandela, the PAC's Mr Clarence Makwetu, Azapo's Mr Pandelani Nefolovhodwe and Nafcoc's Dr Sam Motsuenyane

International participants included the secretary-general of the Preferential Trade Area for Eastern and Southern African States, Dr Bingu Wa Mutharika, and the director-general of the Eastern and Southern African Management Institute (Esami), Dr Kasuku Mutukwa

Joint ventures

The opportunities and challenges were aptly put by Mutukwa when he said "There are now massive opportunities for investment, for joint ventures, for facilitating free movement of goods and people in respect of all modes in the Eastern and Southern Africa sub-region"

He said a healthy political dispensation in South Africa might allow the sub-region's economic interdependence and overall growth taking advantage of the country's (SA) industrial and technological skills

Second, substantial infrastructural facilities have been provided whose usage could be free from the political restraints of the past

Third, a wider market and a joint approach could increase the bargaining power of the sub-region

Fourth, given trade liberalisation, increased opening up of trade

By JOSHUA



RABOROKO

and therefore transport demand between South Africa and the sub-region, the transport integration would take place in an environment better disposed towards regional co-operation both at continental level and at the second-tier PTA level, where Esami was recognised

He said Nafto trucks and buses should be able to go as far as the equator and beyond. Indeed, he added, in these changed time, the "dream of Cape-to-Cairo" transport services is within reach

"In pursuing various strategies bent on the realisation of her objectives, Nafto can count on the support of Esami. We are putting our management development programme and consultancy services at the disposal of the new South Africa"

Revenue

Mutharika said "It is a well documented fact that the Republic of South Africa dominates the markets of the sub-region, especially those of its neighbours and beyond, to which it exports manufactured and other goods. And in turn these countries are an important source of revenue for South Africa's trans-

port sector, especially its harbours and railways

"According to SADCC estimates, total trade between its member countries and South Africa amounted to 6,5 billion US dollars as compared to intra-SADCC trade of less than 2 billion dollars in 1986"

Mutharika said a trade-related area of co-operation between the PTA and post-apartheid South Africa was the creation of Eastern and Southern African common market. "This would imply the merger of the South African Customs Union with the PTA", he said

The liberation movement collectively concurred with the notion of regional and continental economic co-operation transport.

Optimistic

Mandela said he hoped Codesa would be one of the vehicles of creating a post-apartheid base for a transport network and co-operation in Southern Africa

He said he was optimistic that sanctions would go and more investment would help empower the Africans economically. But, he added, before that could happen "we need to join hands for peace and reconciliation in the sub-region"

He urged trade unions, political and business organisations to debate the future economy of South Africa

Makwetu asked the transport organisations to join hands in exploiting the new route from Cape to Cairo. It was up to them to take advantage of the opportunities

Nefolovhodwe said transport would play a vital role in promoting healthy business

President of Nafto Mr Peter Rabali said his organisation planned to diversify from freight transport to help transport people across the continent

Learning to flex black economic muscle

Soweto 25/4 - 30/4/92

(176)

Giving space — not

charity — to black busi-

ness is what's needed,

Dr Nthato Motlana of

the Get Ahead Founda-

tion tells Die Suid

Afrikaan magazine in an

interview

**QUESTION: Should the govern-
ment do more to stimulate black
business advancement?**

MOTLANA Our present govern-
ment has done the exact opposite. It
took active measures to prevent
blacks from starting or expanding
businesses. It went out of its way to
impoverish blacks. There have been
some welcome changes — such as
the work done by the Small Busi-
ness Development Corporation —
but this was very late in the day.

With unemployment in some
areas running at 60 percent, one
often asks how these people sur-
vive? Clearly they have a well-devel-
oped survival instinct. The spirit of
entrepreneurship is there; it just
needs to be harnessed.

**Do you believe that non-govern-
mental organisations (NGOs)**

**and other profit organisations
have a role to play? What about
the churches?**

I believe NGOs are very important
in the stimulation of business. And
so are the churches. The history of
the United States has shown how
churches can form social and eco-
nomic centres for disadvantaged
communities. They provide food,
health care and education. They are
powerful institutions.

Blacks need to do what Afrikan-
ers did a few decades ago. Blacks
admire how the Afrikaners made
Sanlam what it is. We would like to
do the same thing. Yet, we find that
our way is often blocked by white
big business.

For instance, we started burial
societies and soon found that big
white-controlled companies shame-
lessly punched our ideas and market.
Economic empowerment is being
denied to us, first by the govern-
ment and now by big business.

We are not looking for charity.
All we ask for is space. So we ask
of big business now, give us the
space, don't block us, because we
will ask the government we elect to
open these paths to us.

**What do you see as the root of
the so-called taxi war?**

This is a very vexed problem with
many facets. In the Western Cape,
there seems to be a battle between
the haves and the have-nots, with
the people who have been there for
many years resenting the intrusion



**DR NTHATO MOTLANA:
Getting ahead**

of newcomers.

There is a feeling that in deregul-
ating the taxi industry, far too
many licenses have been issued,
while at the same time local authori-
ties are not providing the ranks. So
it is a question of a battle for avail-
able space.

There is also an increasing num-
ber of non-Africans moving into the
taxi industry. In the Western Cape
a significant number of taxis are
owned by whites and the passengers
soon come to know the difference.

The same thing happened in
Natal when Indians moved into the
black market. In a town like Vry-
burg in the northern Cape, it is

quite obvious which taxis are owned
by the local traffic cops, because
they go through stop streets and
load everywhere in town without
being arrested.

What we resent is that, as soon as
blacks identify a niche in the econ-
omy, white capital moves in to block
our development. It is very unfair
and in the taxi industry it has led to
a lot of bloodletting.

**Would you regard democrati-
cally run co-operatives as impor-
tant vehicles for black self-
employment and business
development?**

I believe co-operatives are a very
important vehicle. I am involved in
one concerned with funerals and
burial societies and it is working like
a charm.

But I often question the phrase
"democratically run". The one
problem with democracy is that you
get together and discuss matters
and then appoint some sub-com-
mittee to investigate it further.

Let us not get bogged down by
tedious democratic decision-making,
because it will destroy the very spirit
of entrepreneurship we are trying to
engender.

**Indian and other non-African
retailers are keen to get estab-
lished in black townships and
feel entitled to do so after the
abolition of the Group Areas Act.
Some African entrepreneurs feel
threatened about a possible**

"take-over".

Violence has kept Raymond Ack-
erman out of Soweto. When he want-
ed to come here we gave him a
friendly warning.

Now that these legal restrictions
have been lifted, one can logically
argue that white businesses should
be able to establish in black areas.
But there has got to be some form
of affirmative action. The laws may
have been removed but we need
several years to catch up.

**African doctors seem to play a
low-key role in the entre-
preneurial and business commu-
nity. Is this true?**

When I joined the ANC at the age
of 18, we regarded black business-
men as sell-outs.

Our reasoning was that if you
were a successful businessman, how
did you get the licence?

To get it you had to become part
of the system we despised. And so
the intelligentsia — the doctors and
lawyers — stayed out of it and kept
their noses clean.

This was the origin of the prob-
lem. But as we grew up, we began
to see business as the origin of jobs
and wealth creation. I was in medi-
cal practice for three years when I
formed my first company and I
have been doing so ever since. I
realise that political power without
economic muscle is empty.

*This interview appears in the latest
issue of Die Suid-Afrikaan magazine.*

Pioneer ready to manage challenge

By Charmeela
Bhagawat ^{STAR} 28/4/92

Zulu Wells Ntuli (46), recently appointed first black president of the influential South African Institute of Management (SAIM), cannot wait to "tackle the challenges ahead".

A man with many achievements to his credit, he seems well equipped to lead South African management in these demanding times.

The first black to qualify from Unisa with a degree in business ad-



Zulu Wells Ntuli ... has worked his way up the corporate ladder.

ministration, Mr Ntuli has steadily worked himself up the corporate ladder.

In 1975 he received the Outstanding Young South African Award from Jaycees Durban and the USA Exchange Award from the US Information Service.

In 1981 Anglo Vaal sent him to do a Programme for Management Development Certificate at the US Harvard Business School. In 1987 he received the Presidential Award from the Institute of Personnel Management.

One of Mr Ntuli's objectives at the SAIM is to campaign for the creation of community colleges.

He is a director of Katlehong Industrial Properties and Janssen Pharmaceuticals and sits on a number of management boards. Mr Ntuli also sits on the US-SA Leadership Programme's regional council.

'Can't create a civil servant in six months'

(176)

ARC 29/4/92

A PROGRAMME of affirmative action could not suddenly be built into the civil service, said the Minister of Administration and Tourism, Dr Org Marais.

"You cannot create a civil servant in six months," he said during debate on the Commission for Administration Vote.

He agreed with Mr Roger Burrows (DP Pinetown) that the civil service had to be cut.

Mr Gerhard Oosthuizen (NP Pretoria Central) said a stable, efficient and independent civil service would still be required in a new South Africa.

"It is the responsibility of the civil service to uphold the order which is required for the orderly development of the political process."

Mr Burrows said Mr Marais had not spelt out the NP policy regarding the civil service in a new South Africa, when a comprehensive plan was needed — Sapa.

Angolan ambassador told the conference Angola is a poor state and there were opportunities to help in Angola's rehabilitation. Ribeiro-Kabulu outlined transport, energy, telecommunication and urban renewal as the four areas where Angola needed infrastructural aid — Sapa

US earmarks R240m to aid SA blacks in private sector

THE US congressional black caucus was to introduce legislation providing for a R240m grant to facilitate private sector development by SA blacks, US Congressman Walter Fauntroy said last night.

Fauntroy was addressing an Affirmative Action and Black Advancement Seminar in Johannesburg.

He said Secretary of State James Baker had said the Bush administration was anxious to have the Freedom for SA Democracy and Open Markets Bill passed before June.

He said although it appeared that there would be no regular foreign aid Bill this year, an opportunity to grant foreign aid had been opened by President George Bush's stated intention to provide economic assistance to the former

THEO RAWANA (176)
30/4/92

Soviet republics Russian President Boris Yeltsin would visit the US in June, he said.

The two-day seminar was hosted by human resources consultants Mal-mela and Associates.

Fauntroy said the legislation established an SA-American Enterprise Fund to be governed by a board of directors comprising US citizens and SA blacks.

"This legislation is designed to facilitate an equitable participation by SA's black population in a competitive free market economy, including the ownership of business concerns, participation in the agricultural sector and joint ventures with US businesses that share this noble goal," said Fauntroy.

WELLS NTULI

Never look back 176

FM 115792.

In his dual position as director of Anglovaal's community and industrial relations, Wells Ntuli has seen his job become more demanding on both fronts

"Industrial relations has become increasingly difficult because of the state of the economy," he says, pointing out that at least one union is asking for 20% across-the-board pay rises "It's not making life any easier"

And, from the community, "we're seeing an upswing in people wanting help Three years ago, it was a nice thing to do Now it's an imperative The needs for housing, education and health care are critical We're looking at the essentials"

As the recently elected first black president of the corporate-financed Institute of Management, he is also an advocate for increased technical education and the upgrading of managers "We need a lot more managers and they are not being developed fast enough It's a question of the education system and the fact that management training needs a lot of attention"

Ntuli (46) has a calm, intense manner that would have served him well as an attorney — which is what his father, who retired as senior judicial officer in Transkei, had in mind for each of his five sons His mother retired as head of nursing services in Transkei. His wife, Sheila, is also a nursing sister

But, he says, his laid-back facade some-



Ntuli . *knocking heads with unions isn't glamorous at all*

times cracks "These walls have heard some strange words from me," he offers with a laugh, gesturing at the rather barren walls of his office in Anglovaal's Johannesburg headquarters

People presume that his job of locking

horns with trade union bosses is exciting, but he says it is not that interesting "It's just hard work There is no glamour and it can be stressful There is a lot of homework to do"

Zulu — as he is known at home — grew up in Maritzburg and attained a Unisa degree through Fort Hare Though he has been fortunate in his career, it was not easy to get started

"The way was not always clear and people tried to upset me I never thought I would be in this position or even dreamed of reaching it"

His first job was with the Xhosa Development Corp in Umtata Then he worked in personnel for Alcar Aluminium in Maritzburg and Associated African Personnel Consultants in Durban before joining Anglovaal in 1978

He can still hardly believe that the company sent him to Harvard 10 years ago to do the executive development programme "They said 'We're going to pay for it and you're going to make it'"

A father of three teenagers, Ntuli also feels the burden of being a role model to the young black people he talks to as part of his job

His advice is that they should "recognise that they must be analytical about themselves and where they really fit in And then they must never look back" ■

Market battles will rage in the new SA

South 2/5 - 7/5/92

Successful companies in a democratic South Africa will be those who are rooted in the fabric of the wider community, said Black Management Forum (BMF) chairperson Mr Humphrey Khoza last week.

Companies could find themselves "in a raging battle to re-establish their market shares in a post-apartheid South Africa", he told a BMF meeting in Cape Town.

"In the battle to regain competitiveness, businesses will have to look far beyond the need to manage financial assets wisely, but will have to recognise that competitiveness is inexorably linked to the ability and effectiveness of their black staff," he said.

"Some business people seem to think that it is going to be business as usual. No ways - that is self-deceit."

Khoza argued that companies wishing to prosper in a future South Africa would need to enhance the abilities and the contribution of their managers and workers to cope with the increasingly competitive environment.

There was an opportunity now to ensure an equitable redistribution of opportunity in the world of work. "This is an opportunity to effectively balance the scales through the

'Some business people seem to think that it is going to be business as usual. No ways — that is self-deceit'

transfer of skills and knowledge from the privileged few to those who are in the majority in our businesses

"This is no political rhetoric or threat but a business imperative," Khoza said

He asked companies to join forces with the BMF to put in place an infrastructure and a strategy to bring about the desired changes.

Corporations have been placed under scrutiny by the Black Management Forum (BMF) in the Western Cape.

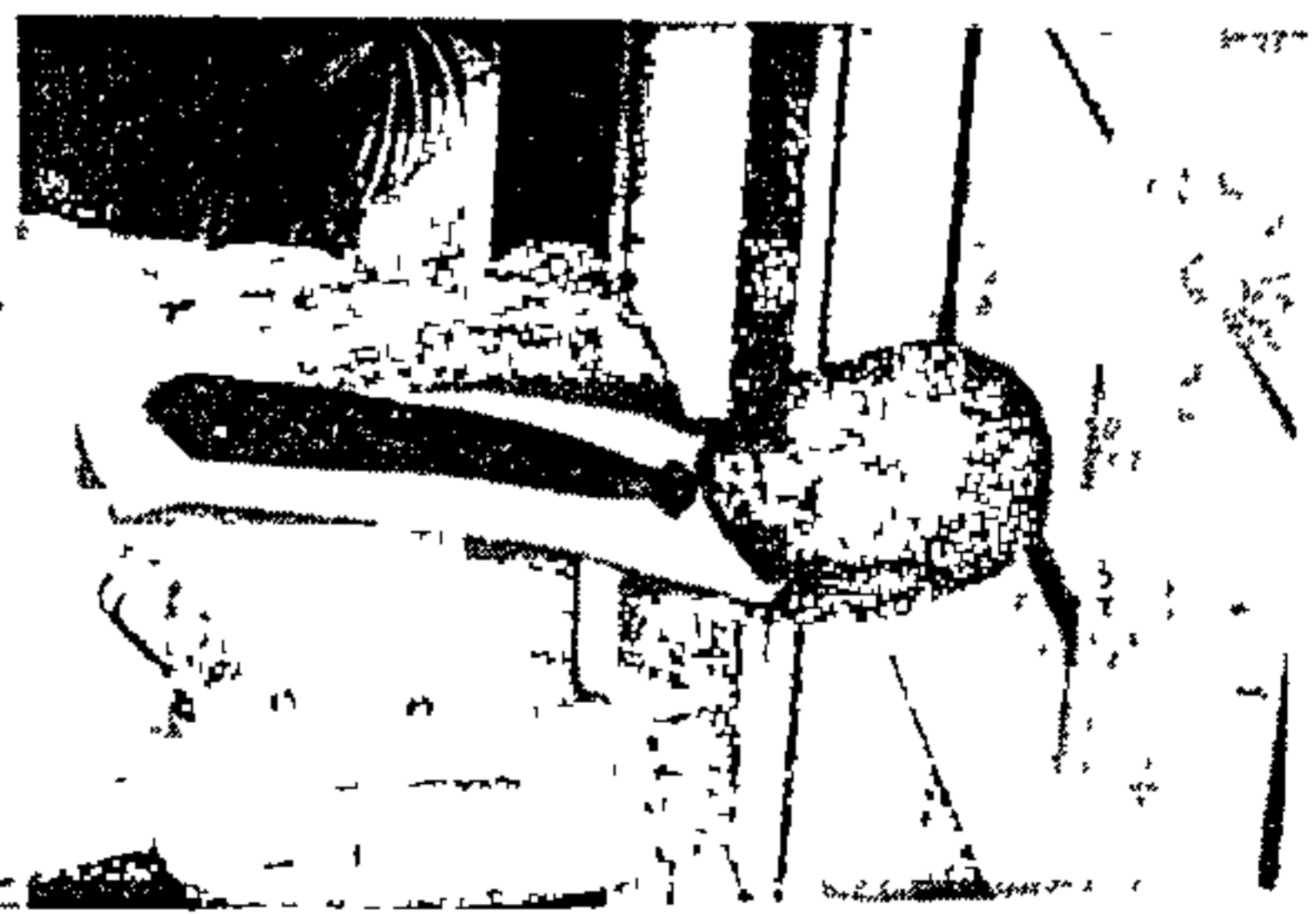
Last week's BMF meeting announced a set of awards to be issued to companies meeting 11 criteria set out by the forum.

No brickbats will be issued, but bouquets are in the offing for firms that:

- display sensitivity to non-Western cultures and values

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- recognise the way different cultures can complement each other in the workplace
- have non-racial, non-sexist employment practices
- have dynamic training and development programmes
- have corporate cultures conducive to black advancement
- have affirmative action programmes that go beyond numbers games
- implement programmes that address black women and women in general
- that show the presence and impact of black executive directors
- have credible social responsibility programmes
- sub-contract to black businesses
- take a public stand on moral issues, even if this alienates certain markets.



Humphrey Khoza

Plan to advance blacks in business

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31 Times
Cape metro
315192
PART of the Cape Town Chamber of Commerce's action plan for black advancement is the black business development committee, which has been operating for some months.

It is tackling issues such as advancing the self-employed black person and making the best use of money available from financial institutions.

A task group of the South African Chamber of Business (SACOB) is researching what is being done and what ought to be done in terms of black advancement, with particular reference to the small businessman.

In another small business development, the National Occupational Safety Association (NOSA) has launched a small firm advisory service to help in matters such as occupational safety and health.

"The advisory service allows the smaller business to cost-effectively address the need for protecting staff while at the same time meeting legal requirements," said NOSA managing director, Keith Anderson.

"The service is aimed at the business which does not have the manpower or finances to employ a part-time or full-time safety manager.

"It involves an on-site evaluation of safety in 73 key areas resulting in the implementation of correct control procedures."

LEADERS

By ZB MOLEFFE

MEWLY-nominated South African Institute of Management

(SAIM) president Zulu Wells Ntuli is a whirlwind that is about to blow into the heart of corporate SA.

He makes no secret that the corporate career aspirations of a large segment of the South African population are his priority. The thrust of his attack is the country's "non-open" education system "which has the effect of creating many significant cul-de-sacs".

"I intend to devote my term of office to opening a public debate on this issue which will lead to public policy on an open education system for the country".

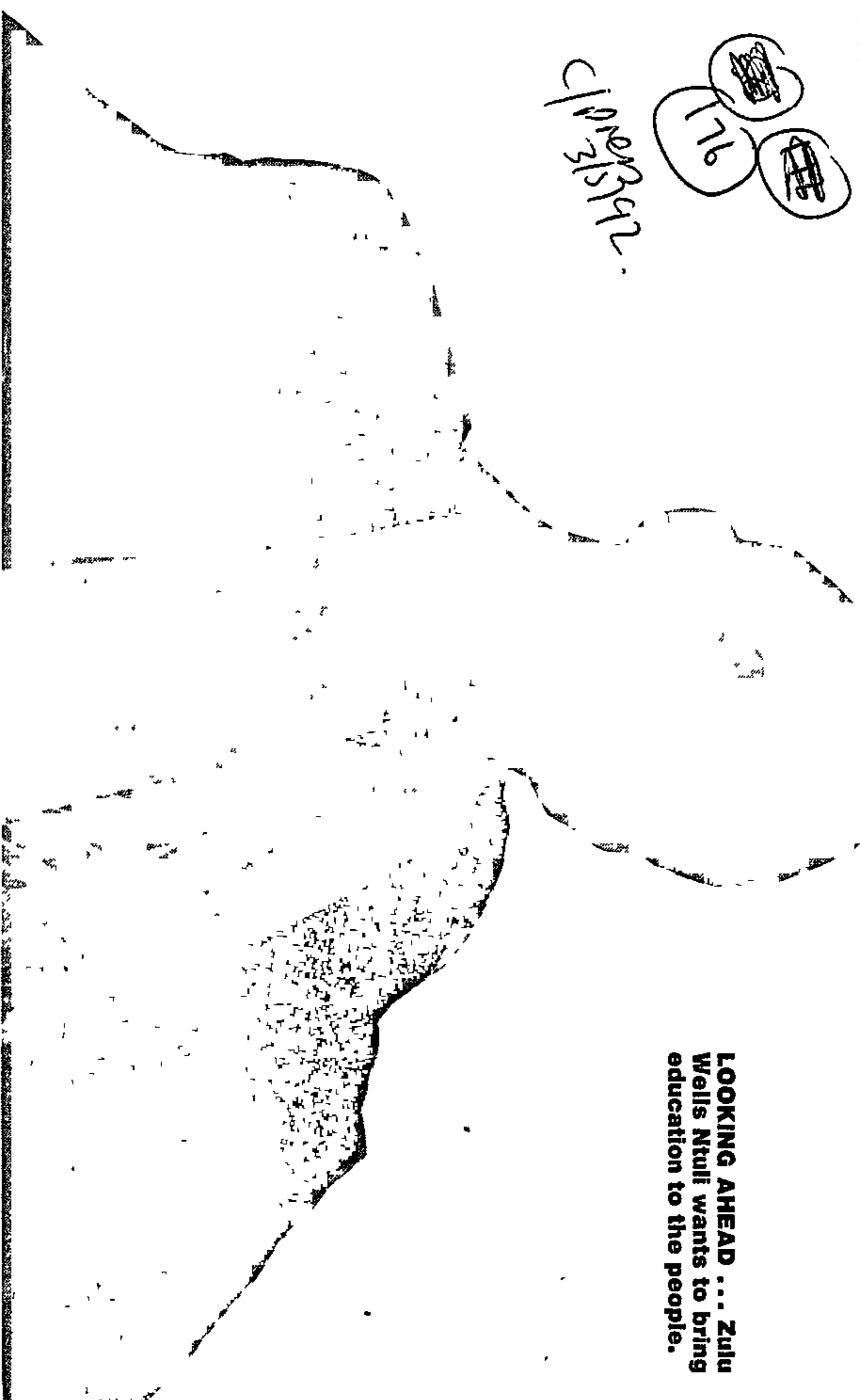
His argument rests on the current education system which, according to him, places a ceiling on the aspirations of a large percentage of the South African population - black and white.

He bluntly describes the current system as something that "smacks of the restrictive policies of bantu education".

Ntuli says in SA there is no route to university open to people who have graduated through diploma courses, technicians or with work experience. But countries like the UK and US award associate degrees from their universities.

"These associate degrees are recognised as accreditation to enter traditional formal universities for those who wish to take that educational route," says Ntuli with missionary zeal. He should know. Ntuli is

Getting ready to take the new SA by storm



LOOKING AHEAD ... Zulu Wells Ntuli wants to bring education to the people.

ranks of the prestigious executive development programme at one of the United States' top business schools, the Harvard School of Business.

Along the way in his rise through the corporate ranks he has won honours and recognition. He was awarded the 1975 Outstanding Young South African Award from the Durban Jaycees.

He is also a proud recipient of the Institute of Personnel Management's Presidential Award for 1987.

His directorship in companies include the Katlehong Industrial Properties and Palabora Mining.

He also serves on the boards of influential bodies like the Urban Foundation, Seifsa, Black Management Forum, the Rhodes Scholarships selection committee and Wits University's Centre for Policy Studies.

Ntuli points out that in the past blacks have sat on the sidelines, for several reasons. In the past what he is doing now could have "created doubts about my credibility among blacks".

"But the situation has now changed. I don't have that hang-up anymore. We (blacks) sat on the sidelines because we felt inferior.

"We were made to feel inferior. We were trained for nothing else but to be drawers of water and hewers of wood," he adds.

The Verwoed echoes in the apartheid dream cannot be mistaken in what Ntuli is describing.

His next words sum up how he sees the road ahead in the SAIM president's seat. "We've got to run with the ball. That is the challenge."

one of the key figures that saw the establishment of the innovative St Enda's Community College in Johannesburg's Joubert Park in January. The college mirrors his ideas about

tertiary education. "For instance," he continues, "we will offer a diploma in business administration. Now that diploma, by any account, is equal to a Bachelor of

Commerce degree.

"But they won't credit it as a degree, because they want to preserve the status quo." It all comes together. Ntuli has paid his dues.

He is director of industrial and community relations at Anglovaal, one of the country's major mining houses.

This 47-year-old Unisa graduate also comes through the

WOMENY MATTERS

Making it in a man's world

Sowetan 7/5792

(176) ~~176~~ ~~176~~

EBULLIENT Miss Rose Namngadi Mabele (33), of Soweto, has joined the league of black women who are trying to make it in a chauvinistic environment.

Mabele, who owns the Syakha (we build) Properties in Diepkloof, has trampled on a few male egos as she climbed the corporate ladder. She is probably one of the few black women in the property market largely dominated by males.

She sells homes — big and small — to many first time home-owners and others in the townships and has recently moved to Johannesburg suburbs where her clients are both black and white.

Economic growth

"I believe at this time when South Africa's ability to draw every productive resource to restore economic growth, it is vital that we provide homes for the majority," she says with a wry smile.

"Housing has always been a major problem for blacks in South Africa," she said, adding, "and unless this crisis is looked into we are all heading towards a disastrous future."

Lovely Rose developed the notion to sell houses after she graduated in commercial subjects and could not find a

BY JOSHUA RABOROKO

suitable job because these were reserved for whites in 1982

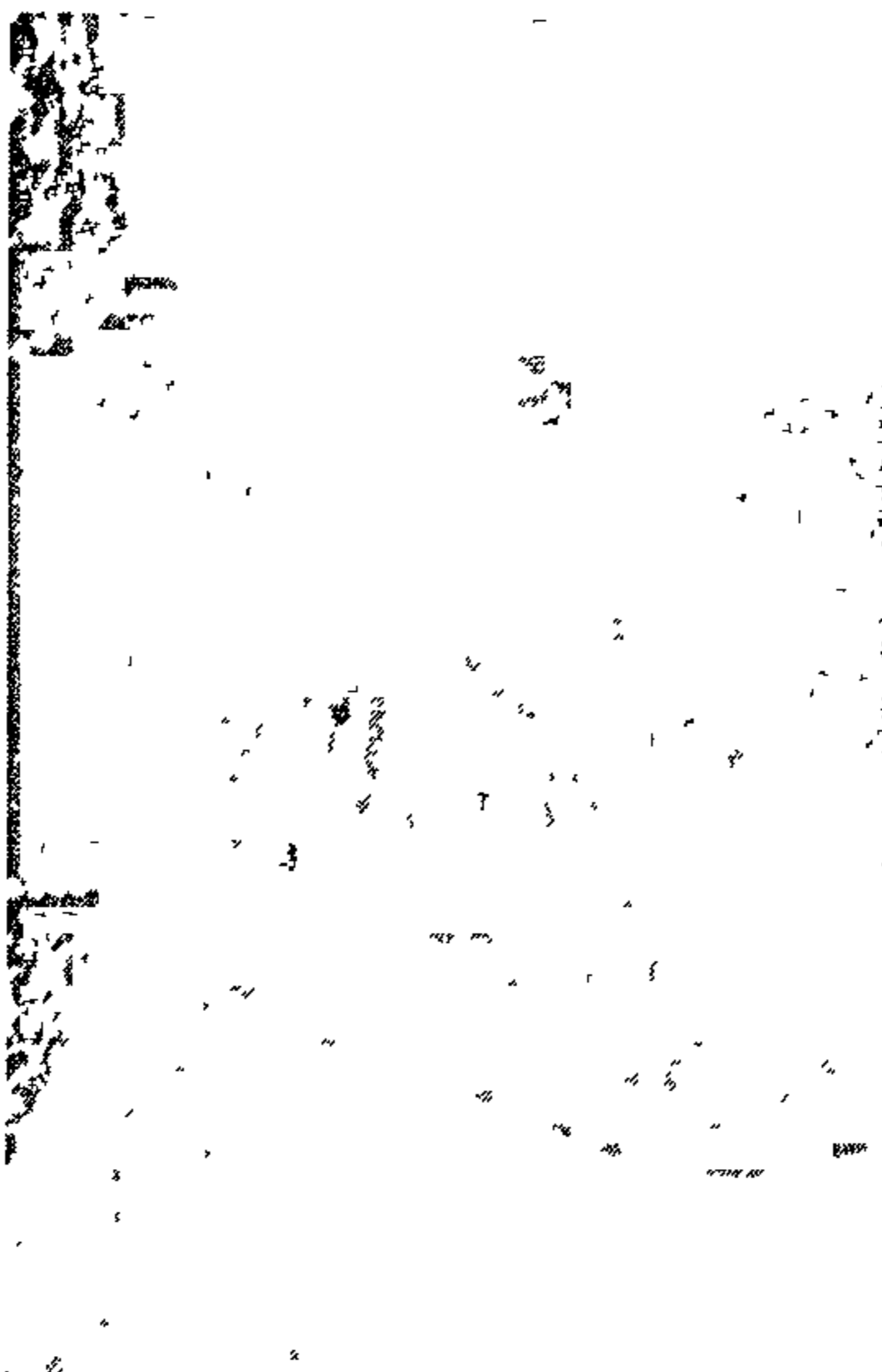
She worked for a furniture shop as an invoice clerk and the highest position she could occupy was that of being a senior clerk—even then such vacancies were occupied by white women and black males

"I was eager to climb the ladder in this kind of business, but my attempts were hamstrung by the fact that I was black and a woman, she says, adding, "this was an indication of how black women suffer from double oppression in South Africa"

Rose was not satisfied with the job and a white friend encouraged her to start selling property — this was the turning point in her life

She sold swimming pools for her friend and worked only two months for her. The reason she left? "The white friend's family seemingly became jealous that I was making too much money and I was forced to leave the establishment"

Courageous Rose never despaired. She looked for greener pastures and was introduced to a black building contractor in Soweto. She worked for him as a bookkeeper, clerk and receptionist. It was during this time that she devel-



Climbing the corporate ladder - Rose Mabele.

oped an interest to sell homes. She studied and passed her Estate Agent examinations in 1987. After that she wanted to be independent.

She now sells and leases homes and flats in the Witwatersrand and the business is growing fast.

Her clients are men who seek homes for their families. "Their attitude?" "Male chauvinism does not worry me. I am prepared to do my job, whatever the consequences." "I visit and consult many of them —

some top brass in the community — without fear. I am also not afraid to compete with any men in the field."

She was worried about the homes that have been repossessed from homeowners by financial institutions.

Most blacks were unemployed as a result of sanctions and the country's downward economy, but she was optimistic that things will change in the future.

Unemployment, the economic downturn, violence and unrest, have all con-

tributed to the present flux in the property market in the black community.

"The financial institutions are also reluctant to grant loans to home-owners because of the risk factor. However, I am optimistic this will change as the economy improves."

Experience

Rose has gained more experience in her job by attending several seminars on the property market.

She is a member of the Tunguru Investment Club which is an affiliate of the National Association of Cooperative Societies of South Africa (Nacsa) representing hundreds of burial societies and mehodisano clubs.

"I joined the club because I wanted to exchange views with many professional people who are aiming at black economic empowerment."

During her leisure time Rose listens to jazz, likes cooking and baking and watches football. And her favourite club is Mamelodi Sundowns.

If you want her to sell you a house phone (011) 938-1052 or (011) 642-6465

This article will qualify Rose for the Sowetan/Sanlam Entrepreneur of the Month. If fortunate she will later participate in our competition at the end of the year.

Employers must adapt - ANC man

Suefan 7/15/92

(176)



THE black trade union movement was faced with the challenge of shifting emphasis from the call for resistance to reconstruction, said ANC secretary-general Mr Cyril Ramaphosa.

He told a conference of the Institute of Chartered Accountants in Cape Town on Tuesday that, to be successful, the move required a change of attitude by employers.

"Our need is for long term economic growth, but many employers are simply set on achieving short-term profits"

He said chartered accountants were key decision makers in many large companies

But they needed to review their practice of regulating business only by financial ratios and short-term targets

"They have to understand the potential that exists for union participation to promote the effective restructuring of our economy towards economic growth and development"

He said collective bargaining would be one of the cornerstones of a new South Africa
Since the 1970s trade

unions have taken their place at the forefront of the political struggle to break the white stranglehold on political power.

"Now the struggle is to establish not only political democracy but also economic democracy"

He said a major shift of power towards the majority of people and workers had started

Chartered accountants had to take account of that power and learn "the new language which we will have to speak in a democratic and non-racial South Africa"

He said collective bargaining was a process of

resolving disputes and agreeing on solutions

"It accepts that people often have different interests, it accepts that conflict is a part of everyday life, but it provides an avenue to resolve these differences by agreeing on rules and procedures," said Ramaphosa

"But collective bargaining did not mean an end to militancy or an automatic solution to every problem

"The process can include strike action It can include picketing, boycotts and lockouts But it takes place inside an agreed framework"

Unions were at the heart of collective buying, but South African employers have always been fearful of worker unity

Trade unionism was on the decline in many western countries, but they all had substantial welfare programmes and state support systems for the unemployed and disadvantaged workers

"It will be years before such a system can be in place in South Africa and trade unions will be a major force to protect and expand workers' rights Much of this will be secured through collective bargaining"

BUSI

ANC wants women and blacks as directors ⁽¹⁷⁶⁾

THE ANC was not only non-racial but non-sexist and it wanted to see more women and blacks as directors of South African companies, the secretary-general of the ANC, Cyril Ramaphosa, said in Cape Town at the annual congress of the South African Institute of Chartered Accountants

Speaking on the future of collective bargaining, he said "Very few blacks and very few women are found in the main decision-making situations of the economy.

"Affirmative action programmes are needed to correct the striking imbalances in the race and gender pattern of most higher-skilled jobs. *SI Times*

"Many of these changes can be best promoted at a factory level by collective bargaining" *(Cape Metro)*

Collective bargaining would be one of the cornerstones of the new South Africa. *10/5/92*

"It accepts that people have different interests, it accepts that conflict is a part of everyday life, but it provides an avenue to resolve these differences by agreeing on rules and procedures"

Referring to the fact that he served the National Union of Mineworkers for some years, Mr Ramaphosa said. "Since the 1970s, the trade unions have again taken their place in the forefront of the political struggle to break the white stronghold on political power.

"Now the struggle is to establish not only political democracy but also economic democracy"

He emphasised there was going to be a major power shift in South Africa towards the majority of people and towards the working class

"Chartered accountants will need to take account of this new power

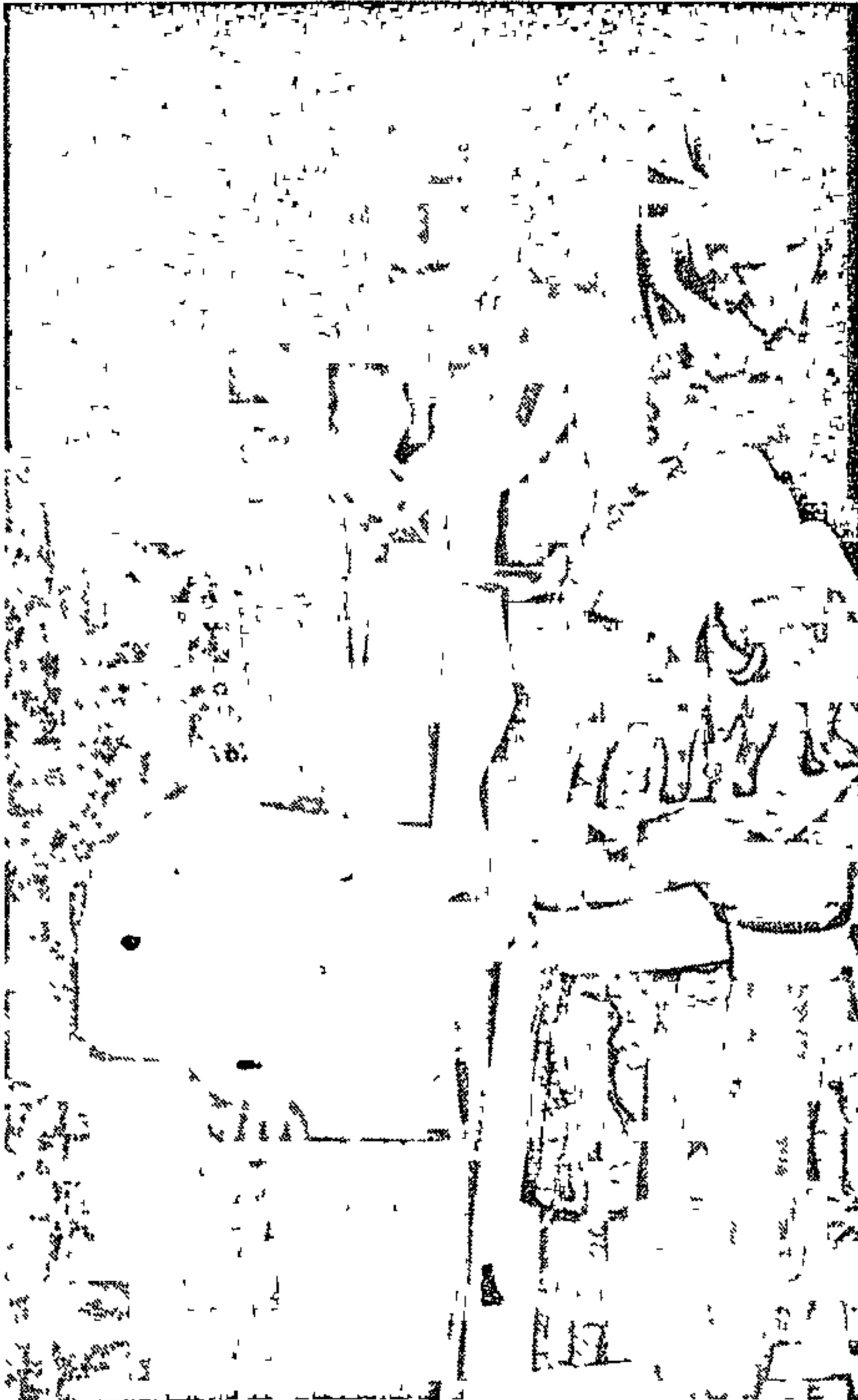
"They are, in a sense, technocrats whom we can use as we use lawyers or engineers to advise us in their special areas of skill and experience

"They are influential decision makers and need to listen carefully and learn the new language which we will all have to speak in a democratic and non-racial South Africa"

Blacks must ensure control

Sowetan 11/5/92

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Mr Sam Phupheli, his wife Thidnalei (right) and his sister Marubini, after receiving his masters diploma in technology at Technikon Witwatersrand last week.

By MATHATHA TSEDU

TECHNICAL education among blacks has been ignored for decades and unless this was reversed, liberation would still leave whites in charge of running the country

This is the view of Mr Sam Phupheli, a senior official in the Venda government, who last week received a masters diploma in technology at the Technikon Witwatersrand

Phupheli was the only black among 10 students who received a masters. In the national diploma categories, of the 1 492 conferred, less than 100 were for blacks. His thesis was development of appropriate road construction technology for Venda

Skilled manpower

He said while the country needed skilled manpower, "it is lamentable that our universities and technikons have done very little to produce enough technologists, technicians, and engineers. In black schools, technical education is hardly mentioned

"Blacks were virtually barred from entering the engineering profession. The apartheid system had designed the whole education system in such a manner that it made it difficult if not impossible for a black matriculant to study engineering. The status quo has not changed much as witnessed by the number of blacks who graduated today," he said

Phupheli said the regime had designed the black curriculums in such a way that students were encouraged to go for academic options that rendered them unemployable

He said the prevalent boycotts and "indolence amongst students and teachers" were further obstacles to the education of black people, thus making them "perpetually uneducated and useless in the marketplace"

Revolution losing

its political power

Source from 22/1/79

REVOLUTION is no longer the route to a better South Africa - the country's young people believe they can improve their future through money, education and top jobs.

This is according to the results, released this week, of a research study on South Africans aged between 13 and 24.

The research was developed by the Markinor group and Hunt Lasscars

TRWA in conjunction with a syndicate comprising Bakers, Cinemark, Edgars, M-Net, Royal Beecham, the SABC, the SA Communications Services, Stellenbosch Farmers Winery and Times Media

After interviews in some 860 white and black households, it emerged that more than 80 percent of those questioned believed it was important for the future of the country for blacks and whites to make an effort to get along together

A similar percentage said they were proud to be South Africans

Some of the survey's main findings were that material values rather than political ones motivated most young people

Agenda

Almost all those questioned had high aspirations, often irrespective of current educational attainment

Mr Nick Green, chairman of Markinor, said

"The agenda of South African youth seems to be largely non-political, although they endorse reform

"Typically, they tend to think it is proceeding a little slowly

"But personal goal-setting is usually qualified non-and career-orientated

"The young South African living in formal housing is a materialist, not a Marxist

"And, by and large, he

appears hopeful that negotiation and the process of change will deliver the benefits"

Green said only a minority of those included in the survey believed that violence was the only way to achieve change

"But in general we see endorsement of the work ethic, of the idea that a good education is the passport to a fulfilling career and that the happenings of material success are worth striving for" - *Sapa*

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US bill to aid SA blacks

(176)

ET 13/5/92

From SIMON BARBER

WASHINGTON — A bill has been introduced in Congress to establish a \$240m fund to help black South Africans acquire or establish private businesses

The bill's author, House Africa subcommittee chairman Mervyn Dymally, a leading member of the Congressional Black Caucus, intends to attach it to legislation authorising President George Bush's request for aid to Russia when it comes up for a vote later this year.

"The hope is that it would be considered along with the Russian aid bill and that a coalition could be got together on that," Walter Carrington, an aide to the congressman, said.

The measure, entitled the

"Emerging South Africa Democracy and Open Markets Act", seeks to create a "South African-American Enterprise Fund" nearly identical to a fund already established for Poland

The fund would promote "equitable participation in a competitive free market in SA by the black population including the ownership of business concerns, participation in the agricultural sector and joint ventures between US persons and black citizens of SA".

Proceeds could be used to help blacks take control of businesses through employee stock ownership plans and to stimulate the growth of stokvels and other member-owned, non-profit, cooperative credit unions.

● The Mayor of New York City will announce tomorrow whether that city will lift sanctions against SA, deputy New York mayor Bill Lynch said in Johannesburg yesterday.

Lynch led a five-man delegation to SA at the request of the ANC.

Speaking at the end of their three-day visit, he emphasised the role the ANC would play in the lifting of sanctions: "Sanctions will remain until the ANC tells us otherwise"

He refused to give any indication of whether they would be lifted, saying, "the mayor will make an announcement on Thursday on the lifting of sanctions, or the conditions under which sanctions will be lifted".

US boost for black business

A United States congressional grant of \$240 million (about R680 million) to promote black small business development in South Africa should materialise within two months.

The latest edition of Finance Week says the SA-American Enterprise Fund will be facilitated by a Bill put before Congress by House of Representatives Africa Subcommittee chairman Mervyn Dymally, a

leading member of the Congressional Black Caucus

The Bill preamble says the fund will "promote equitable participation in a competitive free market in SA by the black population, including the ownership of business concerns, participation in the agricultural sector, and joint ventures between US persons and black citizens"

— Staff Reporter

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^{STAR}
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— Staff Reporter.

US companies have plan to link up with black businessmen

By Derek Tommey (18) (176)

American companies backed by the US Government are preparing to invest on a substantial scale in South Africa in joint ventures with black businessmen and emerging black businessmen.

This was announced in Johannesburg last night by American Overseas Private Investment Corporation (Opic) executive vice-president James Berg.

Opic, a profit-making American Government organisation, helps "small" and "medium-sized" American businesses to invest in foreign countries (A "small" American business is one classified as having assets of \$50 million - R140 million - fairly substantial in South African terms)

But Mr Berg said Opic will not be able to do much in South Africa until there is an interim government

As long as American states and cities impose sanctions on South Africa, American companies would not invest in this country for fear of losing business in the US

But there were signs that these sanctions would end once an interim Government was installed

However, he warned that

while political freedom, democratic pluralism and non-racial Government was important, this in itself would not open the gates to foreign investment.

"Other kinds of programmes including incentives and also economic reform are what are needed to bring South Africa the kind of investment that all the parties in South Africa I have talked to seem to want."

"Countries are competing for inward investment and American companies as well as those in Europe and Japan have a great many investment opportunities open to them.

Before Opic invests in a foreign country it negotiates a treaty setting out investment conditions with the host Government. Mr Berg said a document giving details of the treaty had been presented to the Government and to non-governmental groups such as the ANC and Inkatha

"We would want to see such a treaty approved by all parties as we would not want it to become a partisan issue.

"It is our view that American investment would be good for South Africa, and we would not want that good to be lost in political debate"

He said South Africa would present a rich menu of opportunities for American investors

But he thought that American private investment in the future

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would follow a different path from before.

"One difference is that there would be a large number of small and medium sized companies coming in.

"These would be companies with specialised products, market niche companies, companies that stress innovation and companies that do value-added work.

"These are the kind of companies which we intend to emphasise in our marketing promotion efforts in the US, and which will mix well with the emergent business infrastructure here in South Africa and especially black South Africa

Mr Berg said that the fact that South African currency was convertible into other currencies, and there was no restriction on the repatriation of profits was a major advantage in attracting foreign investment

"It really needs to be mentioned on the plus side of investing here, because it is not common. You can go around the world and not find it very often. He said that Opic provided insurance cover against political risks to the American investors, but would lend money to the new project company so, if it were set up in South Africa, it would benefit both the US and South African sponsor

FOCUS ON THE PUSH FOR A 'NEW' CIVIL SERVICE

By BARBARA LUDMAN
 AMONG cabinet ministers talking about level playing fields is adminis-

Subsidies solve skills shortage

tration and tourism minister Dr Orq Marais, who said last month his department was introducing a special bursary scheme "to assist the needy student of colour to attain qualifications"

A new scheme would appear to be needed. According to the results of a study done by the head of the School of Public Management at Stellenbosch University, Professor Erwin Schwella, blacks are getting very little out of the current one.

Bursary Scheme advertises bursaries for medical, engineering and economics students and other aspirant professionals willing to join the civil service.

In 1988, the scheme received 957 applications from blacks qualified according to the scheme's criteria: the code word was "acceptable", 2 585 from whites, 427 from coloured applicants; and 304 from Asians.

whose applications were accepted — but 705 whites, or 27,3 percent; 82 coloured applicants (19,2 percent), and 86 Asians (28,3 percent).

anyone, because the Commission for Administration, which runs the central government civil service, no longer keeps racial breakdowns.

But there's another batch of numbers Schwella finds significant: the number of blacks receiving commerce and administration degrees has soared from 43 in 1975 to 173 in 1986, and is still rising. Clearly the interest is there.

The following year there was much less money, so fewer bursaries were offered — a pity, as many more applications were found acceptable. Only 24 of the 1 504 applications from blacks were successful — a rate of 1,6 percent. Whites didn't do much better, with a 1,9 percent success rate.

He calls for an affirmative action approach to training "which is completely justified, given the discrimina-

tory past as well as the relative affluence of whites and their capacity to finance their own way".

Those statistics aren't easy to get

which is completely justified, given the discrimina-

necessity for moral reasons but also for utilitarian reasons"

Every year, the Public Service

Only 101 blacks — or 10,5 percent of those

Those statistics aren't easy to get

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Changing safari suits to dashniks

(176) (180) (184) (187) wiman 22/5-28/5/92

WILL the lady behind the grille at the Home Affairs office be more pleasant in the "new" South Africa than in the old? Will the faceless bureaucrats in Pretoria keep better track of your passport application? Will their superiors decide to approve it in time for a once-in-a-lifetime trip to the Far East?

Will it make any difference whether the hands holding your passport application are white or black?

The Commonwealth Expert Group (CEG) targeted the civil service as a major priority for transition 18 months ago. "There is a need for a restructuring of the civil service with a view to ensuring that black South Africans take senior jobs in government, both at the central and local level," the group writes in the recently published *Beyond Apartheid: Human Resources in a New South Africa* (David Philip).

"Specific targets should be set for black advancement in public administration during the transition period, particularly for increasing the number of blacks in top management positions (director or upwards) which number some 3 000, of which less than four percent are filled by blacks and only 0,5 percent by Africans."

That's neither the face behind the grille nor the people in Pretoria — it's their bosses.

The optimum number targeted changes according to the speaker African National Congress manpower director Mzwai Pitso has been quoted as saying the ANC is looking at the top 1 500 jobs, for example, while the CEG says 600 jobs among the top 3 000 is a reasonable target for urgent personnel replacement with specialised training for new recruits. "Assuming an average cost of £6 000 per trainee," they write, "the total cost of the proposed crash programme would amount to £3,6-million."

President FW de Klerk is on record as promising current and former civil servants that their careers and pensions are not in jeopardy.

But the CEG believes that without specific targets for increasing the number of blacks in top management, "it will be impossible to create a new civil service culture in South Africa."

"Everybody talks about affirmative action but nobody thinks about what it will cost," says Unisa sociology Professor Louwrens Pretorius. "If you replace officials from the level of director upwards, you're probably talking about people who have anywhere from 20 to 30 years' experience."

"How are you going to replace them? Are you going to wait until they reach retirement age, or are you going to send them on early retirement? Are you simply going to retrench? Are you going to double up? Nobody has researched what these possibilities will cost."

Pretorius and Unisa political science Professor Pierre Hugo have tried

Yes, affirmative action is about to hit the civil service — but it won't change as much as you think it will.

By **BARBARA LUDMAN**

a rough estimate of the cost of retiring the top 3 000 people earning more than R29 000 in any department — a more conservative estimate than skimming over the top echelon across the civil service. They've come up with R150-million, including pensions, retirement benefits and gratuities — and note that replacements will get the same benefits.

"If we take just the salaries," says Pretorius, "what else could one do with R150-million? In 1990/91, the government made available R34-million in loans to African people in lower income groups to purchase building materials. The average loan was about R8 500 and this provided building material for 4 000 families. R150-million on the same basis would provide for 17 600 families, or about the number of families you have in Orange Farm. If we argue that the public treasury is relatively limited, then we also have to start looking at what economists call opportunity costs."

"I'm not saying that we don't need affirmative action. I think we need it politically and symbolically. A political system cannot run without legitimacy which, to a large extent, has to do with people's identification with the public service."

"And at a simple, moral level you have to give people the right to rise to the level they can. But we have to weigh our options. Affirmative action is a developmental action, but people also need to develop in other ways: we have to provide primary health care, education, housing and so on."

Why must new civil servants go in at the top?

One possibility comes from visiting American Professor Louis Picard who is writing a book on transformation and the civil service.

"South Africa has an old civil service," he says. "They haven't been recruiting here for 10 years, primarily because of cost. So we have a bunch-up of older Afrikaans white civil servants who would be pensioned off in the normal run of things, and because all of us are mortal, costs are bearable within a transformation process."

"Of course, if one is sensible one recruits at all levels. There are young, competent, middle-level people around who have been working in various capacities throughout the system — in homeland bureaucracies, in local government — who will have to be absorbed. So you devise a process that involves both affirmative action and the rationalisation that is inevitable."

"As you get down into that younger group of white civil servants there may be some who simply decide this is a good time to shift into something



else. That's the down side, that you lose the best of these people whereas the worst stay because they have no option."

The ANC's Papie Moloto, project co-ordinator for the Department of Human Resources and a local member of the CEG, sounds a shift in emphasis.

"If one considers that the bulk of government expenditure is on wages and salaries of civil servants, then the quality of the service that each of these members of the service delivers to society must be worth the expenditure," he says. It's an argument for reforming the civil service entirely, rather than merely setting quotas.

"In the ethnically polarised society of today's South Africa, it will be essential to build bridges of trust and confidence between the present civil service and the community which never had access to civil service work."

"It has to be clear that the dominant position occupied by white, male, Afrikaans-speaking, Calvinistic and

conservative people in the civil service has to give way to one in which the complexities of the demography of the country can be reflected in the composition of the civil service."

However, "certain procedures have to be followed to ensure harmony within the service and avoid disruption caused by lack of continuity and pursuit of political ideals at the expense of performance."

"In reforming the civil service therefore, it should be clear that the source of the new civil service will inevitably include the former apartheid civil servants irrespective of their gender, colour or creed. The basis of selection will have to be the preparedness to serve in democratic structures, as well as serving a democratic community along democratic lines."

There are people unhappy with that concept. In the just published *Redistribution and Affirmative Action* (Southern), in a chapter on the angst of white civil servants, Unisa's Hugo and Centre for Policy Studies Louise Stack quote Moloto as saying there

will be a significant number of whites remaining in the public sector "after weeding out the die-hard racists", and they comment that "white public servants will no doubt worry about who will be doing the 'weeding' and what measurement of 'racism' will be employed."

Still, nobody — except perhaps the CEG — is talking about quotas per se. Indeed, Hugo and Stack write that in the light of a new government's stated goal of building a non-racial society, plus an absence of alternative employment for ex-civil servants, "such a government would be highly unlikely to translate the concept of affirmative action into sweeping whites out of the public service."

"Normally," says Wits management academic Patrick FitzGerald, "when you find people talking about quotas or promoting incompetent people, they're not talking about affirmative action at all. They're talking in a context where affirmative action has failed, hasn't happened or has only happened in the most token sense."

"Do you really believe people are appointed on merit in the present civil service? Simply appointing people on merit would drastically improve the representivity of the civil service."

Put rural areas on the map, says Gerwel

THOSE WITH high expectations that a democratic government would deliver immediate equality in education had to realise this was not going to happen, said UWC rector Professor Jakes Gerwel.

He was delivering the keynote address at the Education Conference for the Karoo

Gerwel said the rural areas had to be put on the national education agenda. The freedom of the rural areas was indivisible from the freedom of other areas.

Gerwel said South Africans needed to start thinking about reconstruction, particularly the development of skills and human resources.

"How are we going to use education to inculcate and develop democracy in South Africa?"

"How are we going to construct an education system that serves development and addresses the historic inequalities of race, gen-

der, class and the divide between the urban and rural?"

Gerwel said the negotiation process had raised an urgent need to expand and improve black education.

"It will be the greatest betrayal if we get a political settlement in South Africa but the management of society remains in the same hands," Gerwel said.

"Thus, there is an urgent need to provide skills to black people so they can become part of the management.

"The government will try to stall or predetermine change during the transitional process. In education, they are trying to change things so that the new state will not inherit too much."

Gerwel said a demand which had to be placed at the forefront of educational negotiations was that education should be a basic right for all South Africans.

People tended to speak in broad



Jakes Gerwel

terms when negotiating educational issues. These needed to be replaced with specific demands for teachers, desks and textbooks so the state found it difficult to escape its responsibility, Gerwel said.

A national summit in Broederstroom this year mooted the idea

of an education negotiating forum — "one with bite and which is representative of all"

"But this does not mean mass action loses its place — our demands will not be heard, felt and understood unless communities organise themselves around these demands."

He said it was easy to get caught up in "technicalities" when discussing a future education system. But it needed to be non-racial, non-sexist and relevant, and also teach people to read and write.

Communities needed to control the financing and resources of education. Access needed to be expanded as there were more children outside school than in the classroom.

"There is a tension between the quality of education and the quantity — people are already criticising UWC for broadening access. "There is also a tension between

democracy and efficiency. The most democratic way of dealing with things is not necessarily going to be efficient," Gerwel said.

Echoing these views, the dean of the education faculty at UCT, Professor Michael Ashley, said people should not rely too much on the state to improve education.

"It has an important role to play but must do this in partnership with others," Ashley said.

"A government is limited in terms of what it can achieve because it is bureaucratic, inefficient and easily corruptible.

"There is also a tendency for a government not to be accountable to the people who support it through taxes and reliance on the government tends to produce passivity."

Ashley said the demand for a single education department was an important one, but was not a solution to the education problems in the country.

SUCCESS STORY: GODFREY MOLOI

GODFREY MOLOI, the godfather of Soweto, had to wait a long time before becoming the owner of a legitimate business. He opened his first shebeen in the late 1950s and soon began to build a mini-empire in spite of being harassed by the police liquor squad.

In 1986 the law was amended and Moloi was granted a liquor licence.

He received a loan from the Small Business Development Corporation (SBDC) and built the Blue Fountain International night club in Mapetla, Soweto

Godfrey Moloi was born in Prospect township, Johannesburg, in 1934. He went to mission schools and passed his Standard VII before being "thrown on the streets" in 1949. He drifted from job to job, played the trumpet with several bands, lived off his wits and gained a reputation as a dangerous man. Then he went to jail for possessing an unlicensed firearm.

When Godfrey Moloi was a small boy everyone looked down on his family because they were poor. He remembers one occasion when a neighbour set his dog on him. When his father remonstrated with the man, the neighbour threatened to do the same to him. He also recalls that when he went to boarding school as a teenager he had no shoes, only football boots.

Not surprisingly, Moloi grew up full of bitterness. Not only did he want to punish the people who had treated his mother and father badly, he was determined that his own family would never know the humiliation of poverty.

"I was mean. If someone looked at me strangely I thought they were looking at my poverty. Sometimes I hurt people. Even today I still hurt people. Two years ago I opened my business and people broke in and stole from me. I caught them, beat them up and took them to the police station. That's why I don't have any security outside my club today. I don't believe in doing anything wrong to other people, but they must leave me alone."

After his release from prison, Moloi entered the liquor business. His shebeen was not very profitable, but made enough money for him to live on. After that he ven-



**Coffin
and a
grave
as soon
as I had
money**

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BY ROB MARSH

tured into bootlegging which carried even greater risks — Moloi had more than one lorry confiscated by the police. But the rewards were greater.

"Selling liquor was a dangerous game, that's why when I had the money I bought my coffin and dug my grave."

The authorities were not the only ones he had to contend with. Sometimes toughs tried to muscle-in on the action. But they soon learnt that Moloi was not to be trifled with. On one occasion, he fought off 14 gangsters. He threw them into the back of his van and dumped them outside the police station.

"Every tsotsi who enters my house now takes his hat off at the gate," he says.

Moloi holds an annual party for children. He also sponsors a sports day which includes a school soccer competition, a half-marathon road race and a beauty contest.

He also tries to dissuade children from boycotting classes.

"I'm not a soccer fanatic, but I think more of the children than the adults. That's why I'm sometimes unpopular with the politicians who say to the children, 'Stay away from school today', for this or that reason. The politicians think only of their own

goals. I chose soccer because it is the children's favourite sport.

"The rules are that the teams must be made up in class."

Education is close to Moloi's heart.

"My people need education to open their eyes to see. I see trouble in this country for 50 years — until this generation is gone. Many people are illiterate because of stayaways and they will make other illiterates."

Moloi will never forget what it was like to be poor. Consequently he looks after every cent which is one of the reasons why the 10-year loan from the SBDC was repaid after two years.

It is no accident that the only electronic equipment on Moloi's desk is a post office Minitel unit.

"I need it so that I can check my bank account at any time. Everything we take goes into the bank every day. I am not a good businessman. I do my own books and write what I can understand, but when I gave my books to the SBDC they said: 'No, man, this is not right. This is bush book-keeping'. But I know that it works for me. I would like my sons to learn the proper way, but there is no time. We only sleep for about three or four hours a day."

Moloi is convinced that for any business to succeed, the owner or owners must be in control and personally involved.

Not surprisingly, his concentration on work has its negative side. Although Moloi has four sons, only two remain part of the immediate family.

"The other two just couldn't stand my strictness when I said, 'We've just got to work'. They wanted to go to festivals and enjoy themselves at weekends."

"I have proved that no one will work as hard as my own family and that includes relatives. We have no managers because we don't have the money to pay these people. We have no day off and no time to get sick. There are no bosses in our shop and I still pick up a broom and sweep myself if I have to."

Even Moloi's wife questioned this somewhat radical approach to business. She was concerned that if he was too choosy about whom he let into the club, he wouldn't have anyone to sell to.

But Moloi says, "Even if we only have three customers to start with, that's OK. Because if we get the right people then these three will bring along three others, who will bring along three others and so on. Decent people just want a good night out with no trouble."

It seems to be a system that works. His club is packed every night and many come from Johannesburg's northern suburbs.

Moloi's business now includes two bottle stores, an outlet at the mines and an interest in one of central Johannesburg's radio-taxi syndicates. However, despite a number of tempting offers he is reluctant to expand his business because he doesn't have enough reliable people to help him.

"My eldest son doesn't have a higher education because I couldn't afford it. But my youngest has a BA."

Moloi maintains that many businessmen are convinced that it takes five years to build up a strong company, but he's not so sure.

"Let's put all our money back into the business and we'll prove it only takes two years."

● *Extracted from Business Success in South Africa by Rob Marsh and illustrated by Colin Daniel (Struck)*

This doll's gotta lotta style!

She built
a mansion
out of a
molehill

By KATE MAMABOLO

SHE was retrenched three times. Today she's a hotshot.

From a small office and three machines in 1987, Lucia Mothiba, 43, has risen to the post of managing director of her own firm.

Besides running her thriving interior decorating company, Lucia has founded an interior decorating school.

Her company caters for big names like designer Ronald Sanders, with whom she shares premises.

Besides the orders she does for interior companies, Fabric Library also uses her services in their showroom. In 1990 Lucia designed for Sun International.

Lucia said interior decorating was a rare service in our society.

She said: "This is not only a business to me, but a talent. I have not gone to school for what I am



GOT THE TOUCH ... Interior decorator Lucia Mothiba with her prestigious 1991 Matchmaker award.

Apr 24/1992
doing. I did not even finish my high school. But the work that I do encourages my creativity. Give me anything to work on, and you will be amazed at what I can do."

"A high percentage - 99 percent - of my clients are white. All my clients are satisfied and refer others to me. Only a few black people use my services."

She said that while blacks had mastered the art of elegant dress, "we cannot dress our homes in

the same fashion".

And yet, she said interior decorating could be inexpensive.

"Old furniture can be beautifully refurbished by applying a few simple but effective techniques"

Confirming her talent, Lucia's stand at last year's Matchmaker Seminar was judged best out of 100 exhibitors.

Her busy little factory in Eastgate Extension 11 is run by three employees operating four machines. This obviously means

plenty of hard work and overtime during busy times.

Students of her interior decorating school in Marlboro do a year-long course

Lucia said that the would-be decorator's basic requirement was taste before creativity.

Northern Venture Capital Trust takes care of the expenses such as machinery

Behind every successful woman there's a man - in this case it's her husband, James

Community bank 'for the people'

R2bn plan

for loans to

8/10/92 25/1/92

low earners

FORMER SA Perm MD Bob Tucker is spearheading an initiative to set up a National Community Bank with assets of up to R2bn. It could become operational within a year.

The bank would provide credit and banking facilities to low-income, mostly black, customers frustrated by the profit-motivated policies of the formal financial institutions

It is envisaged that profits from the scheme would be ploughed back into community advancement projects

The bank would provide the institutional structures for an initial network of 10 to 15 community banks each owned by a specific community. The banks would not issue equity and members of a specific community would hold units which could be redeemed or transferred at par

"Unless something is urgently done to provide access to credit within the community, (social) disintegration is likely to continue," says a report drawn up by the recently formed Community Banking Project (CBP)

Registrar of deposit-taking institutions Henne van Greunen has indicated his willingness to have banking laws changed to accommodate the emergence of non-equity financed, community-owned banking institutions

In meetings with the CBP, Van Greunen said semi-autonomous "community banks" would be exempted from certain aspects of the Deposit-Taking Institutions Act such as the minimum reserve requirements

The project team charged with investigating the establishment of the National

ADRIAN HADLAND

Community Bank includes the Kagiso Trusts' Eric Molob, Actstop's Cas Coovadia and ANC economist Ketso Gordhan Tucker is chairman of the team

The central bank in the NCB network would render all returns to the registrar of deposit-taking institutions, with the Reserve Bank acting as lender of last resort. The central bank would have access to bulk loan financing from institutions such as the World Bank

CBP executive officer Cas Coovadia said the bank would provide "low-cost, low-key" services including deposit accounts, group or housing loans, entrepreneurial investment and project financing. The banks would be connected to the electronic Saswitch automatic teller network

In its report, the CBP said "serious progress has already been made with one of the formal sector banks in developing a basis for the provision of infrastructure and systems"

Coovadia, stressing that the project was still in its conceptual stages, said many communities had no access to credit and no control over the administration of their savings by formal banking institutions or life-insurance offices

The CBP report said "the developmental needs of the community (and in particular the lower income groups) are not being met, and unsophisticated communities are left to cope most ineffectually with very sophisticated financial institutions"

"Institutions which are felt to be 'of the

To Page 2

Community bank

community, for the community' do not exist and the mission, culture, management and practices of the formal banks do not enable them to 'connect' with the lower income groups within the community"

It suggests members of the community would hold subordinated debt "units" which could be redeemed or transferred at par

Unit holders would be entitled to elect the local community bank's board of directors who would nominate a representative for the national community bank's board

From Page 1

of governors
"The National Community Bank would provide all the training and other support programmes necessary to underpin the community banks, and ensure management and development of each community bank," the report said

An Informal Finance Forum, established in February this year, will also make recommendations to the registrar concerning aspects of the Deposit-Taking Institutions Act which inhibit the growth and work of informal financial institutions such as stokvels

Unite, top banker tells businessmen

BLACK businessmen should not let petty business differences separate them if they wanted to hasten economic growth

This was said by Mr Solly Makole, Free State and Lesotho regional manager of the African Bank, at the opening of the 28th conference of the Free State African Chamber of Commerce in Thaba Nchu at the weekend

Makole said it was important for blacks to take part in all sectors of the economy in order to alleviate problems facing them

He said blacks should not restrict themselves to businesses such as taverns and informal trading stores

Also speaking at the conference, the national deputy president of the National African Federated Chambers of Commerce, Mr Archie Nkonyeni, said South Africans should avoid what befell the rest of Africa where political liberation did not go side by side with economic liberation

He said there was still much needed to be done to redress economic problems - Sapa

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Sowetan 25/5/92

Blacks must 'regain their self-discipline'

Sowetan 25/5/92

BLACKS must overcome their feelings of low esteem and regain their traditions of self-discipline and love of excellence, acting principal of the University of Transkei, Professor Dan Ncayiyana, said at the weekend

Delivering a key note address at the university's 14th graduation ceremony, Ncayiyana, who is also Unitra's deputy vice-chancellor, said blacks needed to prepare themselves for a more effective role in a future democratic country.

Mr Aggrey Klaaste, editor of *Sowetan*, was conferred with an honorary doctorate in literature and philosophy in recognition of his Nation Building campaign

Mrs Albertina Sisulu, wife of ANC veteran Mr Walter Sisulu, was among 800 people who received degrees

Ncayiyana said performance by blacks was not held in high esteem

"If there is a choice, most black people prefer to be treated at white-run hospitals, to send their children to white schools, to have their cars serviced by white-owned garages and to shop at white supermarkets for quality service

"This has nothing to do with the intellect or abilities of black South Africans. Frequently, that intellect and those abilities are superior

"It has nothing to do with the material circumstances that may surround the black provider of a service

"But it has everything to do with the attitude of black providers who are perceived as rude, uncaring and incapable of delivering an efficient and quality service," he said

He said the first thing blacks should do to prepare for the new South Africa was to liberate themselves from the feelings of inferiority which resulted from decades of physical oppression coupled with psychological indoctrination

SUCCESSFUL economic empowerment of SA's black population is necessary for the future prosperity of all South Africans. The investments in pension and provident funds held on behalf of black members run into billions of rands and can rightfully be considered as a means to help achieve this end.

The recent announcement of a trade union-endorsed unit trust, the Community Growth Fund (CGF) may be a small but meaningful step in this direction — provided that it is managed sensibly and reasonably.

Two aspects specifically mentioned will be the restriction to investments in companies deemed "socially responsible", and the intention of the unions to exercise their voting rights on shares held. (If the first criterion is properly adhered to then, presumably, the need for the second will not arise.)

Prosperity can flow from union funds

By Gary 26/5/92

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WALTER SCHEFFLER

identifiable beyond normal variations in returns from nonrestricted portfolios

There is some debate on the position of fund trustees who choose to support "socially responsible" investments. I do not think trustees will be neglecting their fiduciary duties if they choose to invest some portion of their funds in the CGF or similar investment vehicle if these provide a healthy mix of normal sound investment criteria coupled with a moderation of political and social conscience.

In theory, any limitation on investment decision must restrict the portfolio managers' scope to maximize investment returns. In practice, if the limitations are limited — and that is the crux — it should make no measurable difference that could be

If the approach will be to blacklist a small number of companies deemed "socially irresponsible", and this is not done on emotion but with reason, the result may be quite acceptable. One may well argue that socially irresponsible and unethical behaviour by companies will not lead to sustainable long-term returns to shareholders.

The token Rlm investment by TML Pension Fund in CGF was prob-

ably politically motivated, but that does not exclude financial soundness. It may well prove to be a very profitable investment for TML as employer which ultimately carries the cost not only of pension fund contributions but also of salaries to union members.

Responsible trade union participation in the investment markets should be welcomed and encouraged. It does not require personal commitment to call for socially responsible investments with other peoples' money, but it may be a sobering exercise to have to put one's own members' money where one's mouth is, and thereby to lead by positive example rather than shouting from

the sidelines

A unit trust is not, however, the most effective investment vehicle for provident fund investments. The cost structure of unit funds is normally geared towards the small investor, and is far too high if applied to large investments by provident funds.

Provident funds should ideally invest in balanced portfolios consisting of a reasonable distribution of shares, property, fixed interest and cash, as is typically the case with managed portfolios of insurance companies, but unfortunately cannot be provided by unit trusts.

Unit trusts cannot at present meet the prudent asset regulations of the registrar of pension funds, which means provident funds using unit trusts will have to do so themselves. Scheffler is senior GM, group benefits, at Sanlam.

Mr Vorster
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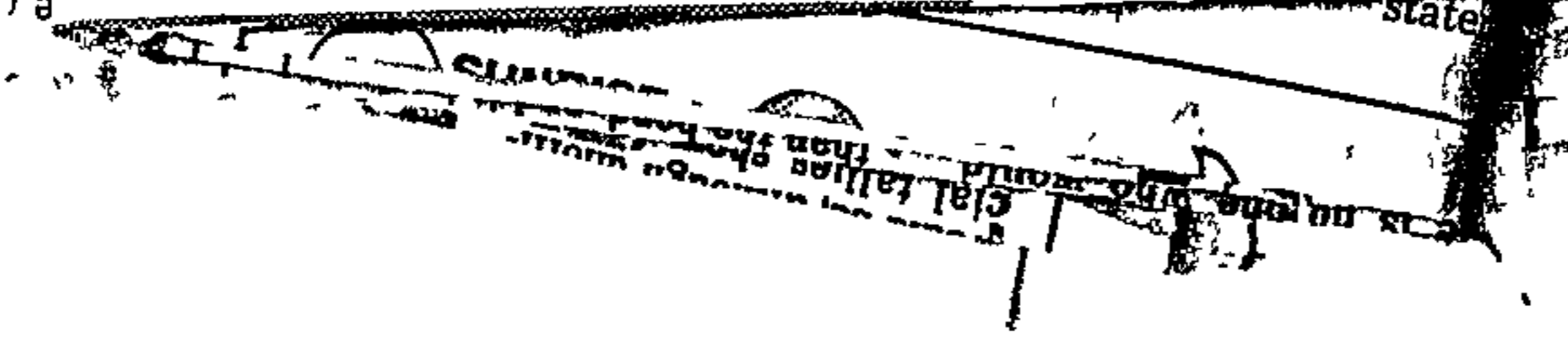
Oceanos rescue last year The presentation will be
made at Air Force Base Bloemspruit, near Bloemfon-
tein, on Monday.

Pro-black bias supported

Two out of three urban blacks are in favour of blacks
being offered jobs rather than whites, even if they are
less qualified, according to a survey conducted by
Market Research Africa. However, fewer people in
professional and managerial posts support the idea

STAR 28/5/92

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By Louise Burgers
Municipal Reporter

Blacks to have big stake in new centre

START 28/5/92

Plans for an impressive R173 million multi-modal transport, retail and entertainment centre — to be known as Metromall — were unveiled by the black taxi industry, property developers and the Johannesburg City Council yesterday.

The ambitious project will be partly owned by, and mainly operated by, the black taxi industry. Metromall will combine shopping, office and entertainment fa-

cilities with the core transport elements and facilities for commuter convenience.

More than 100 000 people, 8 000 taxis and 1 600 buses are expected to use the centre in the north-western CBD — straddling Sauer Street, bordered by Bree, West, Pim and Simmonds — daily.

The Foundation for African Business and Consumer Services (Fabcos) and the Southern African Black Taxi Association (Sabta) will be the anchor tenants with an initial 40 percent ownership

stake in the taxi and vehicle services operating company — the Transport Utility Corporation — with an option to up that stake to 60 percent.

Gower Properties has appointed Ampros as project managers for the construction of Metromall and will then cede its rights in the development to Transcentre Developments Limited (TDL), an unlisted property stock company.

TDL will be owned by institutional investors, primarily pension funds, with no single investor holding more than 20 percent. It is envisaged that ground floor level pedestrian networks will connect with Fraser and Diagonal streets and a skywalk and underpass will provide safe crossing at the busy Sauer/Bree intersection.

A total of 19 200 sq m of retail space will be provided for facilities such as supermarkets, restaurants, banks, clothing stores and fast-food outlets.

The Metromall site is on 3.6 ha of council-owned land in the north-western CBD and includes the existing Newtown and Kazernie bus and taxi terminuses and the Kazernie parking garage, which will be revamped and upgraded. The taxi operators will be granted a 50-year lease by the city council, with the option to renew for a further 49 years.

Rooftop vehicle-related activities will generate income and capital value for Fabcos and Sabta, whose members will have first choice to lease space for businesses such as petrol outlets, wash bays and repair/maintenance garages, as well as spares, battery, exhaust and tyre distributors.

The two-year construction will start before the end of the year. Sabta/Fabcos president Tom Ngcoya praised the city council for sticking to its promise to plan along with the taxi industry.

"The council has shown a willingness to share what it has to offer, and so become party to the very important task of economic upliftment by giving the taxi industry a stake in a major property development," he said.

THE COMPLETE GUIDE TO HUMAN



ONE MILLION RAND CAN GET YOU

Africa for Africans: Plan it now

Wendy 29/5-4/6/92

(176)

THE issue of affirmative action, known as Africanisation elsewhere on the continent, is being handled with kid gloves in South Africa

We all understand that there will be enormous pressure for black advancement which will be irresistible and rightly so. At the same time there is a high degree of sensitivity about displacing whites from sinecure jobs for fear of raising a political storm.

And there is also a genuine anxiety that too speedy promotion of blacks will undermine the smooth functioning of the economy and administration.

The problem is compounded by the perception that this is the most advanced country in Africa, with the most developed industry and infrastructure which requires careful handling. This is true. But we can nevertheless learn from the experience of other African countries, in particular from a mining economy like Zambia.

Zambia inherited a classical settler social structure with the added element of a significant white worker sector standing over a unionised African labour force in the mining industry. It also had a small but significant engineering sector servicing the mines which replicated these social relations.

Apart from the blatant inequalities in the society, the economy was also marked by the usual inefficiencies of colonies where those in command live a parasitic existence sheltered by the "old boy" network.

After independence, the inequalities between expatriate managers and local aspirants were a major point of conflict. Also contentious were the disparities between white and black workers, especially on the mines, where artificial differences in skill levels were maintained in order to justify large discrepancies in wages.

The new government faced enormous pressure to Africanise top management posts. Africans who had not the same experience, know-how or management culture as expatriates demanded the same salaries. Thus the system of counterparts was introduced, which meant that the staffing doubled with the consequent salary costs.

Affirmative action failed in Zambia, writes economist

BEN TUROK

director of the Institute for African Alternatives—but if we don't learn from Zambia's mistakes, and soon, we might repeat them

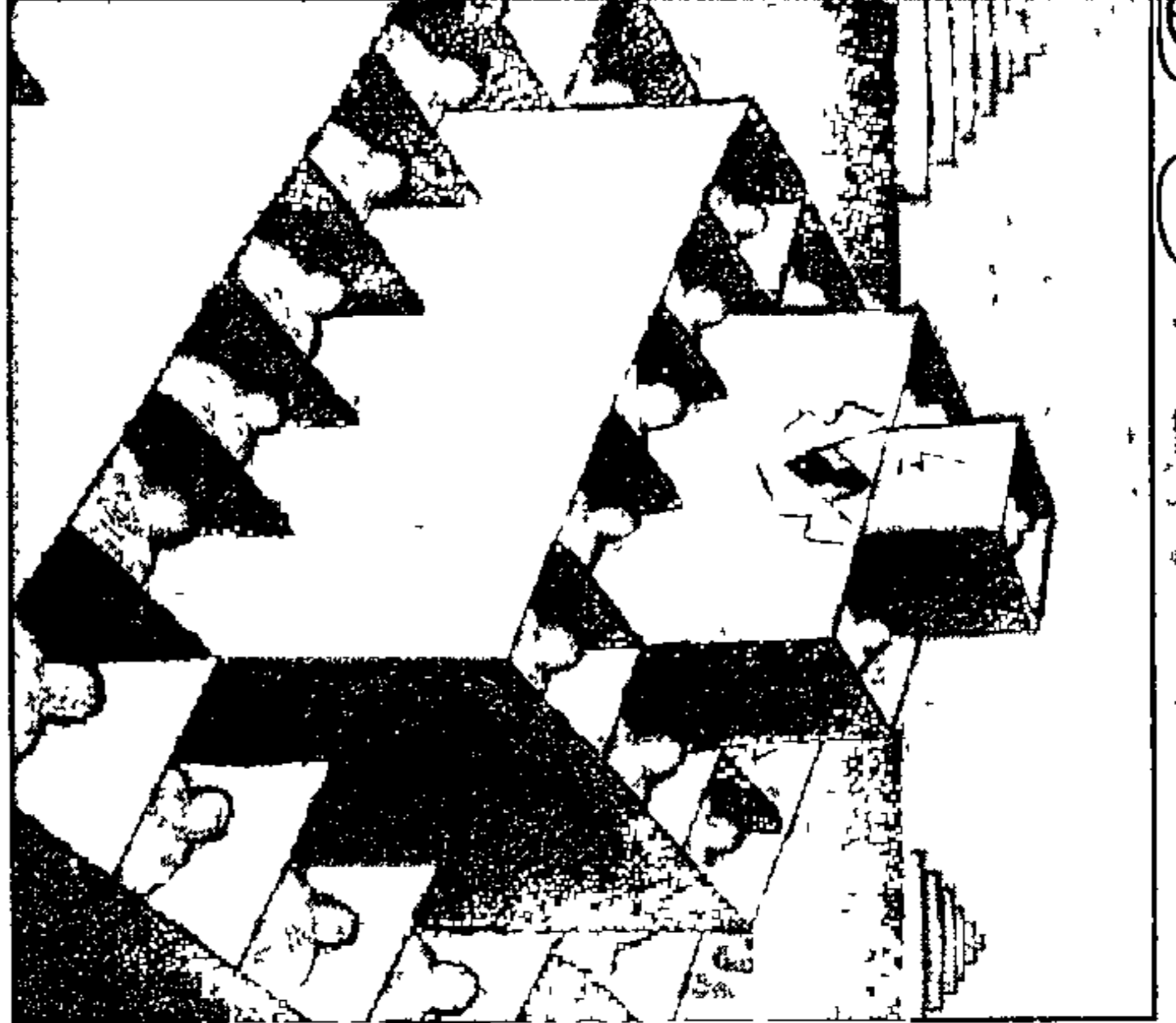
Nevertheless, dependency on expatriate managers continued. Sometimes the quality of management declined, leading to a demoralisation in enterprises where a feeling that "we can never get things right" began to surface. Zambia was ill-prepared for this kind of Africanisation. The same is true of South Africa today.

The demand for the closing of the wage and skills gap also occurred in Zambia on the shop floor. African mining unions forced through a major wage increase soon after independence. They also won a programme of job fragmentation, enabling Africans to learn more skills speedily. But the programme was badly managed and led instead to an expansion in job duplication.

The same demands will certainly be made in South Africa, throughout the industrial and commercial sectors. A self-serving Zambian elite became entrenched in the state apparatus, using every opening to increase its share of the national cake without increasing the productivity of the economy. Indeed it became increasingly parasitic, eating up the bulk of state finances in housing subsidies, car allowances, preferential treatment of all kinds.

This danger lurks in South Africa, though it is rarely referred to for fear of alienating the middle level Africans supporting the liberation struggle.

The African National Congress is committed to affirmative action which must include the Africanisation of management, the promotion of Africans into skilled jobs, the lessening of the skills and wage gap between skilled and unskilled, and the promotion of Africans in the state apparatus. But can we avoid the distortions and



economic setbacks experienced in Zambia—a country noted for the failure to deliver improved living standards to the people as a whole? The answer lies in the adoption of a series of policies which address these issues in advance of the transition.

● Africanisation of management must include the creation of control mechanisms which ensure that the management structure is transformed—but which also ensures that profitability does not suffer.

Organised labour must have an important role. But the public sector must be accountable to the public, without constraining management from making decisions necessary for efficiency. This is a difficult balance to maintain, but it is crucial to ensure the satisfaction of black aspirants while sustaining economic performance.

How these mechanisms are to function could well be the subject of discussion now, when we can be objective, rather than later, when it will be a matter of adopting measures in the heat of political pressure.

● We must also come to terms with the fact that even as black people take up top positions to oversee the transformation of the country, there are dangers in employing replacement measures. One way of tackling affirmative action lies through job fragmentation, whereby exclusive professional or skilled preservers are broken up so that new entrants to these positions can take them on with lower levels of training.

This process is difficult to implement, but essential for social justice. Allowing blacks to enter these preserver enclaves and put in place people who will safeguard the economy from sabotage by recalcitrant whites.

But job fragmentation is a tricky route, since it may lead to duplication and overmanning. This has been the case in enterprises elsewhere in Africa. It therefore requires serious study, involving those who will be affected, in order to analyse the components of the process and how it can be restructured.

● The role of the bureaucracy in the state must be carefully re-examined. We must examine the inefficiencies of the privileged class of white officials who are cushioned by the security the system offers them. If we do not take care, their poor standards will become ours, and the differentials in rewards they have instituted between themselves and the "lower ranks" will remain in place.

We must find new ways of carrying out the business of government which will enable blacks to take their rightful place and make a positive contribution to restructuring our system of government, using their insights into what the people want.

But we must also take care that the system of "counterparts" often used in Africa is not installed here in a form which is costly.

We must observe the principle of the rate for performance and not necessarily the rate for the job. This may lead to some dissatisfaction, since blacks may be paid less initially, but the alternative is to create an expensive high cost structure without the necessary performance. Of course this principle might only be applied for a transition period.

So, recognising that without affirmative action and black empowerment generally there will be no fundamental change in South Africa, how do we manage the process constructively?

Attempts at transition in colonial-type economies show that the advancement of formerly disadvantaged persons can only be carried out successfully with serious planning and by setting out goals in an objective manner. We have the time now to plan affirmative action so that we achieve a rapid advance for the previously disadvantaged without doing damage to the running of the country and its economy. Who is willing to take this on?

by city station guards alleged

TED MAGILL
Weekend Argus Crime Reporter

POLICE are investigating two cases of alleged assault by Springbok Patrol security guards at Cape Town station.

Mr Daniel Meloi, a merchant for Fatus & Monis, was left in only his underpants after being allegedly assaulted and robbed of his money and clothing, apparently by the security guards on May 20.

Mr Meloi said he was taken to a platform and assaulted and robbed by the security guards. He lost R50 and all his clothing.

Mr Mamputa was held in the platform one police charge of force for several hours after his arrest for drunkenness.

Mr Mamputa was sitting on a bench in the station when two security guards approached him, demanding to see his ticket.

When he questioned their request, he was handcuffed and dragged to Platform 16, where he was allegedly punched and kicked.

He was then taken to the SAP charge office, where he was held for drunkenness. Mr Mamputa said he had had "one beer" with a friend in Vredehoek before going to the station but denied being drunk.

Black money on move

TOM HOOD and SHARKEY ISAACS
Weekend Argus Reporters

WHILE the politicians stagnate at Codesa, black business and trade unions are moving swiftly to challenge white economic power.

Black businessmen would like to start their own insurance company partly because they believe the industry is not providing for the emerging black market, where the disposable income of families is rising rapidly.

Rates for blacks have been fixed by people with little or no knowledge of that market say insurance brokers. For example, all black areas are regarded as high-risk areas and premiums are loaded.

"Black entrepreneurs entering the insurance market wield enormous power," said Prestasi Brokers chairman Mr Jan Erasmus.

"They may not have the capital resources or managerial expertise of the main financial institutions, but they command the purchasing power of the masses."

The large insurance firms believed they were meeting the black market's needs by creating niche companies for the black consumer.

However this was regarded as an insult and such companies were known as "commercial Bantustans."

Mr Erasmus believed the struggle for economic democracy had just begun. There was "a tremendous opportunity for new and innovative companies not tainted by a history of apartheid, and dedicated to providing the market with what it needs most — competition-driven, top-quality service."

Savings in unit trusts
MILLIONS of rands of black savings are also being channelled into unit trusts through a new scheme devised by the National Stokvel Association and Syfrets.

Man dragged from 'hideout', killed

Weekend Argus Reporter

A GROUP of alleged Guguletu gangsters attacked a suspected rival's hideout, dragged out a man and hacked him to death with pangas in front of the house.

The gangsters, who included several women, are believed to be members of Amafela. They ransacked the man's fridge and broke all the windows. They also damaged the doors.

The victim of Thursday's night attack was Mr Mow wabisi "Nana" Dlova, 21.

This was the latest incident in township gang violence which has claimed more than 10 lives since March.

Home ransacked in raid by gangsters
Yesterday witnesses said the gangs broke into the house just after 9pm as residents were watching a video movie.

They said the gangsters, some of whom were armed with axes, knives and pangas, shouted that they wanted to kill "amsowele" gang members.

The owner of the house, Mr Howard Jama, a father of six, said he was awoken by his wife as the gangsters smashed his windows.

"I got out of bed as the children rushed into my room. Chaos broke out as the others hid in the wardrobes while some got under the bed."

"I quickly put my bed against my bedroom door to prevent the gangsters from getting in."

Mr Jama and his wife were taken to hospital but Mr Jama died. "I think I was saved by God. I did not mind even if the gangsters killed me. I just had to prevent them from getting into my house and harming my children," she said.

Mrs Xutani said the gangsters stole a watch and rings worth between R700 and R800.

Nana and hacked him with pangas. He pleaded for mercy, but they dragged him outside where they continued to hack until he died," said Mr Jama.

The house was strewn with broken glass and there were bloodstains near the steep Xuani 56, a mother of five, was hit by gangsters with the backs of pangas as she tried to prevent them from entering her house.

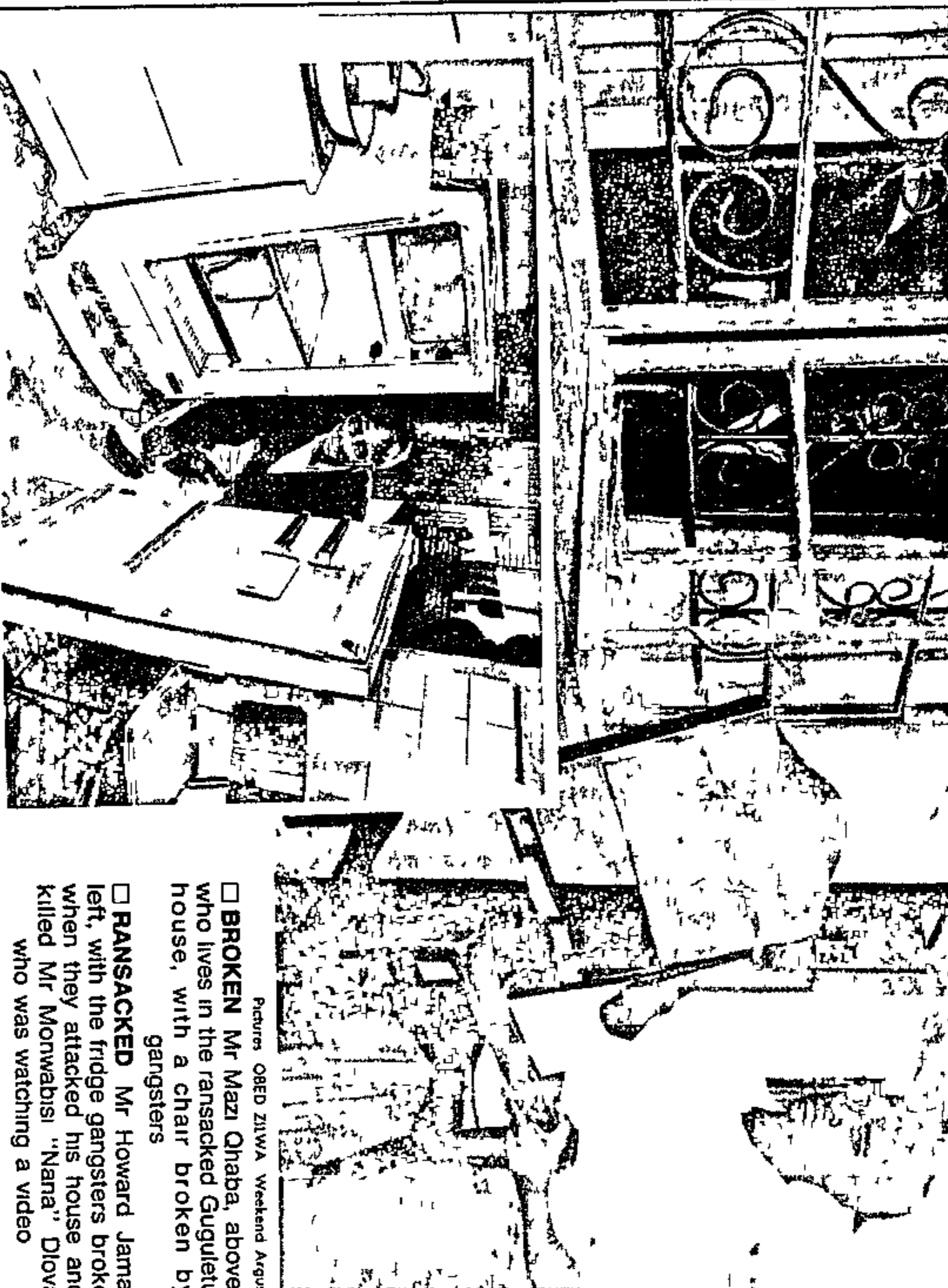
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Pictures OBEID ZIWA Weekend Argus

□ BROKEN Mr Mazi Chaba, above who lives in the ransacked Guguletu house, with a chair broken by gangsters

□ RANSACKED Mr Howard Jama, left, with the fridge gangsters broke when they attacked his house and killed Mr Mowwabisi "Nana" Dlova who was watching a video

Investment product being tailored for stokvel members

STOKVELS and a major financial institution are edging closer to producing a new investment product for stokvel members *Biday*

And a number of investment companies in the US and Britain have signalled they would invest in the product, provided it yielded good returns and was "benefiting the people on the ground" *2915192*

National Stokvels Association of SA (Nasasa) president Andrew Lukhele recently announced that his organisation planned to help alleviate the black housing crisis by diverting millions from banks to unit trusts, which would serve as collateral for home loans since banks were reluctant to lend money to township residents

Lukhele said the arrangement would allow black savings to be ploughed back into black communities, rather than having the money lent to affluent whites

The latest Markinor survey of the informal financial sector indicates a 62,5% growth in the money collected by stokvels in urban areas

WILSON ZWANE

In 1991, stokvels collected an estimated R84m a month compared with R52m in 1989. Membership also rose to 1,3-million from 680 000 in 1989

Nasasa consultant and Tremesen Broker Services MD Stephen Japp said yesterday although some Nasasa members had invested in Syfrets-administered unit trusts, the services group was unable to produce "the type of product which Nasasa wants"

Nasasa had, therefore, entered into a joint venture with a major financial institution with a view to developing a "unit trust product tailored to meet the needs of the stokvel members"

Japp would not name the financial institution, but said it was anticipated that the unit trust product would be available within three months

Lukhele said the recent De Loor Commission report on housing supported Nasasa's conviction that stokvels could play a role in meeting the black housing backlog

'Affirmative quotas fail'

WILSON ZWANE

AFFIRMATIVE action programmes fail in SA because they are geared towards meeting recruitment quotas rather than developing the potential of blacks and women. *Biday*

This is the view of human resources consultant Linda Human in a paper to be delivered at next month's fourth annual conference of the Institute of Personnel Management's (IPM) human resources development division

She says other reasons for the failure of affirmative action programmes are: *2915192*

- That blacks and women are expected to function in a white male world which remains uncommitted to people development;
- A lack of commitment on the part of top management.

"It is time for managers to accept their responsibilities in relation to the disadvantaged . . . it is also time for blacks and women to accept responsibility for their own development," says Human.

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Nasasa
Lukhele
Japp
Human
IPM

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by city station guards alleged

FED MAGILL
Weekend Argus Crime Reporter

POLICE are investigating two cases of alleged assault by Springbok Patrol security guards at Cape Town station.

Spoornet spokesman Mr Brian Lotter said Spoornet's security department had asked for a meeting with Springbok security about the two incidents.

Springbok Patrol has been contracted by Spoornet to patrol stations.

Mr Daniel Meloi, a merchant-liner for Fattis & Mornis, was left in only his underpants after being allegedly assaulted and robbed of his money and clothing, apparently by the security guards on May 20.

Mr Meloi said he was taken to a platform and assaulted and robbed by the security guards. He lost R80 and all his clothing.

Argus machine room worker Mr Colin Mamputa was allegedly assaulted by Springbok security guards on May 21. A report in Weekend Argus said Mr Mamputa had been assaulted by police, but it has since been confirmed that Mr Mamputa was the alleged victim of an attack by Springbok security guards.

Mr Mamputa was held in the platform one police charge of force for several hours after his arrest for "drunkenness".

Mr Mamputa was sitting on a bench in the station when two security guards approached him, demanding to see his ticket.

When he questioned their request, he was handcuffed and dragged to Platform 16, where he was allegedly punched and kicked.

He was then taken to the AP charge office, where he was held for "drunkenness". Mr Mamputa said he had had "one beer" with a friend in Vrede-look before going to the station but denied being drunk.

Mr Mamputa returned the following day to lay a charge and reported a missing wallet containing R200 — and a missing cap.

Mr Heine Langenhoven,

Black money ON MOVE

Challenge to white economic power by unions, business

TOM HOOD and SHARKEY ISAACS
Weekend Argus Reporters

WHILE the politicians stagnate at Codesa, black business and trade unions are moving swiftly to challenge white economic power.

Black businessmen would like to start their own insurance company, partly because they believe the industry is not providing for the emerging black market, where the disposable income of families is rising rapidly.

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Savings in unit trusts
MILLIONS of rands of black savings are also being channelled into unit trusts through a new scheme devised by the National Stokvel Association and Syfrets.

The scheme will provide collateral for home loans, which financial institutions have stopped giving.

Many low-income earners were annoyed by banks and building societies which took their savings but did not allow them access to home loans, said Mr Andrew Lukhele, president of the National Stokvel Association.

Delegation to Malaysia
A DELEGATION of leading Cape Town Muslim businessmen is flying soon to Kuala Lumpur to promote potential business development between South Africa and Malaysia.

The city delegation, consisting of retailers, manufacturers, importers and exporters, will hold talks with business organisations near Mr Cassim Souday and unofficial Malaysian trade representatives visiting South Africa.

Mr Souday said "Discussions were held on various aspects of bilateral trade, Islamic principles and aspects."

"The concept of Tabung-Haji — an organisation dealing in all aspects of Haj (the pilgrimage to Mecca) — was also aired.

"The Malaysian representatives were sent here to promote trade with black businessmen on the lifting of sanctions."

Muslim unit trust
INVESTMENT money from the Middle East is likely to flow into South Africa's first Muslim unit trust.

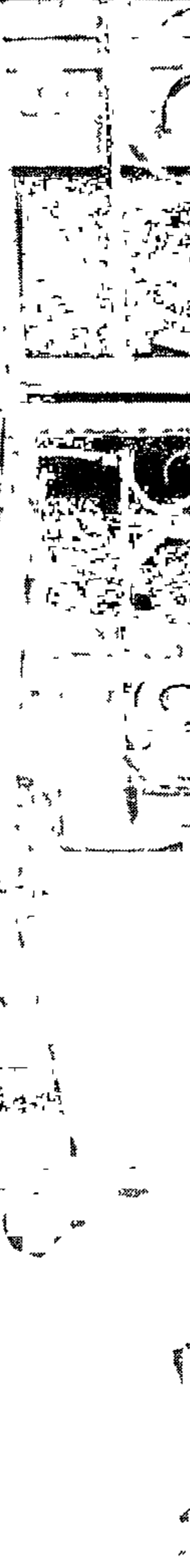
The fund will benefit from a recent ruling by the Islamic Fiqh Academy in Jeddah, Saudi Arabia, to allow Muslims to invest in the stock exchange.

Man dragged from 'hideout', killed

VUYO BAVUMA
Weekend Argus Reporter

A GROUP of alleged Guguletu gangsters attacked a suspected rival's hideout, dragged out a man and hacked him to death with pangas in front of the house.

The gangsters, who included several women, are believed to be members of Amafela. They ransacked the man's fridge and broke all the windows. They also defaced the doors.



BROKEN: Mr Mazi Chaba, above, who lives in the ransacked Guguletu house, with a chair broken by gangsters.

RANSACKED: Mr Howard Jama, left, with the fridge gangsters broke when they attacked his house and killed Mr Monwabisi "Nana" Dlova who was watching a video.

Nana and hacked him with pangas. He pleaded for mercy, but they dragged him outside where they continued to hack until he died," said Mr Jama.

The house was strewn with broken glass and there were bloodstains near the stoep.

An hour earlier, Mrs Agnes Xutani, 56, a mother of five, was hit by gangsters with the backs of pangas as she tried to prevent them from entering her house.

"I got out of bed as the children rushed into my room. Chaos broke out as the others hid in the wardrobes while some got under the bed.

"I quickly put my bed against my bedroom door to

Police indaba in bid to stop crime

VUYO BAVUMA
Weekend Argus Reporter

GUGULETU police have appealed for help in cracking down on the rising gang violence in the townships.

This week Guguletu station commander Colonel D.A. Langeveldt held his first indaba on the problem with Western Cape Civic Association.

Another meeting between the two parties is planned.

Yesterday a police spokesman at Guguletu detective branch headquarters appealed to the people to come forward with information.

Police are currently investigating seven murder cases arising from gang violence. Several suspects have appeared in court, but in most cases, there have been no arrests.

The police know people are afraid to come forward.

"But we are trying to police the affected areas to our best ability. The violence died down considerably for a long time, but now it has flared up," said a police spokesman.

The police have found it hard to prove their cases in court. "We have to deal with the problem of witnesses who do not turn up for court cases.

"I don't know whether it's because of intimidation or that people have lost faith in the system. In some cases the vital witnesses just disappear before the first court appearance and as a result we can't get a guilty verdict.

"Sometimes gangsters charged with murder get bail or get suspended sentences. This causes people to blame us for not investigating cases properly, but there are many factors involved," said the police spokesman.

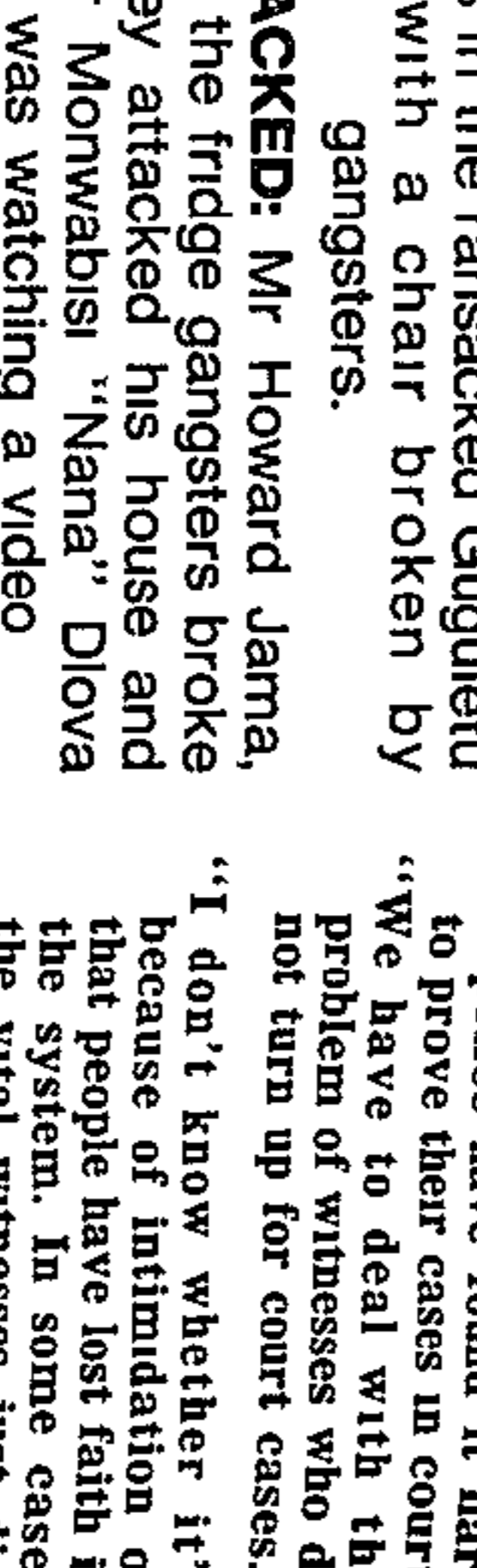
He added that there were many aspects involved in murder cases which could influence the outcome of

Home ransacked in raid by gangsters

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...nager o...pr ng...s at Cape...
...n station, said he was in-
...gating the Mampota case
...had not spoken to the al-
...ed assailant, since he had
...n detained by police in con-
...tion with the case. He said
...iplinary action would "defi-
...ly" be taken if found neces-
...y.

According to police, Spring-
... security officials have no
...wer to arrest, search or re-
...st documents.
Meanwhile, eight security
...ards who resigned from
...ngbok claim Springbok has
...fused to pay them Mr. Ru-
...lph Jones of Eerste River
...id he and seven others had
...igned on Tuesday.
Cape Town director of
...ngbok Mr William Barlow
...id the men had broken their
...tracts by absconding with-
... notice.

Benetton blue after Dutch No to Aids ad
AMSTERDAM.—Benetton, the Italian ap-
...arel company, has been ordered by the
...Dutch Advertising Foundation to withdraw
...n advertisement depicting a dying Ameri-
...an Aids victim, Dutch media reported
...esterday.
The same advertisement has caused an
...proar in Britain, where a number of major
...magazines have refused to publish it.
The advertisement has the word Benetton
...uperimposed on a World Press Photo
...ward photograph by Therese Frare, show-
...g a David Kirby embraced by his crying
...ther at an Aids clinic in Columbus, Ohio.
...r Kirby jun died soon after the picture
...as taken in 1990.
Dutch Advertising Council member
...J Ribbink was quoted by the NRC-Har-
...elshlad newspaper as saying the advertise-
...ent showed poor taste and was "unneces-
...arly disturbing to certain people."
Benetton's Aids advertisement is one of a
...eries of controversial advertisements by
...he trendy fashion firm that does R5,6 bil-
...ion worth of business a year. — Sapa-AP

Islamic bank to open
OVERSEAS capital is also expected to be attracted by the Albar-
...aka Bank an Islamic bank which opens in Cape Town next month
...as part of the R11 billion Dallah Albaraka group, which has 21
...banks and financial institutions throughout the world.
The bank neither charges nor pays interest but all its transac-
...tions are profit-oriented.

Union-sponsored unit trust (21) **AMT 15/19/92**
MONDAY sees the launch of Community Growth Fund, the first
...trade union-sponsored unit trust which is dedicated to "socially
...responsible investment."
It could grow into one of the country's largest because it has
...been promised the cash flows from major trade union pension and
...provident funds.
Tens of millions of rands are also likely to be invested by big
...business as a gesture of sympathy.
Some of the giants on the JSE have promised to invest, led by
...Times Media, which is investing R1 million, and Syfrets, the
...fund's investment adviser and administrator, which has given a
...R2 million kick-start.
This fund will also avoid investing in top companies that do not
...meet the unions' criteria.

Six killed as hotel collapses
LAGOS — A hotel patronised
...by prostitutes collapsed during
...a rainstorm yesterday, killing
...at least six people, said police.
Survivors told police other
...victims could be trapped in the
...ruins of the Juliet Hotel.
Dozens of poorly constructed
...buildings have collapsed in the
...Nigerian capital in recent
...years.
The victims' identities were
...not immediately available —
...Sapa-AP

Body mystery remains
POLICE still have not identi-
...fied the body of a young man
...found in Princessvale this week.
Police spokeswoman Captain
...Denise Brand said it was sus-
...pected he had drowned.
The fully-clothed body was
...found on Thursday after being
...in the vlei for about two weeks.
— Weekend Argus Crime Re-
...porter

Boy flees home to hide from gang
The owner of the house, Mr
...Howard Jama, a father of six,
...said he was awoken by his wife
...as the gangsters smashed his
...windows.
The youth, who declined to be named,
...said he had a narrow escape when Ama-
...Charlie attacked him at school and later
...at his home.
"I ran into a nearby house and they
...called the police," he said. He was escort-
...ed home in a police van.

VUSI KAMA
Weekend Argus Reporter
AN 18-year-old Langa pupil has been
...forced to flee his home and stay with his
...mother's employers in Camps Bay because
...a gang has threatened to kill him.
The Langa Comprehensive pupil, who
...said he was not a gang member, escaped
...several attempts on his life.
When the gang warfare erupted recently
...in the townships he did not join his friends
...in Ama-Walker against the Ama-Charlie
...kill "amaSoweto" gang mem-
...bers
...The gangsters tried to force
...getting in."
The gangsters tried to force
...their way in by hacking the
...door with pangas but they
...could not enter. Others took
...food in the kitchen.
"At that stage they grabbed
...sterns killed me. I just had to
...prevent them from getting into
...my house and harming my
...children," she said.
Mrs Xutani said the gang-
...sters stole a watch and rings
...worth between R700 and R800.

A Woman's Place is in the Kitchen!
This may come as a shock to some of you
...low nitrodden ladies out there, but a recent
...survey in a UK Networking Marketing
...Company showed that 44% of their top earn-
...ers were women with average earning in
...excess of 150 000 Pounds (R750 000) p a !!
With this staggering figure in mind, it is
...strange to find so many South African
...women ignoring their earning potential and
...chaining themselves to the thankless task of
...housekeeping.
So the answer is **DON'T GET A J.O.B.**

J.O.B. stands for "just over broke" You
...start at 8 am You end at 5 pm You spend
...your day being told what to do and you only
...get paid just enough to keep you from leav-
...ing. Let's face it, you'll never really achieve
...greatness by working for someone else. So
...what's the answer?
A dynamic, fast growing company has
...recognised the tremendous drive, ambition,
...determination and ability of South African
...women and is providing them with an oppor-
...tunity of unique proportions.

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"I ran into a nearby house and they
...called the police," he said. He was escort-
...ed home in a police van.

BRING YOUR FORD HOME TO ADELPHI FORD — AND WIN!
Mr. C A Louw being congratulated by Alan
...Hutton of Samcor. Looking on are Robert
...Hall and Ron Roberts of Adelphi Ford.
Adelphi Ford together with Ford have been
...running a service promotion called
...FORDCARE
All that was required was for a Ford owner
...to make use of service facilities at Adelphi
...Ford and be guaranteed a prize.
Mr C A Louw, a loyal Ford owner and a
...customer of long-standing at Adelphi Ford,
...was having a routine service done on his
...Ford when he won the BIG prize.
An all expenses paid holiday for two to
...magical Mauritius.
Congratulations Mr Louw.

MAKE LIGHT OF IT AT THE COURTYARD.
Retreat discreetly to the Courtyard, and tender-
...vous romantically under the palms
...What better way to woo than in the airy and
...intimate atmosphere of an indoor garden under glass
...With our delightfully light meals In-between snacks
...And county service
...And we think you'll fall for the prices, too.
THE COURTYARD
Open from 7 Oam to 9:30pm Telephone (021) 642107
VINEYARD HOTEL
THE PERFECT SETTING.

SALE OF SHOWROOM SAMPLES IN FURNITURE AND UPHOLSTERY
for the period while stocks last
Your chance to buy top quality at greatly reduced prices!
Ronald Scott
FOR BETTER FURNITURE AND PERSONAL SERVICE
WE PREFER MEASURES ON PERSONAL DIMENS
29 Vinward Road, corner Camwinds Street, Claremont 7700
Tel: (021) 61-1133, 61-1146, 61-1155. Fax: (021) 61-3322.

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COMPANIONSHIP ON THE CARDS?
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...ed home in a police van.

But in order to strengthen the
...police investigations, we
...appeal to the people to stand
...up and fight by giving us
...information and all possible
...help."
In some cases the police lost
...contact with the witnesses or
...complainants because the
...murder cases dragged on for
...a very long time.
"We appeal to the people not to
...lose faith in our judiciary
...system. They must stand up
...and fight by giving every bit
...of information about the
...criminal gang activity."
"If they sit back, the gang
...problem will worsen. If we
...can present good and strong
...evidence in court, then we
...stand a good chance of pro-
...ving guilty the perpetrators of
...horrible crimes to the peo-
...ple," said the spokesman.

'Doesn't it make sense to get along together?'

Star 1/6/72

SEEKING the right road to their Utopia — this new South Africa we keep hearing about — people of all races would find a stirring source of inspiration in the words of a black woman from the Deep South

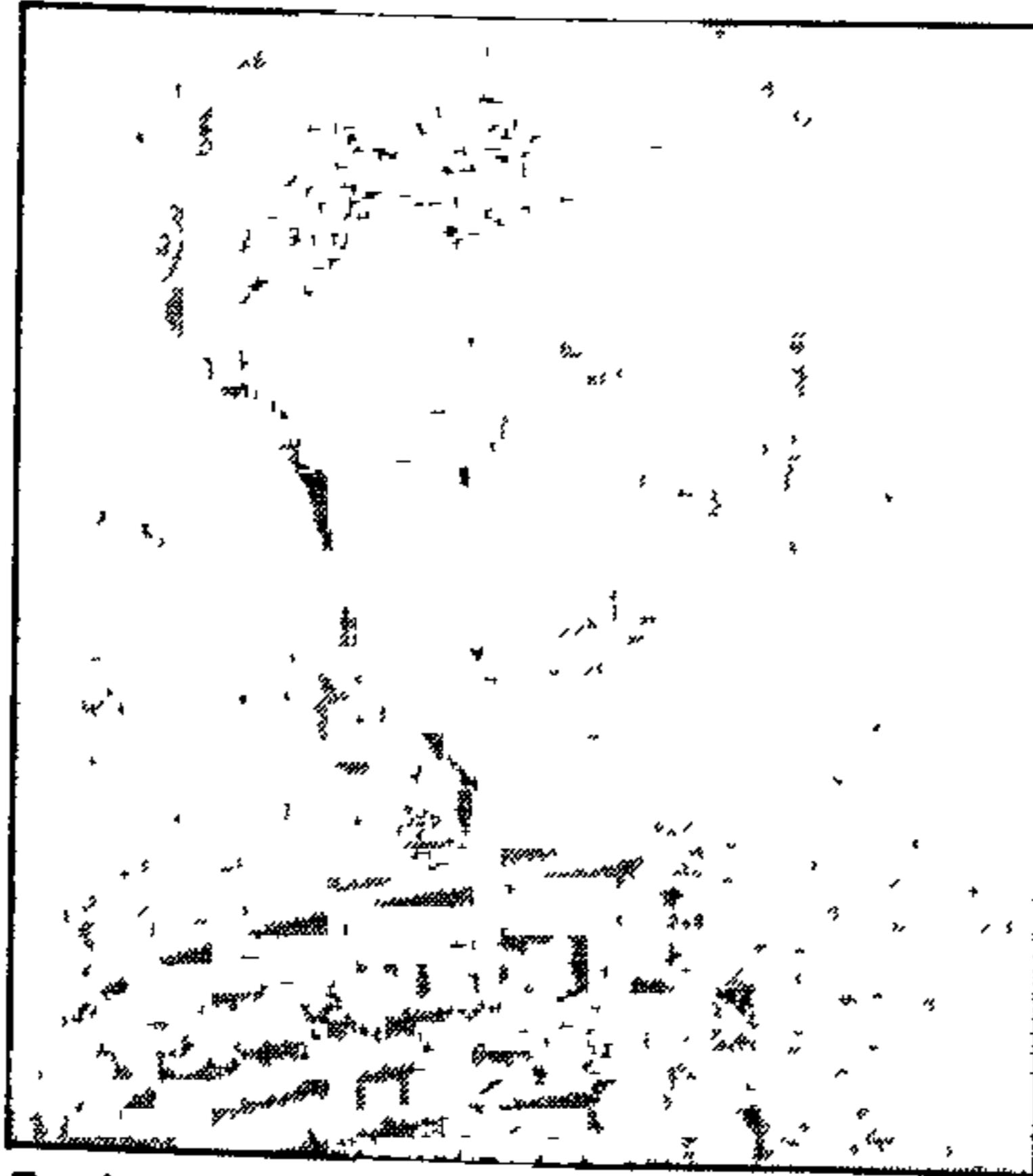
Born in Alabama, of humble origins, this small bundle of dynamite lived through it all, the birth pangs of true equality in America's southern states, in the '50s and '60s. In fact, Laura Lyons' experiences of racial prejudice go back even further a cuff across the head by a white clerk in a department store because she'd had the temerity to enter the premises

That left a deep scar. Later, she recalls, blacks were bussed past five white high schools to the school set aside for them. Then, with the first stirrings of conscience in the Eisenhower administration and finally full-blown educational integration under JFK, she would find herself as a university student taking part in the sit-ins that brought equal learning opportunity to a head

Today Mrs Lyons, who holds a masters degree in human behaviour from NYU, pursues a career dedicated to breaking down barriers and uniting people, particularly in the workplace. South Africa has become a main target area

"There is so much goodwill here on both sides of the colour line," she says, "There's such a positive feeling, the country's undoubtedly on the right track. We're not talking politics here, but it's time for white South Africa to move into the 21st century and take its rightful place in the community of nations. It's a tremendous opportunity to participate in the healing process"

She quotes Rodney King, the young man whose brutal assault by



Barriers buster... Laura Lyons displays a copy of her guide to the "career jungle".



police sparked the bloody and destructive LA riots "It was profound," says Laura, "and you find yourselves in much the same position here today. He said 'Can't we get along? We're stuck together for such a short while. Doesn't it make sense to get along and make it work for us?' That says it all, doesn't it?"

This is Laura's third visit to the country in the last 18 months. She came this time at the invitation of the SA Nurserymen's Association, but is on a lecturing tour that includes talks to major corporations, and will be returning for yet another visit in September

The author of a book, "Lyons' Guide to the Career Jungle", she is an internationally acclaimed motivational speaker. Today she lives in the Caribbean Virgin

Islands with husband Edward, recently retired from the US Air Force

Management of a major US banking chain described her book as "a practical, easy-to-read guide for effectively navigating through the workplace"

Where did it all start? She joined the US Peace Corps after school and worked for two years among abandoned children in Turkey. Then a year in Nigeria doing similar work. "A child born less than perfect in Turkey, is simply dumped," she says

"Your people have demonstrated the resilience, resourcefulness and stamina to overcome 40 years of apartheid and 15 years of sanctions. They've survived it all. It shows how good can often come from adversity"

What in a nutshell is her message for South Africa? "It cuts two ways. Firstly, whites must stop using black deficiencies as an excuse for holding back on the process of change. But, equally, blacks must stop giving whites reason for keeping them back

MICHAEL SHAFTO

Ramphele named

Anglo director

2/6/92
BIDAY MATTHEW CURTIN

ANGLO American has appointed distinguished academic and community health worker Mamphele Ramphele as a non-executive director of the corporation

Anglo chairman Julian Ogilvie Thompson said yesterday that he was particularly pleased with Ramphele's appointment because of her important contribution to research work the group was undertaking on the issue of poverty in SA.

Ramphele had taken a leading role in Anglo's efforts to define affordable and effective programmes of poverty alleviation which would be undertaken in SA within a framework of sound macroeconomic policies.

Ogilvie Thompson said the research would form the basis of discussions with political parties as well as make a contribution, through publication, to the wider public debate on these issues

Ramphele is currently deputy vice-chancellor at UCT, where she completed a PhD in social anthropology last year.

In 1990 she won an Anglo and De Beers Chairman's Fund research grant for adolescent research in the Western Cape

'Contraventions led to finrand changes'

Picture: BRIAN HENDLER

2/6/92
BIDAY
THE large number of exchange control contraventions uncovered and investigated by the Reserve Bank led to the amendment of many of its policies regarding finrand applications, the Rand Supreme Court heard yesterday

This was said by Reserve Bank official Charles van Staden during cross-examination

He was testifying at the trial of former Interboard chairman Ed Dutton who pleaded not guilty to 14 counts of forex and finrand fraud involving about R150m

The State alleged that Dutton, using forged invoices and contracts, had obtained foreign currency unlawfully by misrepresenting that the funds were required to pay for plant and equipment purchased overseas

It was alleged that most of the plant was never purchased and that the value of the imported plant was grossly inflated

Dutton was also alleged to have had ultimate control of the two overseas companies, Partic Industrial Co Ltd and Ligneus Processing and Engineering Co Ltd, which were purported to have supplied the goods

Dutton denied that he controlled the Mary Gibbs Trust, which was the ultimate holding company for the

SUSAN RUSSELL

Dutch- and SA-registered Interboard companies, or that the Trust owned Ligneus and Partic

Cross-examined by Dutton's counsel Max Hodes SC yesterday, Van Staden told the court that one of the measures, introduced after the Reserve Bank had uncovered and investigated so many exchange control contraventions, was to establish whether there was any relationship between the overseas supplier and the local importer.

This and other amendments to Reserve Bank exchange control policy applied only to finrand applications, Van Staden said

The witness was also asked by Hodes whether the Reserve Bank was concerned about where the overseas investor who wished to use the finrand mechanism obtained his funds

Van Staden said the Reserve Bank was not concerned if the funds were obtained from a foreign source, but if funds had been made available by someone with an SA interest, the Reserve Bank would obviously have a different attitude to that particular finrand application

The case continues today

PRIVATE SECTION AND BEEN OPENED TO INTERVIEWERS AND REPORTERS

Top post for Dr Ramphele

Sowetan 4/6/92.
ANGLO American Corporation has appointed Dr Mamphela Ramphele as a non-executive director of the corporation.

Ramphele, presently deputy vice-chancellor of the University of Cape Town, has had a distinguished medical and public service career.

She is the recipient of honorary doctorates from South African and American universities as well as a number of research awards and has written widely on social issues.

Most notably she has researched the problem of poverty in South Africa and is

By JOSHUA RABOROKO

the co-author with Francis Wilson of *Uprooting Poverty: The South African Challenge*

Over the last year she has taken a leading role in the efforts of the corporation to define affordable and effective programmes of poverty alleviation which can be undertaken in South Africa within a framework of sound macro-economic policies.

This research work will form the basis of discussions with political parties.



Dr MAMPHELA RAMPHELE is now an Anglo director.

Blacks to get a cash boost

Sowetan 4/6/92

THE United States Congress is to decide soon on a grant of millions of rands to promote small business development among blacks in South Africa.

The proposed grant is the subject of a Bill now before Congress and introduced by House of Representatives Africa sub-committee chairman, Mr Mervyn Dymally, who is a leading member of the Congressional Black Caucus

It is understood that his sponsorship of the Bill arises from meetings in Washington earlier this year between South African businessmen, Congressmen and members of the South African-American Business Council

Members of the council include ANC president Mr Nelson Mandela, economist Mr Maxwell Sisulu, Fabcos chairman Mr Gaby Magomola, Soweto Investment Corporation's Mr Macdonald Temahe, and director of Consumer Behaviour (Pty), Mr Eric Mafuna

Mafuna, who is interim chairman of the business council, said the aim was to foster a closer working relationship in the areas of business and economic development between "dispossessed" South Africans and Afro-Americans.

It was also aimed at transferring technology and skills to underprivileged South Africans

The new South Africa would be helped through joint ventures, networking, lobbying and capital formation efforts

There would be a review of investment and business proposals from US corporations planning to locate or relocate in the country in order to assure appropriate "Affirmative Action Guidelines" were adhered to and respected

"The purpose of these guidelines will be to ensure that each investment contributes to the overall economic em-

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By JOSHUA RABOROKO

powerment of South Africa's blacks," Mafuna said

In a memorandum, the parties said that they believed economic sanctions should continue until an interim government of national unity was installed and progress towards the democratic election of a Constituent Assembly had become irreversible

The parties have agreed to hold further discussions and meetings to finalise in more specific detail the functions and organisational structure of the business council

Producing students that industry can use

176
~~177~~



John Maree is the chairman of Eskom and Denel. This is an extract from a recent speech he gave to the Secretariat of the Economic Community of Southern Africa in Durban

Many observers have pointed out that, though no single policy or formula can guarantee economic development, there is one fundamental requirement for success education leading to general competence

And that is where we fall short in SA

We need institutions that turn out educated people employers can use. There is an alarming mismatch between what our schools and colleges produce and what commerce and industry need. This gap must be bridged if we are to achieve the economic growth on which to base any political dispensation

More than 300 000 students are studying at SA universities. Only about 12% are studying sciences or engineering compared with between 40% and 50% of university students in nations such as Germany, Japan and South Korea

The remainder of our university students — 264 000 — are studying "soft" subjects and will be competing for a limited number of jobs.

On the other hand, our technikons — where the emphasis should be — have a combined total of more than 100 000 students. Even at these institutions, only 40% of the students are studying engineering or the sciences.

It is estimated that 100 000 students could be removed from our universities today without in any way decreasing the economic skills potential of our country — a sobering thought if one considers the resources invested in the students

We should not be calling for more expenditure on education. We should rather be

asking harder questions about the objectives of our education system and what we are getting for our investment. Are the objectives synchronised with our economic development needs? I don't think so

The responsibility for addressing this mismatch has to be twofold. The education establishment and the private sector need to work together. *FM 516192*

One example of how this works in practice is the experiment at Fort Worth, Texas. There the local Chamber of Commerce and the school district have devised a programme to help match what the companies need and what the schools produce. A forum has been established to identify specific and general skills that will be in most demand and how best the schools can equip the students with them

We can also gain by being more innovative in using the resources we have, for instance by:

- Setting up formal channels for involving commerce and industry in setting educational objectives, providing a business perspective for pupils in the classroom, helping with preparation of syllabi for technikons and universities. This is already happening overseas and a healthy interaction that can only benefit all involved is being developed between the business sector and the classroom. It is good to see that this is beginning to happen in SA,

- Encouraging a much greater involvement by the private sector in adult education by building further on the existing education of employees and helping them to acquire numeracy and workplace language skills; and
- Using our sophisticated electronic media for accelerated long-distance education that could make the world of difference to children in far-flung areas where teaching skills may be lacking. But, for this, we need a massive drive to electrify urban and rural low-income areas

At the end of the day, we must get education on track in SA. And, if we are going to succeed, we have to overcome structural

weaknesses such as the lack of properly trained teachers, especially in the hard subjects of mathematics and science. *188*

Companies have long been concerned at the small number of blacks emerging in management. We have done well in involving black people on the shopfloor but we have generally failed to carry this through to management

One reason, unfortunately, is that we have tended to bring blacks into our organisations in low-level jobs, with no intention that they should ever rise above a certain level

We have not had any real expectations for black employees. They have simply been there. We have not selected for talent or intelligence because we have not selected for advancement

That is one reason for blacks not having advanced and for there being no significant black management corps today

This will change as companies are put under increasing pressure to promote equal opportunity right to the top of our organisations. Either we can drive this ourselves or legislation will force us to drive it in the future

There is no doubt that we are going to have to put a significant percentage of our payrolls into retraining and education initiatives in the new SA in order to make up for the often appallingly poor results in our schools

We will have to help people of talent and application to acquire the knowledge and skills that our school system failed to provide

All this shows me that we need plenty of rethinking, a willingness to try new approaches, much greater involvement by the private sector and real openness from the education authorities.

The Japanese have a word for the sort of approach we need. It's called *keiretsu*, or co-operation. For SA, co-operation is a matter of survival. Our resources are too limited and our needs too great for us to stick with our past, often-exclusive and rigid mindsets.



Tough economic struggle coming

Sowetan 5/6/92 (176)

THE black struggle for political equality will pale into insignificance compared with the struggle for economic democracy

Speaking at the 20th anniversary of Prestasi Brokers in Johannesburg this week, chairman Mr Jan Erasmus said it would have far-reaching implications for the country's larger financial institutions, including the insurance industry.

Prestasi is one of the leading independently owned brokerage firms handling short-term insurance for 40 personnel associations, trade unions, municipalities, universities and other organisations

Erasmus said the manner in which the industry coped with the growing power of black entrepreneurs would determine whether they would succeed in a future

By JOSHUA RABOROKO

"Black entrepreneurs entering the insurance market wield enormous power. They may not have the capital resources or managerial expertise of the main players, but they command the purchasing power of the masses.

"This situation is similar to that which prevailed

when Afrikaner business began emerging in the 1930s," he added

Erasmus said black businessmen would for a long time remember the arrogance with which the white corporate world often used to treat them. The large insurers thought they were accommodating the black market by creating niche companies targeting black consumers



Boost blacks in workplace fast, urges Zimbabwean

(176)

ARG 6/6/92

Weekend Argus Correspondent

DURBAN. — A leading Zimbabwean businessman has urged his South African counterparts to adopt "affirmative action — or black advancement — programmes or risk being overtaken by events

Mr Shepherd Shonhiwa, president of the Employers' Federation of Zimbabwe and deputy MD of the motor division of TA Holdings — the biggest wholly Zimbabwe-owned company in the country — told a business audience in Durban to accept that black majority rule in South Africa was inevitable.

With it, as had happened in Zimbabwe, would come change at all levels of society, including to the ground rules for doing business. Markets would change substantially and employers would be best equipped to capitalise on them if the composition of their workforces reflected the demography of the country.

"If there is no meaningful progress — as opposed to cosmetic window-dressing — companies will have no justification in criticising the outcome later when they are forced to rapidly integrate unskilled workers who are not ready for the responsibility," Mr Shonhiwa told delegates to the Natal Chamber of Industries' annual Changing Face of Industrial Relations convention.

He advocated "fast-track training" combined with accelerated career planning for selected black managers and urged companies to accept that it was "a fallacy that blacks were born losers who could not manage".

Asked in an interview how South African business could afford the cost of "reverse discrimination" in a declining economy, Mr Shonhiwa said the country would almost certainly attract wealth-creating investment at a far higher rate now that it was emerging from isolation in the world than Zimbabwe had been able to when United Nations sanctions were lifted at independence in 1980.

"The other factor overcoming the problem of affordability is the sheer size of big business in this country," he said.

"They have the capacity to create functions, supernumerary positions and mentorships without the attendant costs becoming a burden"

Mr Shonhiwa said affirmative advancement in Zimbabwe had been instigated in the civil service in 1981 by presidential decree. While the Harare government had realised "its hands were tied" and it could not apply legislation to make the private sector follow suit, "strong pressure" had been — and still was — exerted to make business toe the line.

Mr Shonhiwa said reports of concern among Harare businessmen that their government was sacrificing opportunities for business with South Africa by continuing to resist establishing full diplomatic ties with Pretoria were "exaggerated"

Historically close ties between the countries had never been broken — Barlow Rand remained a "sleeping partner" in Astra Corporation and Anglo American and Old Mutual had always operated in Zimbabwe. Exchanges of business groups between the two countries happened weekly.

"Besides, I understand the South African government has bought a large piece of ground in Avondale (a suburb of Harare) to build a full-sized embassy"

Check it out: Herduoyes are still on top

By ZB MOLEFE in Johannesburg and JOAO SANTA RITA in Washington, DC

INTERNATIONAL advertising guru David Ogilvy would have nodded his head in approval.

Black-led advertising agency Herduoyes, which celebrated its first anniversary on Friday, has reason to feel good after laying the course in this rough and tumble industry, for years he preserve of whites.

Well-wishers, friends and clients all came together in a glittering affair to pop the champagne and wish Herduoyes — the child of sheer guts and raw determination — many years of health and good business.

It was the crystallisation of a beautiful solid, black dream. When the agency started last year it was not given a ghost of a chance. By its nature the industry has a very high casualty rate. And few, if any, blacks have ventured into the advertising industry.

"We have a common vision here which makes it easy to run the business," said managing director Peter Vundla, who is at the helm of the agency which boasts billings of more than R12-million in one year.

Creative director Dennis Mashabela concurs: "The success of black business is scarce."

You can't argue with that, especially after you have seen their modern businesslike offices in the swank and upmarket Sandton — fondly known as South Africa's Madison Avenue" in the industry.

It is a compliment which reminds anybody who is anybody in the industry of New York's famed Madison Avenue, home of the world's greatest advertising agencies.



HOT SHOTS ... The Herduoyes who are going places quickly are Dennis Mashabela, Happy Ntshingila, Quintin Deynssen, Peter Vundla and Dimape Serenyane.

ing agencies

Herduoyes, dreamt up by five young Soweto men with fire in their bellies, has a short and long-term vision. In fact, Mashabela calls it "corporate

growth".

The visionaries who dreamt up the agency are regular Soweto guys who had two things in common. They were em-

marketing jobs, and they had a burning desire to branch out on their own.

There was Vundla, an account director for a well-established agency; Mashabela ac-

count manager with a number of multinational agencies; Happy Ntshingila, an account manager for a well-known agency; Dimape Serenyane, account di-

rector for an agency with some

of the country's biggest accounts and Quintin Deynssen, an accountant and former financial director for one of the country's well-known agencies.

Vundla adds: "We want to be the best. We want to create an environment where things are achieved. Where young people, black and white, have a common vision. For me that is where the new SA is."

A sense of the African concept of sharing work — "Letsema" — comes into play when Vundla and Mashabela tell how their agency's name Herduoyes came about.

The five founders of the agency were toying around with a name and their creative juices were working overtime, says Mashabela.

South African commonplace images like "boy-master", "employer-employee" and of course "herdboy" were very much in their minds as they wrestled with the problem.

"We are the head buoys as against herdboys. It is rather a way of cocking a snoot. We are going to lead from the front. All said and done our name was a collaboration of our efforts," points out Mashabela.

Vundla stretches the point that Herduoyes is an effort where everybody puts the proverbial shoulder behind the wheel.

This explains why it is not unusual to find everybody at Herduoyes, when the occasion demands, working round the clock. At times knocking off time comes round at about dawn.

"There are no shortcuts in this industry. Opening this business is easy, but maintaining it is the hard job." Vundla and Mashabela are almost in chorus as they make this point.

at this point that the million dollar question emerges: Is the agency rich? Is it true that the five directors are making millions?

Vundla and Mashabela are surprised. But they quickly assure you that Herduoyes is not in the game to make millions.

But of course they're enjoying what they are doing tremendously: "To date we have only lost one business pitch."

With solid business from companies like Tusk Music, Eskom, Future Bank, Kenya Airways, the National Peace Committee, Wella Harcare and the SA Foreign Trade Organisation, it says a lot for this one-year-old agency.

But Herduoyes, Vundla and Mashabela make it plain, takes the saying "nothing ventured, nothing gained" as a religion.

The agency has also attracted international attention. A Los Angeles gallery is holding a three-week photo documentary exhibition of the agency and its work.

The influential *New York Times*, devoting almost an entire page to an article on Herduoyes, headlined its story "Writing ads to usher in a new era in South Africa."

The newspaper praised the agency's approach to racial issues, stating that "through irony (Herduoyes) has been able to transcend racial stereotypes, creating a strong identity rather than becoming simply 'the black agency'."

"It has been the privilege of white advertisers to portray blacks as they see us," the newspaper quotes Vundla, "Now we have the opportunity to portray blacks as we see ourselves and as they have seen."

Talks failure means 'three-month delay'

CODESA II's failure to deliver a package of agreements would delay the negotiations process by three months, DP Codesa representative Ken Andrew said at the weekend *B/Daw 8/6/92*

The ANC's resort to mass action to support demands for an interim government and a democratic constituent assembly, as well as ANC-government mudslinging, would keep public tensions between the two main parties at a high level, said Andrew.

"The behaviour of the ANC and government in the days leading up to Codesa II and afterwards has set us back about three months," he said.

Codesa II mandated Codesa's management committee, made up of representatives of the 19 participating organisations, to resolve the deadlock that arose

PATRICK BULGER

around decision-making percentages in a constitution-making body.

Once the deadlock is broken, agreements already reached on levelling the political playing field, interim arrangements and the reincorporation of the TBVC states will be ratified.

Codesa II asked the management committee to break the deadlock in time for a planned third Codesa plenary at the end of this month — by which time Parliament would have introduced legislation to facilitate interim arrangements. The deadline is unlikely to be met.

One ANC source admitted last week that emphasis on the office bugging issue was a "delaying tactic" intended to stall proceedings until the ANC had "consulted" its constituency through mass action.

Investment in Jo'burg expected from Far East

B/Daw 8/6/92
ADRIAN HADLAND

SUBSTANTIAL capital investment in SA's manufacturing and property industries could be expected from the Far East soon, Johannesburg city council commerce and industry director Collin Wright said at the weekend

Trade delegations from Singapore, China and Hong Kong would visit Johannesburg this year to investigate investment opportunities, Wright said on his return from the Far East. Japanese and Korean companies had also expressed interest in extending trading ties with SA

Singapore's Trade Development Board and the Singapore Manufacturers' Association would send delegations to the city in July, and a Singaporean computer manufacturer had confirmed his intention to open a factory there.

A ministerial delegation from China had also announced it would be visiting Johannesburg during July

Wright addressed more than 120 Hong Kong businessmen during his trip and discussed immigration and investment opportunities with several major corporations. A group of property owners was expected to arrive in Johannesburg soon to discuss city property development.

The Import-Export Bank of Taiwan was offering low interest rates with special repayment conditions to Taiwanese corporations investing in trade and manufacturing facilities in SA. Several South Korean firms had committed themselves to opening Johannesburg offices

On a Hong Kong radio station last week, Wright pointed out that SA's infrastructure was better placed to take advantage of a global economic upswing than others such as eastern Europe

Tribute paid to Marina Maponya

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Business Day Reporter

MARINA Maponya, a former SA businesswoman of the year and wife of millionaire Richard Maponya, died at her Johannesburg home on Friday after a long illness *B/Daw*

Maponya was deputy chairman of the Maponya group of companies, which was built up after she and her husband went into business in Soweto during the '50s *8/6/92*.

Maponya initially trained and worked in social welfare

She became a director of several companies

They included Volkswagen SA, African Life, the Development Bank of SA, the SABC — she was appointed the corporation's first black board member in 1990 — and the Post Office

Sapa reports that Post Office board of directors chairman Donald Masson paid tribute to Maponya, saying her valuable contribution as a board member would be missed. He expressed his condolences to her husband, eight children and 15 grandchildren



ROLEX

Making youth business wise

Sowetan 8/6/92



THE Young Entrepreneur Foundation has been formed to promote business culture among the youth.

The YEF's policy is to create a culture of business among the thousands who leave school every year

Executive director Mr Oscar Mamba said their aim is motivate youth to be active in the mainstream of the economy

"We want to develop with the local people, progressive youth structures and schools, create a cul-

By JOSHUA RABOROKO

ture of entrepreneurship as a model in building a growing and prosperous economy in a free and democratic South Africa

"One of our objectives is to facilitate the provision of training, counselling and advisory services related to commerce, industry, engineering and agriculture," Mamba said

The formation of the foundation comes in the wake of the surging number

of unemployed youths, the majority matric dropouts and school leavers.

Statistics provided by the Research Institute for Education Planning in July 1991 showed that the dropout rate among African pupils in 1990 was the highest at primary level.

Statistics

The statistics showed that the total number of dropouts in 1990 (814 562) was 10 percent of the total 7 924 991 pupils enrolled from sub A to Standard 10

"The queues are swell-

ing and these children cannot find work. The situation is getting worse as the recession takes its toll and the drought begins to bite. We need to do something for them," Mamba said

A seminar is scheduled to take place at the Johannesburg Stock Exchange Auditorium on July 14-17.

The foundation is also offering bursaries to high school pupils and university students. All enquiries should be directed to YEF at telephone number (011) 483-3280 or Fax (011) 483-3282.

Affirmative action to produce black scientists

THE critical shortage of science and technology skills in SA is hampering efforts to produce technological solutions, but the CSIR has several schemes underway to help improve the situation

CSIR president Brian Clark, says the racially skewed composition of SA's scientific work force is another indication of the country's inability to create an adequate pool of high level manpower.

Creating

"We are fully committed to rapidly creating many more opportunities for all people in the exciting world of science and technology

"We are developing a dynamic equal opportunity programme based on sound

principles of affirmative action, particularly with regard to support for students in tertiary education programmes," says Clark.

He says the blend of the CSIR's Africa expertise and the financial and technological capability of the First World constitutes a valuable mechanism for sustained black economic empowerment and development in collaboration with African countries

This empowerment relates to five areas:

- Eliminating racial discrimination in the workplace,
- Promoting black advancement through affirmative action,
- Promoting democratisation at different levels within the organisation;

- 81 Day 9/16/92
- Improved education and training; and
 - Changes in corporate social responsibility programmes.

He says the CSIR is an equal opportunity employer, and at the beginning of 1991, it set in motion a concerted affirmative action programme

Spearhead

The CSIR is making a determined effort to bring more black scientists into its laboratories, and has appointed former Unisa business school lecturer Silas Thlophane to spearhead this effort.

At this stage, there are 350 black people in scientific posts at the CSIR, out of a scientific staff complement of 2 109

"The rate of employing black people will be determined by our manpower needs. Right now, we are focusing on employing technicians, technologists, scientists and engineers

"A big obstacle in this drive is that black scientists are very rare in SA. There are simply not many blacks studying for science degrees at universities."

To change the situation, the CSIR is sponsoring pupils studying maths and science at high schools, to ensure a reasonable increase in entries to technikons and universities. It also offers bursaries to blacks studying for science degrees or diplomas

When employment opportunities arise, it also recruits science-qualified returning exiles

US banks to sponsor SA black trainees (176)

Own Correspondent ET 9/6/92

JOHANNESBURG — A group of top US banks has agreed to sponsor a six-month financial and banking management development programme in New York for six promising black SA bank employees

City University of New York's Joyce Brown, who will administer the project, said its purpose was to enhance the professional capabilities of black South Africans who had the capacity to play significant leadership roles in their respective companies

Brown said sponsors — Chase Manhattan, the Chemical Bank, JP Morgan and Co, the First Boston Corp and CitiBank — had been approached by New York mayor David Dinkins to make an investment in the people of SA

Plan to train black bankers in New York

Spang 9/6/92. (176)
ANDREW KRUMM

A GROUP of US banks has agreed to sponsor a six-month financial and banking management development programme in New York for six promising black employees of SA banks. (58) (176)

Joyce Brown, of New York's City University, who will administer the project, said its purpose was to enhance the professional capabilities of black South Africans who had the capacity to play significant leadership roles in their companies.

Brown said the sponsors — Chase Manhattan, the Chemical Bank, JP Morgan and Co, the First Boston Corp and CitiBank — had been approached by New York mayor David Dinkins to make an investment in the people of SA.

Southern Life employee benefits and marketing regional manager Richard Molewa, one of six candidates selected for the project, said he had positive expectations as the scheme meant exposure to a different world.

He said the programme was run on a mentor system with each candidate employed in an area of expertise of his own choice.

FNB Parktown branch manager Harvey Khuzwayo said the project was a "lifetime opportunity" He said he would concentrate on corporate banking, credit and risk management.

"Although the programme will keep me away from my wife and two children for six months, it is worthwhile."

Both Khuzwayo and Molewa rejected the idea that the project was tokenism on the part of US banks.

The other candidates are from Standard Bank, the Perm, Premier Foods and Nedcor.

Marina walked without any fear

Sowefan

11/6/92.



176



Marina's husband, Richard Maponya.

SHE was probably the most successful black businesswoman in South Africa. A mother figure, wife, community leader.

You name it Mrs Marina Nompinti Maponya was it. Affectionately known as Rinky, she managed to tread where angels feared to go. She rose to the upper echelons of this country's top multinationals and made it in a male-dominated world.

And despite having a hectic schedule as a competent business personality, she was just as able to keep the home fires burning.

BY LULAMA LUTI

While she successfully ran a roaring business enterprise with husband Richard in Soweto, she raised six children - Rooi, Sisi, Mabotse, Chichi, Solly and Boni.

And there is no doubt that while the (black) community weeps for a fallen daughter, the business world will also take time to recover from the news of her untimely death.

Born and bred in Sophiatown in November 1934, she graduated from the Jan Hofmeyr School of Social Work.

The realisation in 1960 that she was destined for greater things, made her quit the social work scene and she joined her husband in business. From then on, they both grew from strength to strength, she being the proverbial woman behind her successful husband and family.

With no business background at all, she took on her family's businesses which included bottle stores, fast foods outlets, a funeral parlour, supply stores, a chain of car busi-

nesses and the horse racing stables.

Her untimely death on Friday last week sent shockwaves among her business colleagues as well as social and political circles throughout the country.

Maponya finally gave in to a three-month battle against cancer and died at her Illovo home in Johannesburg.

However, there is very little doubt that she lived life to the full and that hers was a life of firsts.

In 1960 she became the founder member and first president of the Housewives' League, a position she held for five years.

She was also the first black woman to sit on the South African Broadcasting Corporation's board of directors.

The Maponyas struck another first when they moved into a plush pink northern suburbs home - long before many people even dreamt about it. Judging by the success that she carved with her own hands, Maponya was no ordinary person. And throughout her resounding success in business and the respect and admiration she commanded in social circles, her private life remained a firmly shut book.



According to a leading national magazine all that could be gleaned was that she used to have her nails done by Gloria at Trilogy, was famous for arriving very late at dinner parties and lived a gear-change from Marnie Chavelli's flashy Summer Place in Hyde Park.

An industrious businesswoman, in 1982, Maponya received the Businesswoman of the Year Award from Barclays Executive Women's Club and the Public Relations Institute of South Africa.

Added to her long list of appointments, she was non-executive director of Volkswagen South Africa and a member of the State President's Economic Advisory Council.

A staunch member of the African Methodist Episcopal Church, Maponya received an award for outstanding and dedicated work in the church from the United States in 1976.

In 1988, she also received Sanca's golden award for an outstanding contribution towards the development of a positive image of South Africa. ♦

Black advancement seen as crucial to corporate survival

STAN 11/6/92

With less than three per cent of black managers in corporate South Africa and even less at supervisory to director level, organisations such as the National Black Management Forum are crucial to further black advancement.

This is the view of Lot Ndlovu, executive chairman of the National Black Management Forum (BMF), who was speaking at the launch of the Edgars Black Management Forum (EBMF) in Johannesburg.

"The development of black managers is essential for the survival of companies today, and the advancement of black employees should form part of any company's strategic direction," said Mr Ndlovu.

"In the past, many

blacks were made managers for the wrong reasons. It is our challenge to change this and create a productive and stable workforce.

According to Sales House managing director, Ian Thomson, no issue is of greater concern to the company than the lack of its black employees in executive positions.

"We as a company, are committed to advancing the potential of our employees regardless of colour. Proof of that, is that 98 percent of the EBMF members are Sales House employees," said Mr Thompson.

"Edgars and Sales House may not have reached the goals set for employee advancement, but research has indicated steady growth in performance

Tailor Saul makes it to the big time

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Soweto 11/6/92.

By IKE MOTSAPI
SUCCESS is not achieved easily.

These are the words of Mr George Soul, a successful businessman who is the founder-director of Soul Tailoring and Dress Making School in Johannesburg

After years of struggle and hard work, Soul can now look back with pride and joy at his achievements.

Soul is the first black to start a successful dress-making school that also supplies big-name clothing shops with his products.

It took him more than 40 years to realise his dream

But now, on the third floor of Metro Centre in Bree Street, Johannesburg, you will find Soul, who is popularly known as Uncle, at work with his staff and students.

The one thing good about Soul is that he wants his products perfectly done. Soul designs and make



GEORGE SOUL: "It's a long road to success."

suits, dresses, trousers, shirts and any other item asked for by clients.

He qualified as a tailor from Edwaleni Technical College in Lesotho and came to Johannesburg in

1957 to pursue his career

He stayed at Sophiatown and joined a tailor called Brown who had a shop at Victoria and Bertha streets

"I have loved tailoring since boyhood because I

realised that it is an unending trade," he said

In 1960 he moved to Pimville in Soweto, where he started a business that failed

He then joined the South African Police but left later to work for Big and Tall Clothing Manufacturing Company in Johannesburg

After years of service he started another company in central Johannesburg and this became a success

He was asked by many people to teach them his trade and he obliged by extending his business to cater for that need

He then moved his business to Metro Centre, where he is now based.

He said "I am proud because most of my students who qualified have their own businesses today

"I am happy for them because it makes me proud to have contributed towards improving the quality of life of my people," he added

Franchisors' sales grow

CP Reporter

WHILE the last two years have seen a massive increase in liquidations, a recent survey conducted by the South African Franchise Association (Safa) among its member companies, shows that its members not only survived but, in most cases, recorded growth in real terms.

Of 55 respondents to the survey, 53 reported higher unit sales for the past year and definite plans for further expansion during the current year. Between them, the franchisor companies that responded operate through a total of 2 800 outlets. They attribute their success to a combination of factors:

- Skills transfer from their well honed franchise systems to their hand-picked, well trained and constantly supported franchisees;

- The power of an established brand name; and

- The significant advantages of bulk purchasing and group advertising, which franchising offers to the inexperienced franchisee.

The findings are neither a flash in the pan, nor a specifically South African phenomenon. Most of the western world finds itself in the grip of a recession, and across the board, franchised businesses prove themselves to be the most resilient.

Nonetheless, Safa is quick to warn that the word "franchise" in itself does not confer any magic

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powers. The aspiring franchisee must select a proven concept, and once accepted, must work hard to ensure success.

It is essential to undertake a careful check on the credentials of the prospective franchisor. In the absence of any legislation controlling SA's franchise scene, membership to Safa is a definite plus-point. Safa scrutinises its members carefully prior to acceptance, and each member is obliged to adhere to Safa's "Code of Ethics and Business Practices", designed to protect the investor.

In addition to reputable franchisors, Safa's membership also includes an "affiliate category" -

companies providing professional services of the highest ethical standard to franchisors and franchisees alike. One such member is the Small Business Development Corporation, which has recognised that franchising is an excellent route for the accelerated, yet sound, expansion of small business.

Finally, Safa presents low-cost seminars and produces publications designed to familiarise the general public with the exciting opportunities available to them. The Association's secretariat is happy to provide a listing of publications and services on offer.

Wanted: Black go-

CLM 14/6/92

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By ZB MOLEFE

THE black child has a far better chance of being employed in the future than a white child, an industrial psychologist and career guidance expert has warned.

Louise Holman argues that "because there are so many companies that have affirmative action policies and because of external overseas influence" most companies will be pushing for a black and white balance in their employees in proportion to the South African population.

"There is such a gap to be made up that I think in two years' time the white child is going to find it difficult to find a job.

"While any black child who has any sort of initiative or shows ambition is going to be taken for the job," says Holman.

From a black perspective it is more important that black children "be given a chance to find out where they should be, so they can grasp this opportunity and not let it go", continues the Unisa-educated industrial psychologist who is also a Chartered Insurance Institute



PREPARATION STATION... "The well-prepared prospective black employee is the person who is going to be taken on," says a career guidance expert.

On the other hand Holman is not sure how long the "black employee boom is going to last.

However, she is convinced that that for the next five or six years there will be a visible bias towards employing black school-leavers rather than their white counterparts. She continues: "There are so many people trying

for a limited number of jobs at the moment. The well-prepared prospective black employee is the person who is going to be taken (for these limited jobs)."

This is where Holman endorses her recently published career guidance book *But Will I Like My Job? A practical guide for school leavers*. It means the black school

leavers who have followed her book stand a better chance of employment.

Otherwise employers will opt to employ white school-leavers. This, the employers will argue, is because suitably qualified blacks will be in short supply.

On the other hand, employers will still employ black school-leavers "who are not coming with right

(career) answers and motivation, and don't know what it (the job market) is all about."

Holman should know. After working with a number of white schools she started career guidance workshops in 1989 in Mamelodi outside Pretoria.

This was after she found that in the townships "they have nobody

trained in vocational guidance".

Talking about the township career guidance problems, Holman, who is also a holder of the British Institute of Management Services work study and organisation and methods certificates, says the township problems are rooted in an atmosphere where parents want their children to be doctors or

domestic workers.

"Anything in the middle they don't know about. They don't put any meaning to it. We have to bring the idea of jobs and what they entail, particularly to the people who will be doing the jobs. I was working with those people in Mamelodi," Holman says.

That is why Holman thinks her book is filling a

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Why Black School-leavers

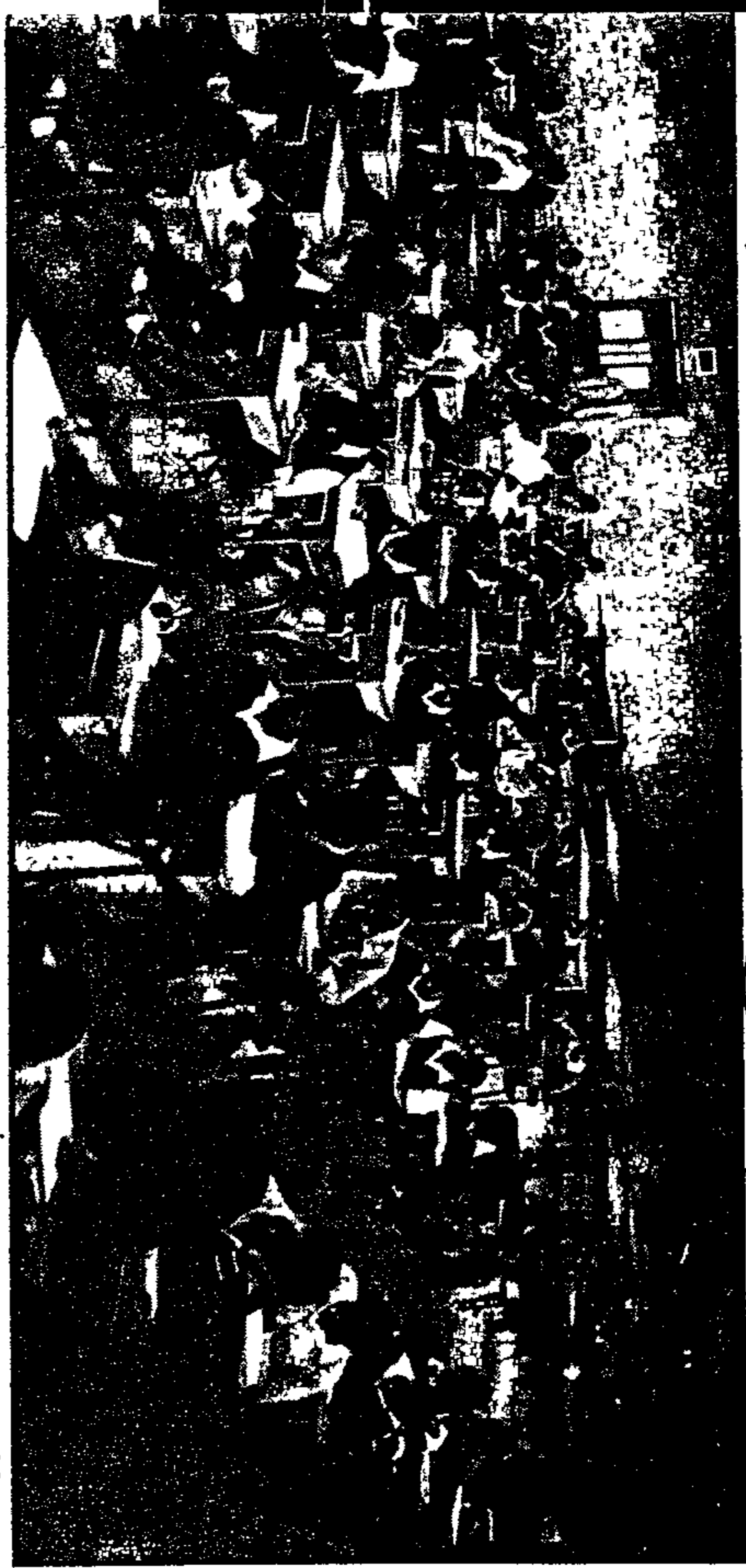
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That is why Holman thinks her book is filling a gap. She thinks there is no career guidance book on work in terms a teenager can understand" on the market at the moment.

She also believes she is well-versed in her subject: "I had a lot of training in observing work, industrial psychology and finding out how paper flows (in the workplace)."

Holman says that generally there are two tests psychologists use for school-leavers on the verge of embarking on careers. However, she has developed (career guidance) tests running against conventional psychological tests.

She got better results - "better than what comes out of American and South African universities". This has led to the Education Development Trust, which is run closely with the Alexandra Koppo Trust.

Holman explains further: "We are taking career guidance principles right through SA - blacks, whites, youth leaders, teachers. We are training them all in career guidance principles so that they can take them to their schools."

When should a black parent and student start worrying and preparing for a career?

The first step is in Std 7, according to Holman, who has found that many black parents are locked into the belief that their children must go to university if they are to have a meaningful and proper career.

"I don't think that is necessarily true, bearing in mind that black children are going to get more jobs than white children in the future.

"I have worked out that seven percent of jobs in SA needed a university or technikon diploma," Holman points out.

Then comes another time in a child's schooling when parents must take charge in the planning of their careers - the first part of Std 9 "just before the child starts motivating himself/herself to acquiring a matric examination pass".

That is where the schoolchild will sort himself/herself out. Particularly in the choice of ideal subjects for higher learning. Also there is a chance that the child can change subjects and direction.

"A good matric pass doesn't mean good subjects but preparation for a career," Holman says.

What are the strategies required for a good career choice?

First Holman points out that it is important to have a strategy if you are starting out in the career stakes. You have to know where you are going and how you are going to get there, insists Holman.

"That is important, that is a straightforward strategy."

This is helpful when things start going wrong in your career path. Or maybe the school-leaver meets obstacles straight away.

"What I'm trying to say in the book is: you will always have obstacles, it is a fact of life.

"A successful person who meets obstacles says: 'Right, how will I pick up myself after I had a failure?' That is where (career path) strategies come in.

"If you overcome them (obstacles), you can still become great."

WHEEL ROLLING

Cl/News
14/6/92



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Keeping the

And who better to take this message across than Tiger's community relations development consultant Elias Moeng?

"The reason is simple," says Moeng, "in our talks with a number of black business chambers countrywide we constantly meet the complaint that big white business does not put its money where its mouth is."

What Moeng means is that most black businesses feel established business does not go beyond occasionally helping out with money for small mundane business problems.

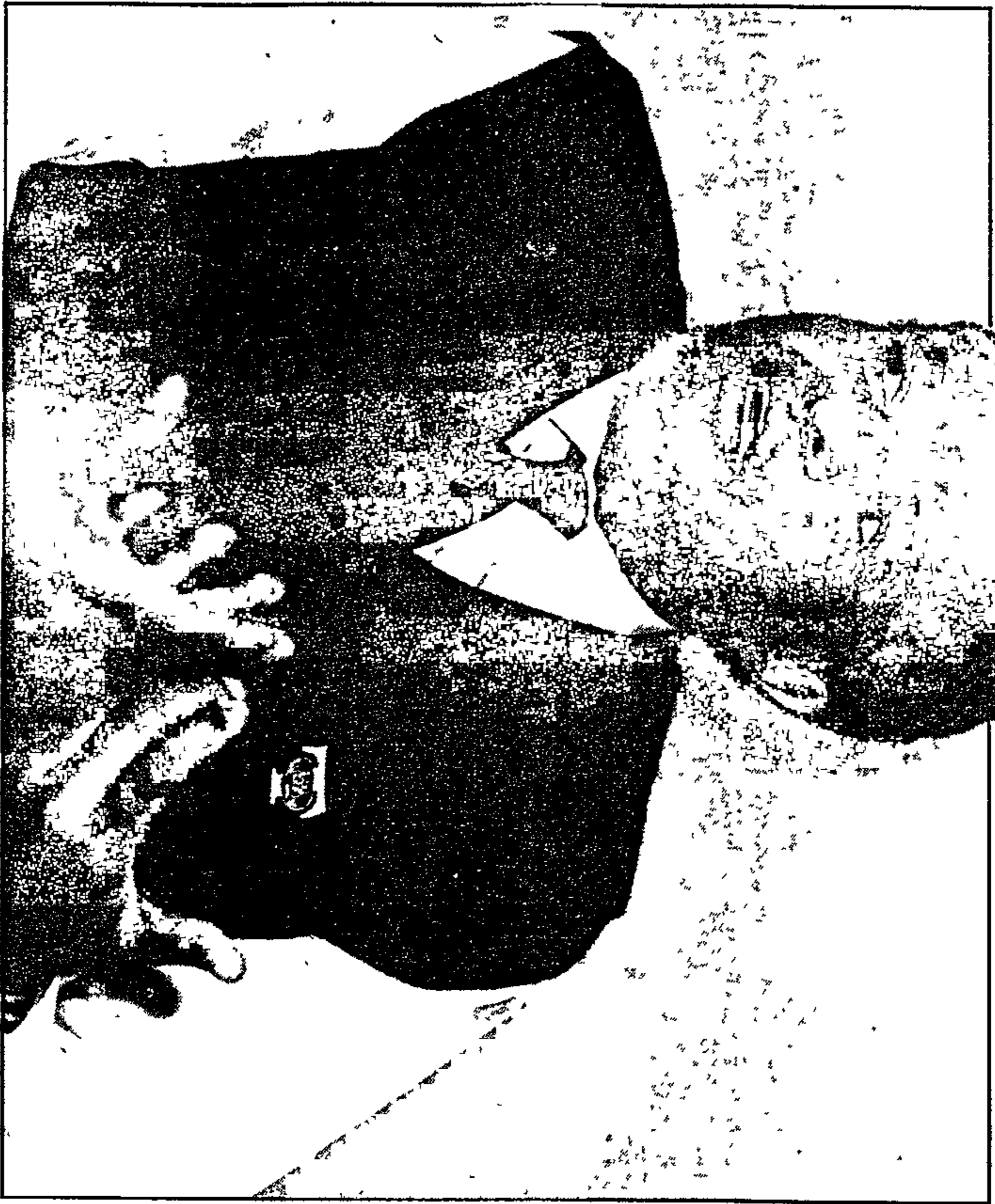
"The constant complaint from black business is that established business is not keen to dirty its hands. All established business seems to be keen on doing is to write cheques-in the hope that black business problems will go away. It is our philosophy in Tiger Oats not to be in the cheque-writing business," Moeng continues.

The picture becomes clearer. What Tiger Oats has done is to look at black business training, particularly in business kills which will arm black business people for the future post-apartheid era.

This is to be a business world where competition the name of the game, and in which the ill-prepared will not survive.

Township businesses in particular will find themselves the little people in a battle for survival against Goliaths. In this battle they must make sure that they are the Davids, not the Goliaths.

by ZB MOLEFF
WHEN Tiger Oats, one of the country's biggest food companies, says it does not want to reinvent the wheel when it comes to black business training, a statement anchored in hard reality.



JET JUNGLE . . . Tiger Oats' community relations development consultant Elias Moeng is a man with a plan of action for township business training.

Moeng is quick to point out that black business training is not something new. What he and Tiger Oats will be doing is nothing out of this world.

Their training will be based on the well-travelled but effective road of empowerment.

Of course, he does not hide the fact that although his company will be taking the plunge, it will do so with its back well covered.

Since last year Tiger Oats has been poring over the problems that plague black business. The company has paid attention to what solid research from places such as Unisa's School of Business has

been saying. "We found that training, distribution and finance is the bugbear of black business. In short, we want to encourage black business entrepreneurship," Moeng points out.

Moeng also explained how his company will put its training scheme into operation. It is called the Ace Business School (ABS). But any resemblance to your conventional school ends there because the ABS will take a few innovative approaches.

For instance, the ABS will be a mobile operation. Moeng points out that this training approach was adopted after his company discovered that in the main, the township business person can ill afford to be away from his business at any given time.

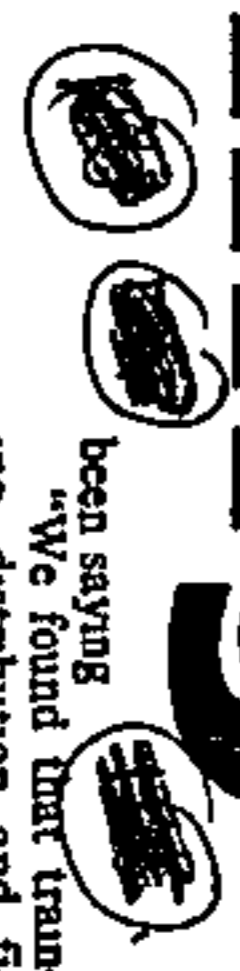
"We shall take the training to traders in the townships. But, I must warn that we will not come to the traders with ready-made programmes," added Moeng. Training will be conducted on an on-the-job basis.

Moeng is a University of the North history and psychology major and former teacher who worked his way through a number of important industrial relations jobs with Eskom and Nestlé before coming to Tiger Oats.

Keeping the wheel rolling

Wheel rolling

CP/MS
14/6/92



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By LEN KALANE
SOWETO Chamber of Commerce treasurer Mokgotlu Samuel Noge is by all accounts a non-ey-rimmed character.

He hasn't done anything in his working life that doesn't entail monetary deals.

He is now on his own, running a bookkeeping outlet at the Orlando West industrial park where his main task is to teach other Soweto traders how to make a profit.

"Many Soweto traders count their wealth by the money they have in their pockets. They can't distinguish between profit and the initial capital they have put into the business. My job is to teach about profit, making more money and so on," said the bespectacled Noge whose first job was back in 1962 was that of a general office clerk at a banking institution.

He has come a long way to where he is today. Leaving the bank he went on to join a dairy products factory where he worked for a year as a sales representative.

For the next 11 years Noge ventured into the unknown. He tried hawking and moved from factory to factory selling clothing. The June 16 student riots affected his business which he ultimately abandoned in 1979.

He went back to the corporate world and worked as an internal auditor for an engineering company dealing in heavy equipment. In 1980 he switched jobs to be a bookkeeper for a chemical company.

"Business people started visiting me over weekends asking me to do their books for them. I then realised there was a need for a bookkeeper operating in Soweto for Soweto

He keeps good account of himself

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GOING BY THE BOOK... Mokgotlu Samuel Noge runs the only formal bookkeeping business in Soweto.

traders," said Noge. This was to give birth to the Noge and Associates firm of Bookkeepers which he started in 1983. He joined the Soweto Chamber of Commerce in 1986.

Some of the traders in the chamber are his clients and he does all their books for them. In fact Noge is the only

known bookkeeper running a formal business in Soweto.

It didn't take very long for the chamber to realise his ability and appoint him as treasurer of the organisation. A month ago he was again appointed treasurer of the Southern Transvaal African Chamber of Commerce (Soutacoc) of which the

Soweto Chamber of Commerce is an affiliate.

Noge, the man riding the crest of the wave, is also a member of the Association of Black Accountants of SA. He is also a member of the Institute of Accounts Technicians.

If you're talking money, Noge is your man.

Look to the Far East for the future

AN INCREASED number of investors in the form of a turer had confirmed its shown a keen interest in

By LEN KALANE

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'Joe': A Soutacoc stalwart

By ELIAS MALULEKE

176

PRESIDENT of the Southern Transvaal African Chamber of Commerce and Industries (Soutacoc), Nkosana Johannes "Joe" Hlongwane, experienced a double family tragedy on the eve of Soutacoc's 22nd Annual Conference.

Hlongwane, the first black man in Mamelodi to venture into what was then seen as a white man's domain — by opening a furniture shop and fitting carpets — lost his aged mother Linah, 80, last month. Last week he suffered another blow when his younger sister's mother-in-law, Gogo Manganyi, also passed away.

Hlongwane, the eldest son of a preacher, is well known as one of the stars of black business in SA. His rags to riches story is like a fairytale.

He started off as a carpet fitter and gradually built his business empire to what it is today. When he started, though, people

thought he was a fool for opening a furniture store in a township. He proved them wrong.

"People will buy from anyone if the service is good, and the products are of a good quality and reasonably priced," said Hlongwane, who is also a minister of religion for the Assemblies of God Church in Mamelodi.

Hlongwane's Zama Enterprises is the biggest black-owned business in Mamelodi specialising in furniture and household appliances. He operates a cash and carry outlet which supplies spaza shops. He also owns Ekaya Building Construction.

The record of Hlongwane in the business world is remarkable and indicative of his ability to make a success of everything he touches.

He was elected president of the Mamelodi Chamber of Commerce in 1985 and the following year became the president of Soutacoc. He was

elected vice president of Nafcoc in 1988 and won the prestigious Nafcoc President Trophy for the most outstanding region in 1989.

"The emergence of Soutacoc as a major economic force is due a great deal to Hlongwane's efforts. Hlongwane has become synonymous with leading Soutacoc to the success it is today," said Soutacoc general secretary Mike Leaf.

Hlongwane has also served in numerous portfolios of Nafcoc and was Nafcoc's acting executive director during 1988.

Outside Nafcoc's activities, Hlongwane is a member of Rotary International, and regional director of the Small Business Development Corporation (North Eastern region).

He also serves in a number of bodies which include schools, community and business groups.

Hlongwane has also travelled all over the world.

Zimbabwe labour turmoil

ZIMBABWEAN labour relations have been plunged into crisis once again because of new government legislation and the worsening impact of the drought.

In the face of protests from trade unions and employers, the government has pushed a new set of amendments to the Labour Relations Act through Parliament. Both the Zimbabwe Congress of Trade Unions (ZCTU) and Employers' Confederation of Zimbabwe (EMCOZ) are accusing the Zanu administration of bad faith.

The ZCTU says the latest measures mark renewed efforts by the State at union-busting.

Undermine

Included in the regulations which were ratified by Parliament on May 21 are new provisions allowing for shopfloor "workers' councils" with greater say in the collective bargaining process. At the same time the provisions undermine the negotiating capacity of individual workers' councils.

Free collective bargaining is a relatively new feature of industrial labour relations in Zimbabwe, having been introduced in 1991 as part of the government's moves to liberalise the economy. Between the adoption of the Labour Relations Act in 1985 and 1991, minimum and maximum wage scales, along with codes of conduct and retrenchment agreements, were supervised and heavily regulated by the labour ministry.

In 1991 the government withdrew and set up a process whereby employers and employees would negotiate terms of employment and wages through industry-wide employment councils and company-specific workers' councils.

At the same time the govern-

ment introduced Statutory Instruments 379 and 404, giving workers' councils a greater input into the drawing up of codes of conduct and retrenchment regulations for specific companies. *CP News 14/6/92*

This alteration removed the likelihood of industry-wide standards of employment being maintained and opened the possibility of the fragmentation of collective worker action within and across industries.

That possibility of intra-union splintering has now increased in the wake of the 1992 amendments.

The new laws accord workers' councils preference over employment councils in the negotiation of terms of employment. Decisions reached by employment councils will no longer be binding over those reached at shopfloor.

Now industry-wide codes of conduct may be ignored by workers' councils and retrenchment disputes may be administered with equal authority by either workers' councils or employment councils.

While EMCOZ argues these new regulations mark the start of "real shopfloor democracy", the amendments indicate otherwise.

A key feature of the new law is the designation of some workers as "managerial employees", who will henceforth be excluded from participation in worker councils activity.

The ZCTU argues this definition includes all low-level management workers - such as foremen, gang-leaders and supervisors - and notes these are precisely the types of workers who regularly represent employees on workers' councils. Further-

more, the ZCTU claims these lesser-ranked, usually less-educated workers who will be eligible for workers' councils will have less capacity to engage employers in fair and equal bargaining over a range of labour issues.

The amendments come at a time when relations between the government and the trade unions are growing increasingly hostile, in the wake of Zanu's structural adjustment programme (Esap) and the impact of the deepening recession on the employment sector. According to the ZCTU and EMCOZ, the free and fair collective bargaining which the government promised last year in keeping with Esap - and which both sides saw as an important factor in the rationalisation of industrial relations - has not materialised.

A mockery

While the ZCTU protests that the retention of a range of arbitrary powers by the labour ministry and the failure to introduce new measures to protect workers (from maternity leave benefits to controls over child labour) makes a mockery of the collective bargaining process, EMCOZ is chastising the government for souring the business investment climate. Both sides blame the government for failing to radically alter the status quo of labour relations, dominated by the State.

The new dispensation will soon be put to the test under conditions which are rapidly deteriorating. As unions across the country prepare for annual rounds of collective bargaining, reports by industrial experts are indicating drought-induced slowdowns and labour retrenchments in coming months.

Insurance: blacks forced to use elbows

THE economic disparity that exists in our country does not augur well for a stable economic co-existence of the different communities.

The white-dominated system has ensured that only white people control all meaningful economic and business activities. The insurance sphere is a glaring example of this.

In spite of black people contributing substantially to the insurance industry through their policies, provident/pension fund premiums, stockpiles and other general insurance contributions, they have almost no say in the industry.

As things stand now, we have no single entirely black-controlled insurance company in South Africa. I need to stress that this picture existed in the whole African continent before independence. Indigenous people were effectively prevented from forming insurance companies.

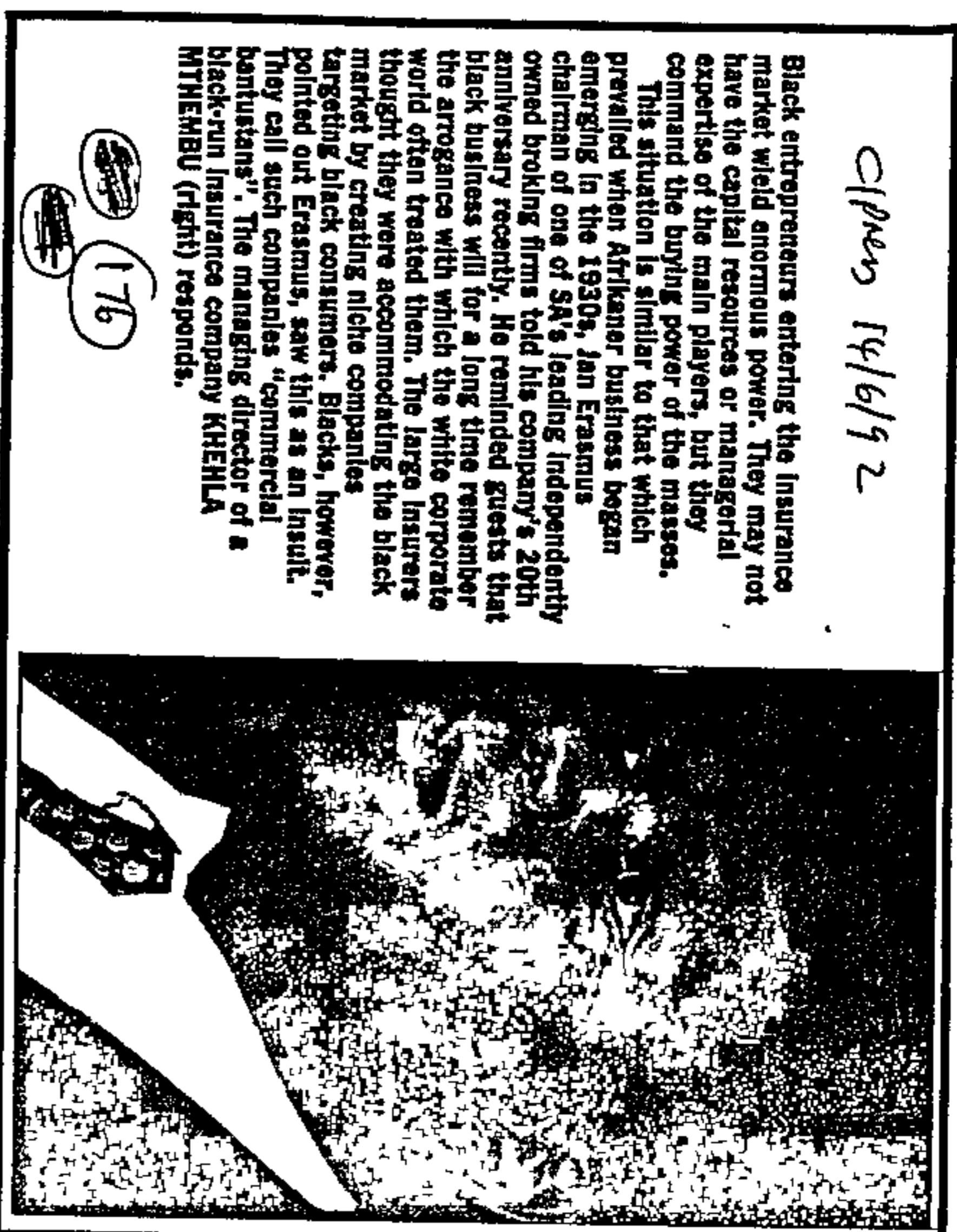
But after independence we witnessed the mushrooming of such companies. I do not think that in South Africa people will have to wait for *uturi* before we embark on mission insurance.

Perhaps I need to stress the need for an insurance industry, especially in a developing country. The industry, by virtue of it being involved in the business of long term contractual savings, lends itself as a development agent.

The well-documented story of how the Afrikaners used institutions like Sanlam to improve themselves and uplift their poor, their old and disadvantaged, stands out as a shining example of what the industry can do.

In Britain, post-industrial revolution economic planners leaned on insurance and pension funds for development capital.

Black entrepreneurs entering the insurance market wield enormous power. They may not have the capital resources or managerial expertise of the main players, but they command the buying power of the masses. This situation is similar to that which prevailed when Afrikaner business began emerging in the 1930s, Jan Erasmus, chairman of one of SA's leading independently owned broking firms told his company's 20th anniversary recently. He reminded guests that black business will for a long time remember the arrogance with which the white corporate world often treated them. The large insurers thought they were accommodating the black market by creating niche companies targeting black consumers. Blacks, however, pointed out Erasmus, saw this as an insult. They call such companies "commercial banustans". The managing director of a black-run insurance company KHEHLA MTHEMBU (right) responds.



About two years ago I spent some time in the United States attached to one of the minority insurance companies. I was motivated to see how that company used its communities.

I was totally astounded to observe urban residential renewal programmes being carried out by the insurance industry. My admiration for the commitment that underlay the programmes was re-enforced by the recognition I observed from the beneficiaries.

This mutual appreciation led to savings from advertising budgets that got re-routed to the company funds to the benefit of all involved.

Examples of such partnerships are widespread in most democratic societies. The challenge is upon us in South Africa to emulate such shining examples.

In our country there is no black insurance industry - black people are being short-changed in benefits of insurance and pension developments.

The senior managers of companies are white and they tend to view development in their jaundiced way.

It is not surprising that in a society like ours where homelessness, unemployment and all the other economic-related ills co-exist alongside obvious white opulence, there is the justifiable belief that wealth is being misdirected to develop the developed - the whites mainly.

About five years ago a group of us got together with an aim of establishing an insurance company specifically geared at black economic empowerment.

We would use insurance and incorporate professionals in accounting, insurance, marketing, law and general business.

Our first approach was to the Registrar of Insurance Companies (now renamed the Financial Services Board).

We were warmly received and given the licensing requirements which were basically:

- Paid share capital of R10 000 000 - note that not a cent of this money was to be loaned
- A local insurer - or insurers - had to be your partner/s to ensure technical support.

We found - and still find - these requirements fair. It was in trying to find that source capital that we hit the wall.

After knocking in vain on most doors in the industry, I am now convinced that an insurance company for black people must be run and controlled by black people.

As a result of my experience I am also convinced that the short-sighted mentality of the white insurance industry will always prevent such an initiative.

For example when I approached several companies some of them could not understand my "arrogance" - was that impudence? - for daring to be involved in the "white man's world".

In their annoying and patronising way they reckoned blacks were only good to run institutions like stockpiles and other informal institutions.

Many believed that they were in the black market already and could not see the value of backing the new all-black venture.

I could now understand why some people described these "black market" companies as economic banustans.

My views might draw sticky-worried protests from white insurance chiefs, but they are drawn from my frustrating experience of knocking on most of their doors, and my practical experience at Afriure Insurance Group.

In conclusion I want to challenge all our people to focus on this project as it has the capacity to enhance our gains in the struggle and also contribute to the general development of our nation.

Much of our debates are on the sharing and re-distribution of wealth now we have the chance to create it for ourselves.

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Much of our debates are on the sharing and re-distribution of wealth now we have the chance to create it for ourselves.

Keeping the wheel rolling

Wheel rolling

CLP/MS 14/6/92

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By ZB MOLFEE
WHEN Tiger Oats, one of the country's biggest food companies, says it does not want to reinvent the wheel when it comes to black business training, a statement anchored in hard reality.

And who better to take this message across than Tiger's community relations development consultant Elias Moeng?
"The reason is simple," says Moeng, "in our talks with a number of black business chambers countrywide we constantly meet the complaint that big white business does not put its money where its mouth is."

What Moeng means is that most black businesses feel established business does not go beyond occasionally helping out with money for small mundane business problems.

The constant complaint from black business is that established business is not keen to dirty its hands. All established business seems to be keen on doing is to write cheques on the hope that black business problems will go away. It is our philosophy in Tiger Oats not to be in the cheque-writing business," Moeng continues.

The picture becomes clearer. What Tiger Oats has done is to look at black business training, particularly in business skills which will arm black business people for the future post-apartheid SA.

This is to be a business world where competition is the name of the game, and in which the ill-prepared will not survive.

Township businesses in particular will find themselves the little people in a battle for survival against the Goliaths. In this battle they must make sure that they are the Davids, he says.



JET JUNGLE... Tiger Oats' community relations development consultant Elias Moeng is a man with a plan of action for township business trainings.

Moeng is quick to point out that black business training is not something new. What he and Tiger Oats will be doing is nothing out of this world.

Their training will be based on the well-travelled but effective road of empowerment.

Of course, he does not hide the fact that although his company will be taking the plunge, it will do so with its back well covered.

Since last year Tiger Oats has been poring over the problems that plague black business. The company has paid attention to what solid research from places such as Unisa's School of Business has

been saying. "We found that training, distribution and finance is the biggest of black business. In short, we want to encourage black business entrepreneurship," Moeng points out.

Moeng also explained how his company will put its training scheme into operation. It is called the Ace Business School (ABS). But any resemblance to your conventional school ends there because the ABS will take a few innovative approaches.

For instance, the ABS will be a mobile operation. Moeng points out that this training approach was adopted after his company discovered that in the main, the township business person can ill afford to be away from his business at any given time.

"We shall take the training to traders in the townships. But, I must warn that we will not come to the traders with ready-made programmes," added Moeng.

Training will be conducted on an on-the-job basis. Moeng is a University of the North West and former teacher who worked his way through a number of important industrial relations jobs with Eskom and Nedlê before coming to Tiger Oats.

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He keeps good account of himself

CLP/MS 14/6/92



GOING BY THE BOOK... Mokogethu Samuel Noge runs the only formal bookkeeping business in Soweto.

traders," said Noge. This was to give birth to the Noge and Associates Firm of Bookkeepers which he started in 1983.

He joined the Soweto Chamber of Commerce in 1986. Some of the traders in the chamber are his clients and he does all their books for them.

In fact Noge is the only known bookkeeper running a formal business in Soweto.

It didn't take very long for the chamber to realise his ability and appoint him as treasurer of the organisation. A month ago he was again appointed treasurer of the Southern Transvaal African Chamber of Commerce (Soutacoc) of which the

If you're talking money, Noge is your man.

Look to the Far East for the future

AN INCREASED response in the form of a surer had confirmed its shown a keen interest in

Companies challenged to create black managers

Business Day 15/6/92 (170) (192) (163)

Business Day Reporter

THE Black Management Forum, dissatisfied with its achievements since it was founded in 1976, has challenged corporations to help increase the number and quality of black managers

Describing themselves as "capitalists without capital", forum directors told business executives at a dinner on Friday that they intended to work aggressively to achieve goals.

Immediate projects included the launching of an MBA course in association with London's City University, research into effective affirmative action, in association with Potchefstroom University's Business School, a programme with the Institute of Directors to develop black candi-

dates for "corporate government", and the introduction of achievement awards for companies leading the way in black advancement.

Speakers stressed that they were against tokenism and did not want handouts.

Forum executive member Zamani Jali said merit had to be the basis of all advancement, but the development of the individual needed support systems.

Other projects announced were a management development fund, a programme on business values in association with the SA Institute of Business Ethics, and the establishment of student chapters.

NEWS IN BRIEF

Seven to train in US

SEVEN black SA professionals left for New York yesterday on a six-month financial and banking management development programme, sponsored by Chase Manhattan, the Chemical Bank, J Morgan and Co, the First Boston Corp and Citibank

BIPany 15/6/92.

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Chance for 8 to spend a year at Harvard

By Kaizer Nyatumba

Eight black South Africans in their mid-careers are to be given the chance to go to Harvard University for a year to bolster their professional development.

The South African Institute of Race Relations (SAIRR) said on Friday that its Harvard/South Africa Fellowship Programme had made eight grants this year and that it was seeking applicants.

SAIRR bursary director Dennis Venter said that of the eight grants, two were in the area of management development, one in public policy and administration, three in education and one in trade unionism. The other is tenable at the university's faculty of divinity.

STAL 15/6/92 Allowance

Mr Venter has invited applications from candidates aged between 30 and 40 and in the middle of their careers.

The fellowship includes all tuition and fees for the period of enrolment, offers a subsistence allowance and covers the cost of a return air ticket.

The closing date for applications is September 30. Applications forms are available from The Harvard/South Africa Fellowship Programme, South African Institute of Race Relations, Box 32597, Braamfontein 2017.

IN *Das Kapital*, Karl Marx describes the main German business of his time as consisting of "petty retailers and hawkers serving the big foreign wholesale trade".

Smaller German manufacturers of his time were producing poorer imitations of goods made in Britain

To protect the British public from buying those German imitations, the British Parliament legislated that all goods imported to Britain should indicate the country of origin.

Germany was the target and German goods had to have the mark, "Made in Germany"

The German response did not follow the socialist teachings of Marx.

Education, training and hard work, mixed with deep patriotism in producing the best possible quality products, became their top priority

The government provided all the necessary support to the work-giver and the work-taker

That is why, as Dr Theo Wassenaar acknowledges

Quality key for the small man

Sowetan 17/6/92.

Industrial chemist and small manufacturer Bogle Mabogoane says big business developers should support small business so that small manufacturers can compete against the bigger players.



in his book, *Assault on Free Enterprise*, the term bureaucrat is more respectable in Germany than in all capitalist countries

The German approach has definitely paid. "Made In Germany" is internationally accepted as a mark of quality

Germans are more productive, with very good working conditions for employees, even in foreign lands

The Receiver of Revenue in Germany is not disliked as in other countries. Church taxes are even paid to him directly from workers' wages and salaries, together with the normal income tax.

African business is nowadays similar to that of Germany during the time of Karl Marx

Praises in favour of hawking and backyard manufacturing are being

sung by bureaucrats but with little support, or none at all on the major problems facing the smaller manufacturers

For them, the number one is quality and this needs technical training so that Made by Smaller Manufacturers should also mean Best Possible Quality

Our technical colleges and technikons, with support from institutions like the SA Bureau of Standards, should consider relevant technical courses for the entrepreneur, to improve his skills.

These courses will need to be offered in African languages too. It can be done

I had the opportunity of teaching chemical workers with Standard 5, the Laws of Electrolysis in Nguni and Sotho. Their produc-

tivity increased from 65 percent to an average of 92 percent, which was the same as that of German and Japanese workers in the same field.

The second problem of Small Manufacturers (SMs) is that of the procurement of materials in the quantities they can afford, because big suppliers are geared for big manufacturers.

Exorbitant

Smaller suppliers charge exorbitant prices, thus compelling the SMs to produce poorer quality products to compete in price with the big manufacturers

There are big suppliers who have bent their rules and do supply smaller quantities to the SMs but

From begging to self support

The road to black empowerment

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So what 17/6/92

ECONOMIC power can only be attained when black people become involved in the mainstream of the economy

This can be done by utilising the substantial resources that are found within the community

The black consumer has finally been recognised as the biggest provider of profits by the retailing industry

Today he does not have to travel over 30km to buy groceries

In the PWV area we now have strategically located gates, Eastgate, Highgate, Westgate, Southgate and recently Northgate

There is also Vosloorus and the Spruitview shopping complexes, to name but a few. The major supermarkets are now literally down the black consumer's street

Unfortunately this development cannot receive unconditional approval

The most worrying point is that shareholding in these companies does not include people within the communities where these complexes are located

Thousands of rands from black consumers are siphoned out of their area. This situation impoverishes the community

A similar development is taking place within the taxi industry. Initially the taxis were a genuine effort of the black entrepreneur, lately it has been taken over by the moneyed class

White business persons with easy access to finance have taken over the taxi industry. Black people are now fronting for non-blacks

The current political developments are hailed as the creation of a good foundation for economic prosperity for everyone in the country, both black and white

If we give ourselves a little time

The attainment of real political freedom by black people in the country will only be possible once they achieve economic power, argues THABO NDABENI, a community worker.



to reflect, we will remember that the opening up of the central business district of Johannesburg was not as a result of an overnight change of heart by the ruling class. No. It was precipitated by economic considerations

The white consumer was no longer coming to the CBD because it was forever congested and rowdy. He was now going more to the nearby suburb shopping complexes like Randburg, Rosebank Mall, Sandton shopping complex, Kilarney Mall and others

So the city fathers, in an effort to maintain revenue flowing in, had to open up the city to other people

Mr FW de Klerk's motives for reform can also be traced to economic considerations. More the desire to respond to the demands of capital to overcome the constraints on the national economy like lack of foreign investments, high import charges because of sanctions, inability to access new technology and limited markets

These factors prohibited generation of profits - or they say it inhibited sustained growth

The utterances of De Klerk during the whites-only referendum do

not confirm this line of thinking. The political changes are not in any fundamental way going to disturb white interests, so says De Klerk.

Soon we will all be voting people into and out of Parliament, whilst economic power firmly rests in white hands

It therefore becomes imperative for us to work out strategies that are going to lead us to the acquisition of

true power, without depending on the benevolence of anyone, even De Klerk

Unless this is done, we shall never be in a position to determine our destiny

Black people need to begin to deliberately discriminate against non-blacks in business. If we are to develop our communities this is essential

Black people need to develop a pattern of growth that increases the efficient use of the assets they have. Work out a method of overcoming obstacles to having access to land, credit, infrastructure and productive inputs

Groups exist within our communities that are formed for the purpose of accumulating funds for various reasons

These groups include affiliates of the National Stockvels Associa-

tion, members of Nafcoc and Fabcos, burial societies, bulk buying schemes, to name but a few

The funds these organisations are accumulating should be put into a black development trust

The immense resources so generated should be used to acquire property, to operate supermarkets, chemists, buy out conglomerates like Old Mutual, Checkers, Diskom, Spar and any other that is owning property or doing business in our communities

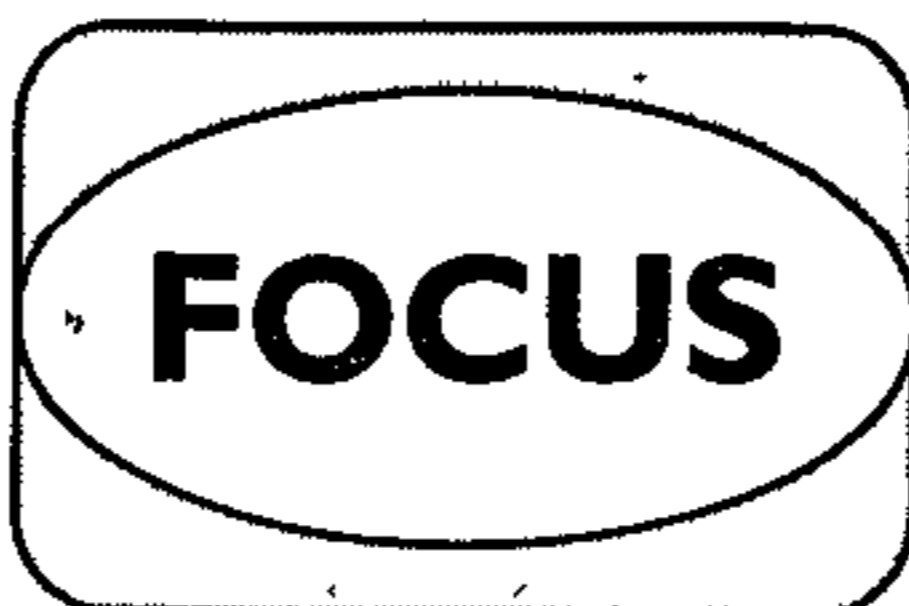
Through the trust, we could get involved in productive and profitable labour intensive ventures. This will mark the beginning of an effort to overcome the state of permanent unemployment affecting thousands of our people

As our capital base increases we could then look into ways of upgrading our localities. Profits generated from the ventures can set up bursary trusts, invest in community colleges and many other activities that will make us a better people

These projects will obviously be successful only if people are educated in the benefits of supporting black initiatives. We could make spazas an example of black resourcefulness that is now being challenged by chain supermarkets operating in places like Kagiso near Krugersdorp

This approach does not make us forgo our demand for a professional service from any service provider. The black consumer must be taught to be more critical of the service provided by the black business person

A beginning in this direction will change us from being beggars to self-supporting people



Clash over affirmative action jobs

By PETER DENNEHY

A SHARP difference of opinion over affirmative action emerged between Deputy Mayor of Cape Town Mr Clive Keegan and Bellville town clerk Mr John Marshall at an Idasa seminar last night.

The seminar, in Bellville, was on "Local Government Administrations in Transition".

Mr Marshall said in his speech that colour and gender discrimination must be rooted out, but that the best person for any available job must be appointed "otherwise we will all suffer".

Mr Keegan, on the other hand, said "When we talk about affirmative action we are not talking about the best man for the job, regardless of colour".

"Unless we start building skills in the community the transition period is going to be long and drawn out."

At the same seminar, Cape Town Mayor Mr Frank van der Velde proposed that the 66 local government structures in the Western Cape should be reduced to four or five "of viable size and composition".

ET 18/6/92

Business

New plan to combat crime

Sowetan 18/6/92

By JOSHUA RABOROKO

A black human resources consultant says he has a "revolutionary idea" to combat crime and ease the housing shortage in Soweto.

Mr Martin Sebesho said his solution was to "dragoon Soweto's millions of drop-outs and jobless into the SADF, teach them trade skills, and then put them to work on special community development and upliftment projects".

Sebesho, a prominent member of the South African Board for Personnel Practice, said the plan was "no hairbrained scheme" and said "perhaps 80 percent of Soweto's lost generation could be reclaimed in this way".

Sebesho, who is human resources consultant for a number of major companies, estimated there were about 3 million young blacks who could qualify

for a compulsory call-up

"They are aged between 18 and 30 - the older ones are veterans of the township troubles of 1976," he said. "These would be among the first to be recruited

"Of course all of them could not be called up at once

"But it would produce an entirely new class citizen.

"It would also be one of the most striking examples of affirmative action I can think of."

He said the idea could shock "die-hard military traditionalists"

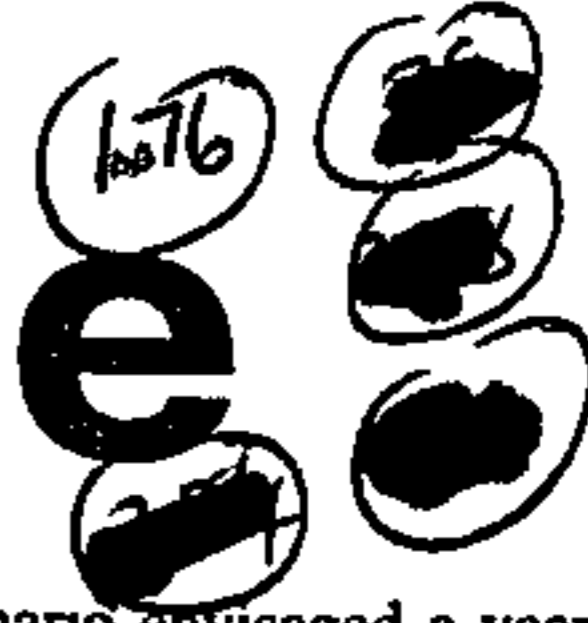
But Sebesho believes "a little bit of military discipline" would help black youths living in squalor, crime and hopelessness.

His scenario envisaged a year-long stint in the army. Initially, that would involve typical military induction training: discipline and fitness regimes

"But these young men would be trained not to kill but to build," Sebesho said. "They would be trained in a variety of basic trade skills - as electricians, plumbers, bricklayers and carpenters - which could be developed by formal technician or technical college training when they leave the service

"With a disciplined battalion of such men moving in, Soweto could be clean tomorrow

"The whole of the township could be electrified, everyone would have running water and the squatter problem could be sorted out because there would be a pool of cheap manpower to help build the houses."



SOWETAN BUSINESS

Going from rags to riches

MRS LILLIAN Sibongile Malahlela, a 28-year-old mother from Mamelodi, is really making it in the rag trade.

She is principal of Leseding Dress-making School, manager of Leseding Clothing Manufacturing Factory, owner of a Sewing Machine Shop and 15 clothing outlets

Her motivation was to prove to the world that black women can compete with the best, regardless of sex or race

Lillian says "Black women can no longer afford to be domestics
"We must get out of the dependency syndrome and get new skills that will lead to economic empowerment"

By JOSHUA RABOROKO

The school has about 480 students who come from all over South Africa, Zambia, Zimbabwe, Lesotho, Botswana, Namibia and Mozambique

She teaches men and women to sew wedding dresses, uniforms, graduation gowns and traditional garb.

Her courses run for a year and most who finished have opened their own schools in Southern Africa

Leseding is at 3904 Section M, Mamelodi West, Pretoria
It was started at her parents' home, Mr and Mrs Frans and Regina Maluka, nearly 20 years ago. She took over after

her mother's death in 1989

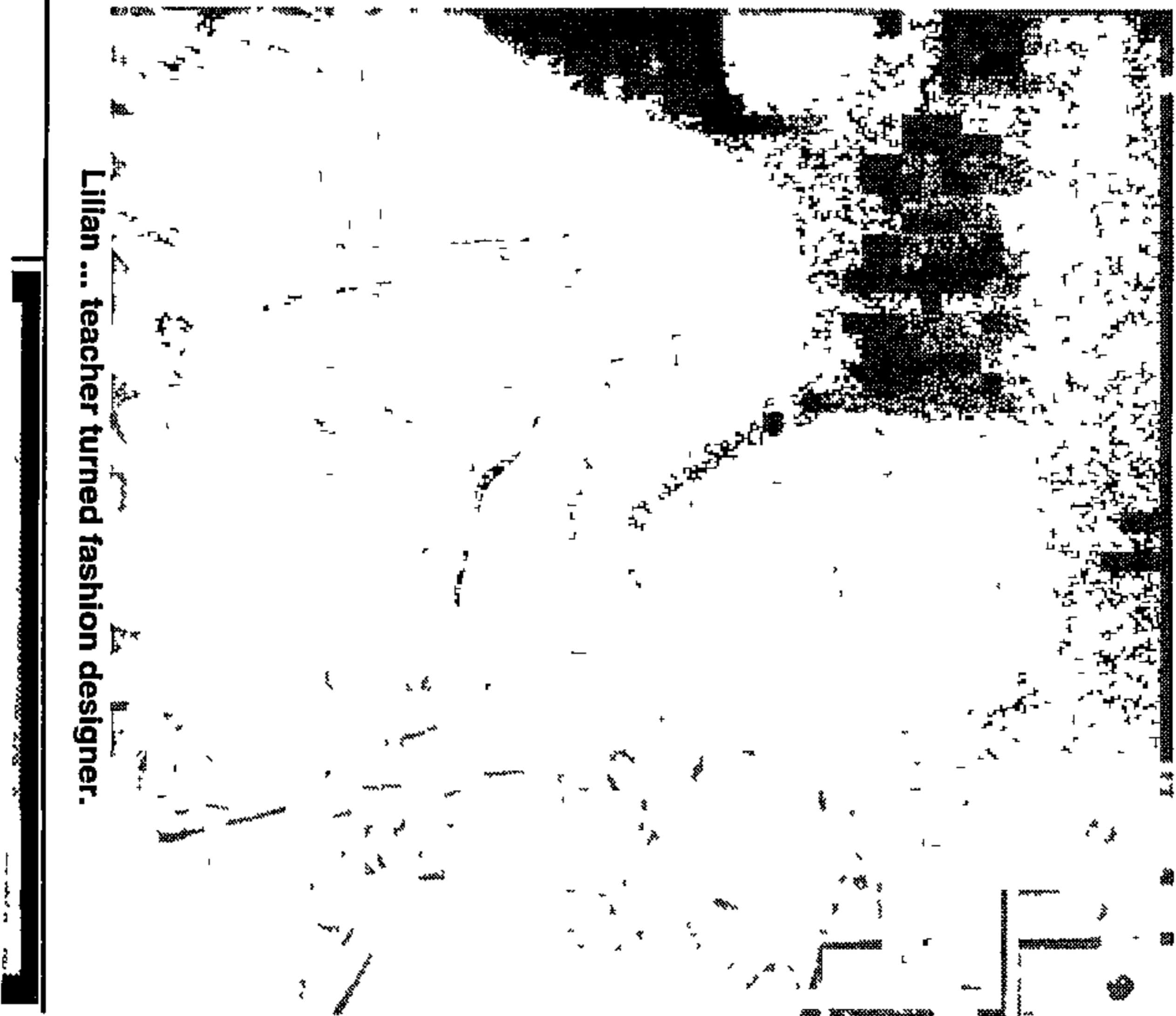
The family received a loan of R15 000 from Get Ahead Foundation in 1986 after many banks had turned down their application. The loan has since been paid back.

After receiving the loan they built larger premises, bought more sewing machines and the school grew

"My mother wanted me to be a school teacher but I could not because of my love for clothing," said Lillian

This article will qualify Lillian for the *Sowetan*/Sanlam Entrepreneur of the Month Competition. The contest is part of the *Sowetan*'s Nation Building Campaign.

Lillian ... teacher turned fashion designer.



Power of business

(176)

C/Pren 21/6/92

Indaba in north to focus on skills boost

By MOSES MAMAILA

MORE than 500 business people will pack a conference centre in one of the top hotels in the Venda homeland for a ground-breaking Northern Transvaal Chamber of Commerce (NTCOC) conference next Saturday. The conference at the Venda Sun will concentrate on one of the most pressing problems facing black businesses today - equipping them with skills that will empower them to run their businesses successfully.

Empowerment

The conference theme, says NTCOC vice-chairman Bethuel Mpuru, will be "progress through technology and skills". "We felt that as there is a lot of talk about black empowerment in the changing SA, we have to empower our people with skills. A lot of our people have no basic managerial skills and they require a lot of training to succeed in business," added



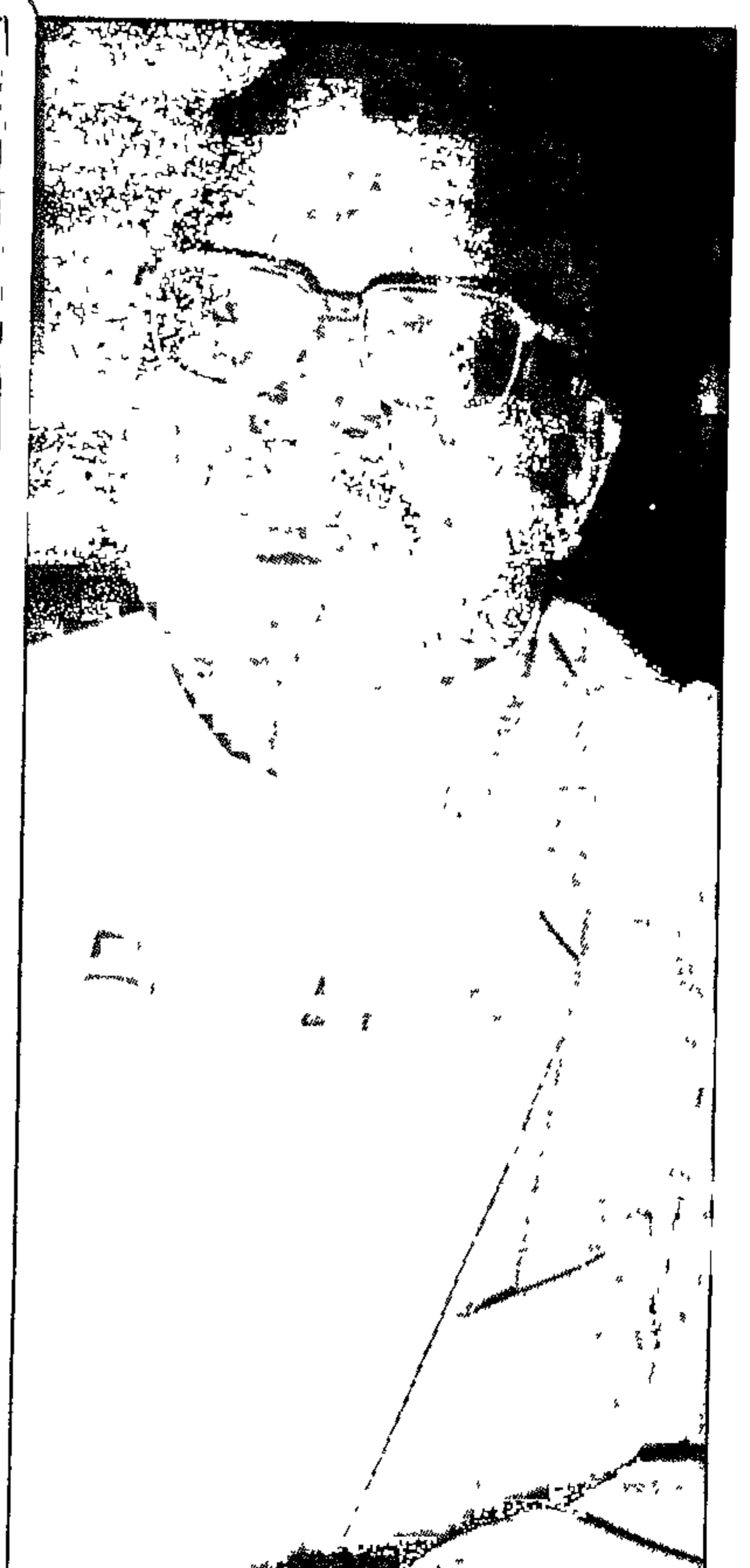
LOOKING AHEAD ... Training, not handouts - that's what's needed, says Bethuel Mpuru.

the best forms of affirmative action, he explained.

"Although our lack of expertise was created by

merce chairman Lorry Fearl

■ The Northern Transvaal, an as economic re-



POWERHOUSE ... The northern Transvaal is set to take off, says Samuel Munzhedzi.

bouring states, making it a potential economic giant.

However, the political

He said the NTCOC would help its members to get contacts in foreign countries where possible

Mpuru. Quoting the well-known phrase, he said. "The saying 'do not give a man a fish but rather teach him to fish' cannot be more relevant."

If the little that blacks have is well-managed, their economic muscle could be strengthened and that would be one of

the apartheid system through inferior education, we cannot afford to sit back and blame the government without equipping ourselves," he told City Press.

The conference will be addressed by leading business people in the region including Pietersburg Chamber of Com-

merce; was well-placed for trade with other African countries but the only stumbling block was the political set-up in SA, a leading businessman in the area has said.

Samuel Munzhedzi, an executive secretary of NTCOC, told City Press that the region shares borders with three neigh-

bouring countries and a system of the country which hampered foreign investment should be addressed as a matter of urgency.

"We now have informal trade links with Zambia, Zimbabwe and Mozambique and the people in these countries are keen to do business with us," said Munzhedzi.

"The problem that we face with some of our people is that they only want visible material benefits.

"This is one of the main problems because some of our people do not realise that the knowledge and skills that we impart are equally important," explained Munzhedzi.

Crucial forum for progress

WITH less than three percent of black managers in corporate SA and even less at supervisory to director level, organisations such as the National Black Management Forum (BMF) are crucial to further black advancement.

This was what BMF executive chairman Lot Ndlovu told delegates at the launch of the Edgars Black Management Forum (EBMF) in Johannesburg recently.

"The development of black managers is essential for the survival of companies in SA today, and the advancement of black employees should form part of any company's

strategic direction," he said.

"In the past, many blacks were made managers for wrong reasons. It is our challenge to change this and create a productive and stable workforce.

"I commend the EBMF's brave initiative. Its strength will lie in the individual members who confront issues with a view to solving them collectively," Ndlovu said.

Managing director of a well-known chain of clothing stores, Ian Thomson, said the company was concerned at the lack of black employees in executive positions.

"We as a company, are committed to advancing the potential of

our employees regardless of colour. Proof is that 98 percent of EBMF members are Sales House employees.

"Our group is committed to improving its percentage of black managers and I challenge all our employees to open the door and reach that goal," Thomson added.

Among the personalities who addressed the launch were Mike Mohlo, group manager of the Development Bank of SA; Danie Joubert, Eskom's human resource manager and Hazel Ralefets, assistant manager of investment accounts at Liberty Life.

Britain spends millions on city minorities

IN 1989-90 the expenditure by the British government on upgrading the inner cities was £259,6 million (about R1,3-billion), of which about 12 percent was spent on projects which directly benefited minorities.

The Ethnic Minorities Business Initiative by the Home Office has become one of the major players in a programme which is beginning to open doors for black people. - LPS

Venture aims to create stability

A JOINT Financial Committee has been formed to stabilise Venda's economic position.

The structural adjustment programme, a joint venture of the SA and Venda administrations, aims to promote better long-term planning, said Brig MG Ramushwana after signing the agreement in Thohoyandou.

He said the accord was a joint responsibility.

"I am aware that the

road will not be easy. From the start the Venda government is faced with an increasing financial deficit which cannot be covered by the available resources," he said.

SA was represented at the ceremony by ambassador to Venda Walter Louw.

The duties of the joint committee will include the stabilisation of Venda's financial position.

Achiever awards

A WELL-KNOWN businesswomen's club will hold its regional finals for the Businesswoman of the Year next month.

Women in business countrywide are invited to enter even if they do not belong to the club, the Sakevroueklub.

There are three categories to be judged:

■ The national entrepreneur - Business Woman of the Year (the over-all winner).

■ Marketing entrepreneur.

■ Corporate businesswoman.

Twenty semi-finalists will be selected out of all the entrants. The three winners will be announced at a gala dinner at the Johannesburg Sun on August 20.

Those interested can phone Isobel Steyn at (011) 789-4569/71 for entry forms.

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C/Prem 21/6/92

A businessman from the old school

—/ MOSES MAMAILA

THE president of the Northern Transvaal Chamber of Commerce (NTCOC), Max Tlakula, is a businessman from the old school.

The 52-year-old, like many of his black colleagues, has paid in blood, sweat, tears and sheer guts to get where he is today.

He was one of the moving spirits behind the formation of the giant body of organised black businessmen in the northern Transvaal.

He had to fight scores of battles to bring about this dream of a united economic region, which his chamber hopes will help boost wealth-creation in the new post-apartheid SA.

Another unusual side of Tlakula, is that he does not come from a business background, but a family steeped in academia.

Tlakula studied towards an Honours degree in economics at the University of the North.

But back to his "roots".

His father Etienne was a school principal and his mother Florah a teacher.

Another member of his family was to help him decide on the business route.

Tlakula said: "My parents were academics and I was influenced to join the business field by my uncle Kenneth Masekela, whom I worked for before starting my own business."

Tlakula, who was born at Elim near Louis Trichardt in the northern Transvaal, grew up in Springs on the East Rand, where his family made a name for itself in the education field.

But before realising the



MADE IT ... From humble beginnings Northern Transvaal Chamber of Commerce president Max Tlakula has worked his way to the top.

dream of owning his business, Tlakula had to make the grade at school.

He completed his early schooling on the East Rand and went on to do his matric at the Inkamana High School in Vryheid, Natal.

He then enrolled at the

University of the North for his undergraduate degree.

In 1965 he left university as a proud honours graduate in economics.

Tlakula said: "I then worked at my uncle's shop for about a year as a manager."

But he was ambitious. He had visions of being self-employed one day, and like many blacks struggling and dreaming of owning their own businesses, he was faced with the daunting problem of raising the capital to achieve his ambitious

goal

Tlakula refused to be defeated.

This great dream of making his name in the world of business would carry him through all the difficulties which at the time seemed insurmountable.

Being a resourceful man Tlakula did not throw in the towel and hit upon a lucrative idea

Although it was not that innovative or unusual, it marked him as a determined man who knew where he wanted to go

He started a two-man outfit with his brother Abner, now a medical doctor, collecting empty beer bottles which they resold for a profit.

By 1975 the Tlakula brothers had enough capital, which allowed them to buy a shop at Elim.

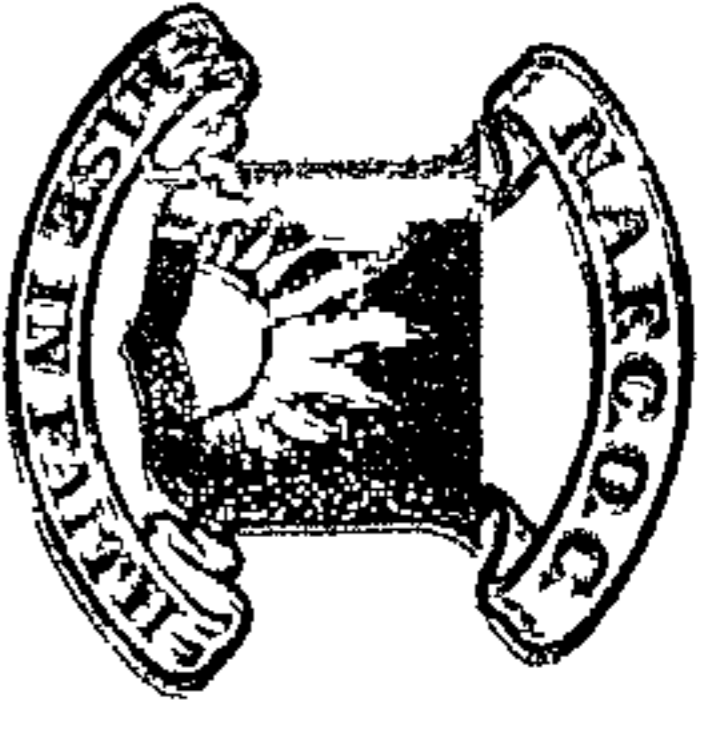
Tlakula was also motivated by the fact that there were few blacks in the business field.

Asked what was the secret to his success, Tlakula said "Hard work, trying to be efficient and a proper way of relating to the community contributed greatly to what I am today."

Tlakula is now the managing director of the striking Elim Shopping Centre. The innovative design of the centre also won praise from architects countrywide years ago.

But it's not all work for the champion businessman. He is also a ~~most~~ dedicated family man. Happily married, Tlakula is the proud father of three boys and two girls.

He also serves in various organisations, including the Gazankulu Development Corporation, where he is a director.



NEW APPROACH TO DEVELOPMENT OF BLACK I

NORTHERN TVL CHAMBER CONFERENCE

CIPRES 21/6/92. (176) whole page.

As north gets its act in gear ...

Politics doesn't feed and clothe, warns business

By MOSES MAMALLA

THE business sector continues to be concerned that some political leaders still fail to realise the importance of economic development for political stability, according to the chairman of a leading insurance company, Willem Pretorius

In his annual review released this week, Pretorius observes that the public utterances of these political leaders have often served to undermine investor confidence

"All those concerned should realise that without significant economic development, the political transitional process cannot proceed successfully

"Transitional processes are often accompanied by an increase in socio-economic expectations, especially among those who have been excluded from the political decision-making process," he added.

Pretorius warns that the failure to satisfy these expectations, at least partially, is a recipe for conflict.

Positive impact

"It is a dangerous illusion to think that once political utopia is achieved, all other problems will solve themselves.

"The abolition of apartheid, however important, will not solve SA's socio-economic problems. It is vital

It's time for business

By MOSES MAMALLA

AS SA moves towards a democracy, what National African Federated Chamber of Commerce (Nafcoc) president Sam Motsenyane said last year still holds true

Addressing the first annual conference of the National Industrial Chamber, he urged blacks to stop blaming everything on apartheid

"Apartheid is dying. Very soon it will become irrelevant for anyone to blame everything on apartheid. We (blacks) must stand up and be counted," said Motsenyane

If blacks did not take steps to get economically involved, he said, the status quo would remain

He said that blacks should do everything in their power to acquire economic skills and endeavour to gain access to the capital market as a matter of urgency

A WAY ...

We ain't seen nothing yet!

By MOSES MAMALLA

A GROUP of black South African businessmen had a vision of a vast united and common economic area long before the united European Community came along

Today the local version of the European Community is up and running

To add a twist to this story of grit and determination by black business, whites are beginning to show an interest in their organisation

But the 15-month-old Northern Transvaal Chamber of Commerce (NTCOC) is sure that it is on the right track and moving in the spirit of post-apartheid SA. NTCOC is the result of painful and

plained Takula

Takula said the birth of the chamber was a sign of the approaching new SA in which backward tribal and racial lines would disappear

He said "We were cocooned as Vendas, Peds and Tsongas and there were people who would not buy from other tribes because of the apartheid divisions. Now we can do business with each other more easily. We can rationalise work, share expertise and organise ourselves more broadly"

On the other hand, Takula was at pains to point out that the merger of the three homeland chambers of commerce - Venda, Lebowa and Gazankulu - was equally a business-motivated move

conservative area

For instance during the last referendum the region became one of the few areas countrywide which returned a "no" vote for FW de Klerk's reform moves. As a result this caused a lot of ill-feeling and mistrust among blacks and whites

Moving within the spirit of the NTCOC parent body, the National African Federated Chamber of Commerce (Nafcoc), Takula says his region will take the bull by the horns and open its door to white business in the region

"White fears as well as black mistrust should be addressed so that we can get down to business and build up the ailing economy in our region," Takula said.



GET ACTIVE ... Nafcoc president Sam Motsenyane urges blacks to focus on economy

that the first multi-party conference should take decisions that will restore confidence in the country's future."

Pretorius adds that if consensus can be reached on the criteria to be met by a new constitution, and on socio-economic reconstruction programmes, this could have a substantial positive impact on the socio-economic climate in 1992 and after.

There are two key economic problems he believes should be addressed if SA is to realise her real growth potential. These are the low level of productivity and the low level of fixed investment, particularly by the private sector.

While supporting the desirability of investment in areas such as low-cost housing, education, job creation and primary health care, he calls for a sense of balance to be maintained.

He concludes that it would also be unfair to single out the insurance and pension fund industry to subsidise such investments.

"It will place an indirect and inequitable additional tax burden on the industry. We believe that the industry will voluntarily finance the existing institutions that are equipped to provide services of this nature at market rates.

"Any subsidies required to make the services affordable to their consumers should be provided by the State and financed from general taxes."

First from Maputo

ELEVEN final year engineering students from the University of Maputo will be visiting SA next month

The students are the guests of the SA Institution of Mechanical Engineers. They will be given an

industrial tour of the PWV area and highveld region when they arrive in the first week of July.

The Department of Trade said this was a significant event. It would be the first visit of students from Maputo that it has sponsored

careful planning over a long time. After climbing and conquering a number of Chimlunga's (Mount Everest) such as homelands policies, three chambers of commerce in the region came together early last year to form NTCOC.

In fact, NTCOC president Max Tlakula sees this as a politically inspired move which is soon to bring massive benefit to black businesses in the northern Transvaal.

"For too long business in the region was hampered by tribal boundaries and this merger will enable businessmen to operate smoothly without tribal connotations," ex-

'Golden opportunity'

With the "united" northern Transvaal black business community stretching from Warmbaths to the Limpopo it was "a golden opportunity that offers our people the chance to learn business tactics that will make them grow and prosper"

NTCOC, with three sub-regional offices at Thohoyandou, Seshogo and Giyani, has its main office in Pietersburg

Already the NTCOC has set itself what seems an impossible goal - to unify black and white business in the region. Of course, Tlakula is aware of the battle ahead in this

'Capitalise on apartheid impasse'

OVERSEAS insurance companies have been urged to invest in SA if they are to participate in the boom bound to come before the turn of the century.

Addressing the second World Insurance Congress in London recently, well-known insurer Jan Erasmus said that for his-

torical and political reasons, the established South African insurance firms were less likely to prosper in future than black entrepreneurs and new, innovative companies.

"The socio-political changes now taking place in SA will create an insurance market environment ideal for foreign investors. They should invest in SA

by black entrepreneurs as creations of apartheid. The niche of companies created by the large firms to target the black market were seen by blacks as an insult; they call them 'commercial bantustans'.

"At the same time, black business does not yet have either the capital or the expertise to move into the insurance market in a meaningful way."

Erasmus also pointed out "This impasse between big white business and emerging black business creates the ideal opportunity for new, foreign companies not tainted by

And this move seems to be paying off. Already NTCOC has struck a bold move for a democratic, non-racial and non-sexist post-apartheid SA by electing prominent local businessman Theo Joubert to its executive committee.

Tlakula is convinced that NTCOC - with heavyweights in his executive like Bethuel Mpuru (vice-chairman), Samuel Munzbedzi (secretary), Matume Lebaya (treasurer) and David Kutumela - is going places

Listening to Tlakula and his executive committee there is no mistaking their determination to be among the best regions in the Nafcoc fold

a history of apartheid to make the most of a black market which has already begun growing at an impressive rate"

Quoting International Monetary Fund figures, he said black South Africans were receiving US\$1.26 (about R3,50) worth of social benefits for every dollar paid in taxes, compared with 9,3 cents received by whites

"This indicates that massive redistribution of wealth from whites to blacks is already taking place. This will substantially increase blacks' disposable income in the

years to come."

However, Erasmus cautioned that despite the attractive opportunities opened up by the fast-expanding black market, the insurance industry was also facing stiff challenges including

■ Costly information technology, being imported at exchange rates very unfavourable for the rand.

■ Poor productivity - a general problem in SA, also in the insurance industry

■ Closely allied to poor productivity, a lack of insurance expertise.

speedy economic participation was to enter into partnerships with whites

However, he warned against one-sided partnership which could result in whites dominating

Another method of empowering blacks was through franchises

Big business should franchise some of their smaller operations to blacks to enable them to

play a meaningful role. He said too much stress was being put on political liberation and there was a tendency to gloss over the importance of economic participation.

Bank that bridges the economic divide

AFRICAN Bank is an unusual institution

It is in every sense a "bottom-line" bank, yet it was formed in 1975 with a range of social purposes

To quote its mission statement: "Your bank is committed to the economic empowerment of the black people, to this end we strive."

The exercise of refining its policy statement has helped the bank, over recent years, to focus its attention more firmly on the mission itself

"We have the statement posted in all our branches," says chief executive Jack Theron "We need to remind all our people and our cus-

tomers what this bank is all about," he says

Much of the success of the bank is due to the warm relationship between itself and its clients. They know they are being cared for by their own people who understand and have much in common with them

The management endeavours to bring the same spirit to bear in internal staff relations. A sense of mutual understanding and a vision of common purpose are powerful features in entrenching a good team spirit.

Another aspect of the mission is to be proactive in continuing with the development of products to meet the changing needs in the black market

An interesting feature

played in other directions. Because of African Bank's aggressive policy of pursuing support of emerging black business, with special stress on the needs of entrepreneurs, as well as relieving social needs in fields such as housing, it effectively transfers savings to the service of needs at a time when our disturbed social environment makes borrowing difficult for many blacks

The bank sees this service as an important contribution to the development of our emerging new society

It is not enough simply to finance black entrepreneurs - many of them are inexperienced and need to be helped. A bank which finances the unsuccessful will not make very

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21/6/92

of working with blacks is the degree to which one has to learn to work with both informal and formal sectors of our commercial life.

Many black customers are intimidated by the subtleties of modern finance. To quote Henry Ford, African Bank seeks to "simplify and add more lightness".

Products are designed with particular segments of black commercial life in mind. The bank insurance subsidiary, Afri-Brokers, has devised the highly popular Funeral Insurance Scheme.

A particularly important part of the mission is to mobilise and recycle the black community's savings by making them available for improving their economic potential. Probably no institution does this to the same extent.

While it is important to recognise the country has one economy, the elements of which are all interdependent, the fact remains the enormous power inherent in black savings tends to be dissi-

rapid progress!

The bank is predominantly staffed by blacks at all levels and actively seeks out talented people to perform the services it requires.

No doubt the time will come in the new SA when it will be possible to be totally indifferent to the race or social affiliation of any client or any employee.

However, there is still a long way to go before we reach that level.

In the meantime, there is much to make up and talent to be developed if the SA economy is to realise its full potential.

African Bank takes pride in being a significant influence in helping with that development.

It is not without importance that its favoured slogan is: "Our Strength Is Our People."

■ In the northern Transvaal African Bank branches are located at Bushbuckridge, Lebowakgomo, Giyani, Namakgale, Nelspruit, Pietersburg, Potgietersrus, Seshego, Thohoyandou and Tzaneen.

Pass rate 'inflated'

BLACK matric pass rates are "dishonestly inflated" from around 20 to 40 percent by the South African authorities, according to prominent community leader Dr Nthatho Motlana.

Even though these figures were adjusted, black pupils still had the lowest matric pass rate in the country, Motlana said at a University of Venda graduation ceremony.

He said there was an 85 to 90 percent pass rate among whites, 70 percent among Indians and 75 percent for coloureds.

Motlana said the 40 percent figure for black passes should be nearer 20 percent "because those children who were said to have passed still require further training".

SOWETAN BUSINESS

POLITICAL organisations and trade unions have been challenged to involve black business in their campaigns aimed at liberating the oppressed masses.

They have also been called upon to involve black businessmen in their activities, including the mass action propagated by the ANC and its allies

The two messages came up at the 22nd annual conference of the Southern Transvaal African Chamber of Commerce and Industries held at the Jan Smuts Holiday Inn, near Johannesburg, last week

The conference, whose theme was "Meeting the business challenges of the future South Africa", also addressed several issues such as the surging violence and crime, unemployment, poverty, a stuttering

Business throws down gauntlet

Sowetan 22/12/82

which are having devastating effects on township business"

Leading the discussion on campaigns, business consultant Mrs Pam Ngulwa challenged, in particular the ANC and its allies partners, to involve and inform black business on their mass action campaigns

She said "Black business has never been informed about the mass action which has, in some instances, affected our operations in the townships

"We are deeply concerned about the escalation of crime and violence

violence in the country and halt negotiations

Ngulwa also charged that black businessmen were not well informed about the action of political and trade union movements and the impression created was that "we simply do not care"

"We are part of the black struggle against the system that has oppressed us for decades," she said, adding, "we do not have to be neglected"

Soutacoc president Mr Joe Hlongwane said the continued high level of political violence and crime,

strikes and marches caused concern among black business

"All these events are occurring at a time when the most severe drought in living memory, combined with the consequences of failed political systems and recession, are causing untold civil strife, unemployment, poverty, hunger and misery across the sub-continent

"Many of our people who are suffering from these events do not even understand the political issues and certainly cannot grasp the reason for the civil

warfare"

He called on black business to launch a campaign to hand out food parcels as a demonstration of the business community's concern at the high level of hunger and poverty

These parcels would be given to the poor communities, especially in rural areas, from August this year so that "we can be seen to be playing a meaningful role towards uplifting our people"

On the question of the stuttering economy, the Deputy-Director of the Department of Trade and In-

dustry, Mr G Beryl, said that South Africa could not afford to continue to run uneconomical plants because of severe marketing restraints

He said a revitalised economy and a highly competitive economy would require a "strong partnership between Government and the private sector"

Regarding the development of small businesses in South Africa, Government and the private sector should together take up the challenge of cultivating a truly "entrepreneur-friendly" climate

PAM NGULWA

(176)



Corobrik which mothballed three of its 10 factories ~~(12/26/92)~~

About 50 brick factories had been closed over the past five years due to

ment emphasis in this sector from brick and mortar homes to serviced sites using other materials

Vujovic said that on a regional ba-

the national housing shortage existed, homeland government agencies were showing much interest in purchasing bricks, Vujovic said

Bank examines incentives ~~(2/26)~~

THE World Bank has produced a report which cites unrestricted entry for private investors as an important tool for attracting outside capital, the latest edition of African Business reports ~~(2/26)~~ *B/day 22/6/92*

The Foreign Investment Advisory Service, a subsidiary of the bank, says countries should reduce the number of areas in which investment was subject to screening

In a recent economic study the ANC said it intended to introduce measures which ensured foreign private investment fitted in with the national development strategy

Report co-author Guy Pfeffermann said countries should have a short negative list rather than a longer positive list

GAVIN DU VENAGE

The negatives could relate to highly sensitive industries such as defence. The list should avoid vague and open-ended criteria like activities of strategic importance or small businesses ~~(2/26)~~

All industries not on the list should be open for investment without being subject to approval

Pfeffermann suggested countries defined clearly what investment incentives were available and granted these automatically, as incentives lost their attractiveness if investors had to bargain for them

Haggling for incentives wasted time, eroded confidence and led to corruption, he said

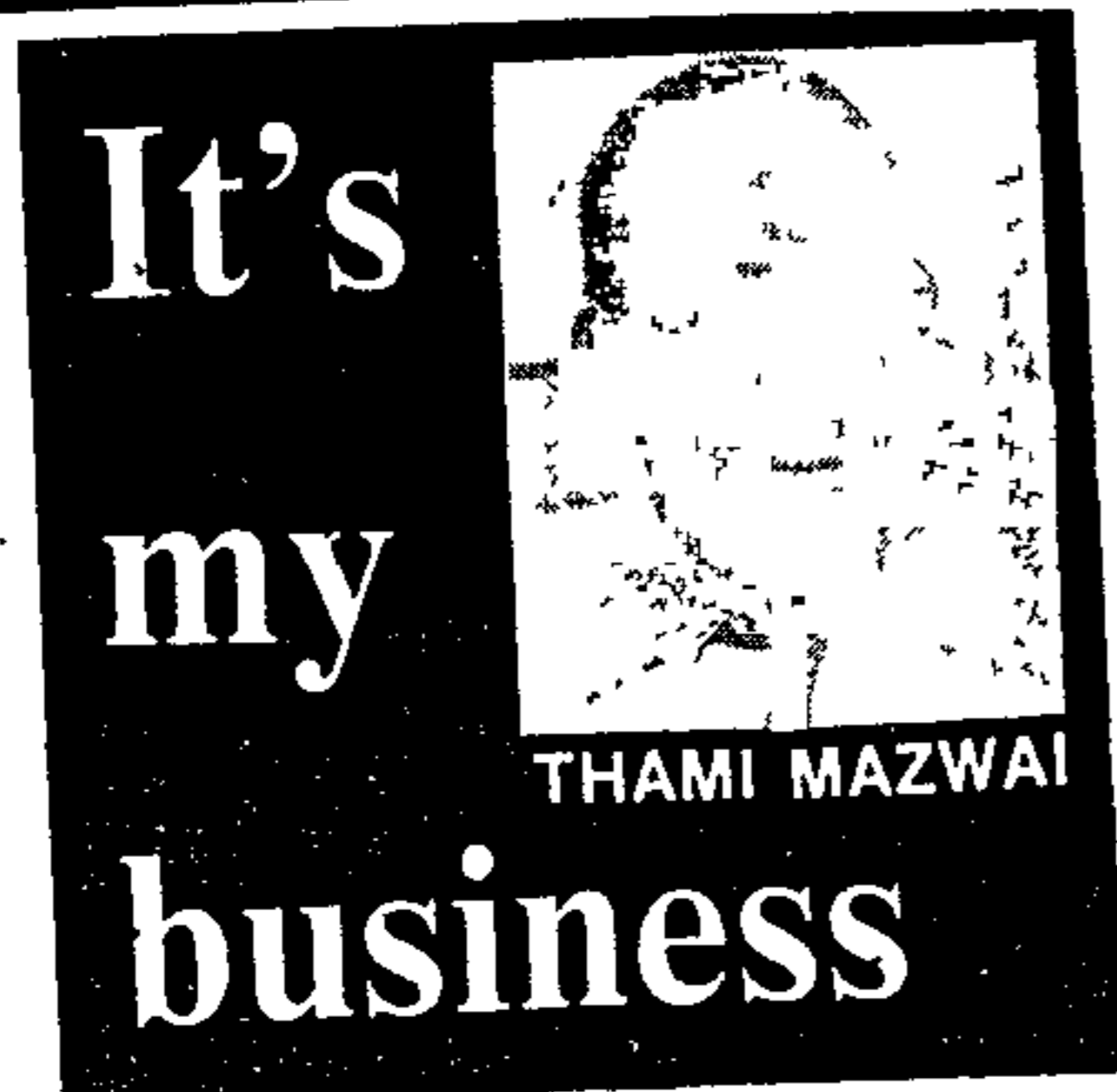
Black accountants

176 GAVIN DU VENAGE ~~(2/26)~~

COMPANIES remained reluctant to employ black accountants, Black Accountants of Southern Africa (Basa) president Jumeas Lekgetha said last week ~~(2/26)~~ *B/day 22/6/92*

He called on the private sector and professional bodies to facilitate the training of more black accountants, 52 of whom had qualified this year

Reluctance to take on blacks had resulted in many candidates not writing their final exams as they had not had the opportunity to complete their articles. Of the 52 who passed the Public Accountants Auditors' Board exams, 12 were African and the rest Indian and coloured, bringing the total number of African accountants to 54 from 42 last year



Keeping the lolly at home

Sowetan 25/6/92 (176)
AFTER months of negotiations, black-owned Letsema Investments has acquired a coffin manufacturing company.

This acquisition is black economic empowerment for we are further up the production line instead of being at the end. Moreso, it is blacks using their own resources

The much-talked about spaza shops are not economic empowerment but survival economics.

Government and some people in the corporate sector wax lyrical about these spaza shops simply because they still see us as little pedlars here and there while they hog the big lolly.

Well, Nthato Motlana, Bobby Makwetla and Sam Muofhe, who control Letsema, won't have any of that.

Incidentally, if we talk of spaza shops and hawkers as economic empowerment, it means I was also involved in economic empowerment while at Orlando High.

I used to sell peanuts, especially when the school went out on sports trips. Mr Cyprian Mahlaba, the Cyprian Mahlaba you know, was sports master.

I used to pass him a packet of peanuts now and again and he would look the other way when I sneaked into the bus when the school went on a sports trip.

However, the amount we are talking about between Meneer and myself is only a tickety, two and half cents in today's currency I must specify this in case someone wants to equate our little scheme with what happens in Government.

Government officials do not go for anything less than a million, it is below their dignity.

Continuing with my Orlando High story, as soon as I got into the bus I sold my peanuts and the profits were good - in student terms.

On one occasion there was a slight hiccup when the late Mr Arthur Tseleng, then deputy principal, saw me in the bus and ordered me to get off. However, when the students pleaded with "papa" (as he was known) he relented. Meanwhile, accounting teacher Mr Ntshalintshali was speechless for he had checked those getting into the bus and should have stopped me.

He was speechless when I told him that I had got in through the window, all he said was. "You mean that ffeet Mazwai, lesa Sjudla, Umabumbum, got in through this smolanyana window?"

He was pointing at the window at the time, incredulity written all over his face. He shook his head and, gesticulating wildly with hands, said: "Well, I am beaten. This Mazwai needs o doctor abakhulu, ba overseas "

Sojourn

This was my sojourn into black, rather student economic empowerment

Coming back to the business of the day, Letsema will employ our young artisans from the technikons and technical schools

It is thus going to play a prominent role in the development of black skills. When artisans get a block of wood and mould it into a usable product, a coffin in this case, they are adding value

This is what wealth creation is about Letsema has joined the glorious company of skills developers and job providers

How did they do it? Dues paid into the "stokvel" and burial society they run were used to buy the coffin company

When death strikes at the home of a stokvel or burial society member, the funeral undertaker will buy the coffin from the Letsema outfit

This is keeping the money at home Letsema must join hands with black livestock farmers and National Sorghum Breweries who now produce indigenous foods

In this way the funeral industry in the townships will be in black hands from A to Z. Circulating the rand in our townships is the way to go

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Housing forum to be launched 'soon'

A NATIONAL housing forum is expected to be launched within weeks.

~~WILSON ZWANE~~ WILSON ZWANE

The establishment of the forum was first discussed at a meeting in Johannesburg last November, attended by representatives from government, political and civic organisations, trade unions, business and development agencies.

Government has since withdrawn from discussions aimed at establishing the forum, saying the forum was an attempt at "interim government by stealth".

Government would, however, maintain bilateral contact with the forum.

A source said yesterday a working committee entrusted with working out the forum's details, was close to completing its

job. "The forum will be launched soon, possibly within weeks," he said

Our East London correspondent reports that Time Housing MD Murray MacKay yesterday said the two biggest problems facing affordable housing developers in SA were the tapping of financial institution funds and bureaucratic delays

The only way to tackle the bulk of the housing backlog was to provide adequate security for funding institutions, which had "plenty of money available" but were reluctant to lend in areas where the traditional security of a bond was not working

Assurers 'not averse to social investment'

CAPE TOWN — Life insurers and financial institutions were in favour of socially desirable investments provided the responsibility was equally shared in the industry and as long as the amount allocated was small in relation to their total assets.

This was said by ANC economic adviser Allan Hirsch at a meeting of businessmen and diplomats last night. Hirsch said a possibility was to have life insurers invest in government bonds directed towards housing or for gov-

LINDA ENSOR

ernment to guarantee loans to small businessmen.

ANC economics chief Trevor Manuel said the Life Office's Association (LOA) had recognised that insufficient money was channelled into socially desirable investments and was prepared to ensure that this took place.

"The LOA wants a democratic government to give life insurers the opportunity to commit money in an open way to socially desirable investments. If that

fails, then they would be willing to accept prescribed investments. They are asking for an opportunity to manage their assets in their own way first."

Manuel said the ANC intended to "engage" with those companies which had terminated their affirmative action programmes. A close watch was being kept on these companies.

He also said the ANC was investigating the possibility of establishing a court of audit to bring civil servants to book over the way they disbursed public funds.

 Holiday

'We must remember the atrocities'

By FRED KHUMALO

PAST imbalances and atrocities committed against blacks should not be swept under the carpet but should be examined with frankness and openness if SA is to enter a new era that is truly devoid of racial discrimination.

This was the general consensus at a two-day conference titled "Telling It Our Way" held at Durban's Technikon Natal this week.

"The history of mankind is full of warnings for us about what can go wrong. For instance, a new Germany arose out of the tragedy of World War II, and prospered, not because the Holocaust was forgotten, but because it was remembered," said conference organiser Shirley Bell of the Creative Communication Unit at the technikon.

In the new Germany, disquieting shadows are creeping back in the form of a rising neo-Nazism because despite attempts at material restitution, there was insufficient understanding of the deep-seated emotions, fears and prejudices that had made the Holocaust possible in the first place.

What was missed out in the aftermath of guilt and the desire to make restitution was "the need simply to listen to each other's stories, the histories of wounds," said Bell.

The conference itself was exactly about that: the addressing of the histories of wounds; blacks were telling the story of their suffering and making known their hopes and aspirations.

One of the speakers, Professor Vincent Maphai of the University of the

Western Cape, said white living standards in SA were artificially high because they were subsidised by a system of institutionalised slavery.

It was the duty of the future black government, he said, to aim at reasonable, affordable but equally effective standards. This could be achieved through affirmative action which he described as "not simply a matter of raising black standards to white standards". *Cipen 28/6/92.*

The standards themselves were suspect and had to be reviewed as they could be too high or too low, or simply irrelevant. Whites were living beyond their means at the expense of blacks, he said.

He said affirmative actions was one of the ways of addressing the imbalances.

However, Professor Maphai said, it was critical that all South Africans understood affirmative action was not a principle but a strategy.

"You can't abandon a principle, but you can abandon a strategy. Affirmative action will be a major pre-occupation in the future. In the US, affirmative action was primarily about how to absorb blacks and other minorities into institutions whose legitimacy was not in question.

"In SA, affirmative action is about transformation of institutions from a sexist and racist culture. To truly South African institutions affirmative action should not be reduced to mere tokenism - it should be a tool of empowerment," he said.

Political might will be illusion

Sowetan 29/6/92

BLACKS in South Africa have been making some political strides, but professional and economic barriers still make true power a long way off.

African National Congress secretary-general Cyril Ramaphosa said "The right to vote, even when we have won it, will remain something of a shell unless our people are economically empowered."

The ANC, the country's main black opposition group, has some power. But it put political negotiations on hold after blaming the Government for the June 17 massacre of 47 blacks.

Its leaders are an exception in a country where the five million whites have dominated 30 million blacks for generations.

More typical are 30 000 State health workers who went on strike two weeks ago for more money and benefits. The mostly black employees include hospital cleaners and porters earning R550 a month.

"Obviously that is not enough for them to meet their needs," said Vusi Nhlappo, vice-president of the National Education, Health and Allied Workers Union leading the strike.

Since President FW de Klerk took office in 1989, apartheid laws have been scrapped, black political groups have been legalised, and negotiations were launched to end white-minority rule.

South African blacks have a per capita income of more than R3 000 a year, one of the highest figures in Africa. More than a million blacks from neighbouring states work in South Africa, which offers more opportunities than other countries in the impoverished region.

But South African blacks still may not vote, and though they now have the legal right to live where they choose, few can afford to move from their violent, impoverished townships.

Blacks account for just 14 percent of the country's high-level professions, such as doctors, lawyers and accountants. They provide 96 percent of unskilled and semi-

skilled labour while holding just 14.3 of the top 3 239 civil service jobs.

The first two black police generals were named in March. There are two black foreign ambassadors, and just one black judge who was appointed less than a year ago.

All political groups agree there's a problem, but few offer specific solutions.

"There needs to be affirmative action, but it needs to be looked at," said ANC spokeswoman Gill Marcus. "You've got to study each sector - health, education - and pick something that's going to work for that sector."

The Government's Ministry of Manpower says there's a need for affirmative action but that employers must not be expected to employ or promote people without proper qualifications.

Black business groups, such as the National African Federated Chamber of Commerce, also stress that affirmative action should not result in lower standards.

The black-white gap begins not in the workplace but in schools and townships, where black children face great obstacles.

Although some white public schools have opted to allow blacks, most remain segregated. Black children often attend overcrowded, under-equipped schools lacking such basics as modern textbooks and desks.

Political violence often forces schools to close, as in Boipatong where schools shut for several days after the June 17 massacre.

In addition, the ANC for years staged school boycotts to protest against the fact that the government spending per student is almost five times greater for whites than blacks.

ANC leader Nelson Mandela urged a halt to school boycotts after leaving prison in February 1990, but the failure rate for black high school seniors taking their final examination is about 60 percent.

A three-year-old economic recession has added to the problem. In agriculture, the largest employer of blacks, there have been widespread layoffs due to the worst drought in southern Africa this century. - *Sapa-AP*

Cyril Ramaphosa ... the right to vote will remain something of a shell.

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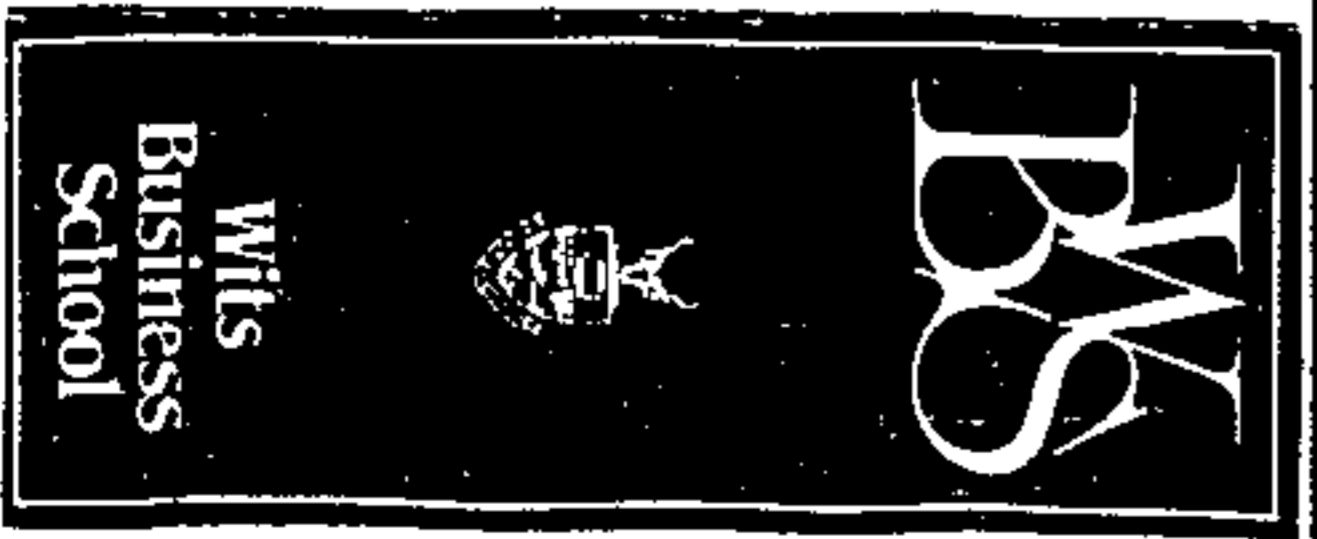
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Land snatches will be chaotic ¹⁷⁶ surveyors

CORRUPTION in the system of property registration is one of the most worrying factors for professional land surveyors and could get out of hand in a changing SA, says Owen Greene of the Natal Institute of Professional Land Surveyors. *Blomay 29/6/92*

"I will be liaising closely with ANC members during my term of office. If the ANC, in its drive to redistribute land, takes a cavalier approach to property registration, looking at quick-fix methods rather than following existing procedures, the impact on property as a basis for loans and investments in SA could be chaotic," he says.

Meetings will be held with the ANC in coming months to ascertain its perceptions, since statutory controls may be influenced by a black government in the not too distant future.

"While the property registration system is watertight, the tradability of land is being hampered by too many controls.

"I will be making representations to the Administrator of Natal and the Minister of Agriculture to address the situation."

Stifled

The number of black candidates coming up through the ranks is being stifled by the generally low quality of mathematics tuition in black schools. Higher grade matric maths is a prerequisite for a university degree in land surveying, says Greene.

The professional land surveyor is an expert in all matters relating to property ownership and development. Not only is he able to determine the physical size and shape of the land, but he is also able to determine and demarcate the existence, position and extent of any right that any person or authority has below, above or on the surface of the land.

Land surveyors are also able to give professional advice as to restrictive conditions under which property is owned, only some of which will appear in the title deeds to the property.

"In short, any matter relating to property boundaries, expropriation of land, servitude rights, mineral rights, subdivision, township layout or sectional titles falls within the ambit of the profession."

Workshops 'will aid black advancement'

B (Day) 29/6/92
CONCERTED efforts should be made to usher more black graduates into top managerial positions, says a leading management consultant

In an article to be published in People Dynamics, an Institute of Personnel Management publication, Zama Umlaw of Andersen Consulting says only 1,2% of SA's managers are black.

With the scrapping of legislation which hampered the upward mobility of blacks in commerce and industry, it is expected that more black graduates will rise to managerial positions. However, this cannot be

~~WILSON~~ WILSON ZWANE ~~176~~ 176
achieved without "the concerted efforts of commerce, industry and black graduates"

Commerce and industry need to help prepare black graduates for managerial positions by, among other things, holding workshops or seminars at schools and universities on aspects of business

Umlaw says these workshops and seminars will help eradicate the misconception, under which black graduates often labour, that academic qualifications alone will put them "in the higher echelons"

The courage of Mary Ratala

Sowetan 2/7/92

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FIFTY-nine-year-old Mrs Mary Mphosi Ratala wishes she had gone further than Standard 3 at the Rustenburg school she attended

But that does not seem to have held her back

Her determination and hard work have seen her being the owner of Mphosi Design and Dressmaking Shop at the Pennyville Industrial Park Shop near Johannesburg

Jerseys

She makes jerseys, blankets, bedspreads, leather and cloth bags, curtains, track suits, women's hats, dresses and traditional garb

She was born of a poor family in Rustenburg.

She wanted to be a social worker because "I always

By JOSHUA RABOROKO

loved to be involved in community affairs", she said But she abandoned the idea because her parents could not afford to pay for her education

"I want to help others so that they can improve themselves

"My dream is to start a training institution for school-leavers so that they can help themselves during these hard times," she said

A typical example of her commitment to help others was indicated when she taught her daughter, Miss Poli Ratala, how to make dresses.

Poli has now opened a dressmaking shop at the same industrial park

Mphosi started the business while staying with a relative in Naledi in 1963 Her uncle gave her the sewing machine after he realised that she had an eye for fashion

Demand

As the demand for her products grew she acquired a house in Zone 9 Meadowlands in 1970.

She went from door to door selling her products which included fashion jewellery. The orders increased by the day.

With the money she made, she built a shack in her backyard to have more room for her growing business.

But this did not solve her problems So she moved to the industrial park in 1987.

Ratala said she experi-

enced a lot of problems when she arrived at the industrial park She was getting many orders and could not cope with the demand

She got a loan from the Small Business Development Corporation (SBDC) to buy more machines and material

"But my headache is still money," she said.

"For example, I have a big order to make aprons for a firm in Louis Trichardt but cannot cope because I have insufficient funds and material."

Loans

She cannot make further loans because "that will be tantamount to committing suicide", she said

"I am hoping that God will help me," Ratala said. Ratala has six other chil-

dren and is a devout Christian This article will qualify Ratala for the Sowetan/Sanlam Entrepreneur of the Month Competition which is part of our Nation Building campaign



Mohale Mahanyele ... a Professor of Strategic Management, London University, and is also a member of several business institutions.

Rise to the top has been no easy walk

FOR National Sorghum Breweries chief executive the rise to the top echelons of business was through sheer hard work and determination.

Born 53 years ago in old Sophiatown, Mr Mohale Mahanyele's early life was that of abject poverty, sometimes not sure where his next meal would come from

But the pangs of poverty, painful as they were, did not deter young Mahanyele. He continued to display traits of an achiever

The fact that he came from a modest background encouraged him to improve his lot.

To help his parents make ends meet, Mahanyele became a vegetable and newspaper vendor

Sowetan 2/7/92
By JOE MDHLELA

The money accrued from newspaper and vegetable sales enabled him to matriculate at Western Bantu High School

After matriculating he worked for a sweet factory, taking over the position of his father who died in 1959

Unhappy with the routine nature of his work, Mahanyele joined a black-owned insurance company, African Horizon, selling funeral policies to blacks

But he also had other ambitions. He wanted to become a traffic officer, a position he viewed as prestigious

Reflecting on his ambition to become a traffic cop, he recalled "I thought the position carried

power and prestige. During those days you needed power and prestige to be respected"

But he never became one. He tried his hand at football as goalkeeper, but did not have the attributes of a footballer

Undeterred, Mahanyele tried bodybuilding where he experienced a measure of success and something he still loves today

A holder of Master of Business Administration, Mahanyele also served as executive director of the National African Federated Chamber of Commerce in the 1970s.

He served under the chairmanship of Mr Sam Motsuenyane

From Nafcoc he went into placement consultancy where he became managing director of Manpower Assignments Consult-

ants.

It was while in the consultancy business that he developed an interest in the sorghum industry

He argued that it did not make sense that the industry should be in white hands when the product was consumed by blacks

Under his leadership, the NSB trading position has improved tremendously. He has displayed courage by employing blacks in key positions, something for which he was criticised

The company is making great strides

Mahanyele is a Professor of Strategic Management, London University, and is also a member of several business institutions

He is also a director of several South African companies and organisations

Input wanted

PROGRAMMES to increase the upward mobility of blacks in organisations have generally failed — and SA's largest personnel management group is looking for fresh input to devise a strategy.

Input is sought not only from human resource managers, but from as wide a range as possible — including line managers and disadvantaged groups.

The Institute of Personnel Management (IPM) will run a series of workshops on black advancement until the end of the year.

Those interested may get in touch with Ivan Latti at (011) 453-1501 or Riana Greenblo at (011) 788-0604.

London gold

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Membership trends mirror changing SA

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MEMBERSHIP patterns of the CFA mirror the changes taking place in SA

Increasing numbers are black, indicating the swing towards formalising businesses previously operating in the informal sector

The institute now has an estimated 100 black members, 540 coloureds and Indians, and the ratio of male to female members is 8,5:1.

Of the CFA's 1100 students, 45% are black, and almost half are women

CFA President John Lardner-Burke says "In the past, we catered for people with various qualifications, wanting to belong to a registered body.

Important

"Now, we're seen as an important goal for many blacks — and women — who never aspired to the highest qualifications in the profession," he says.

There are 2500 practising CFA members running their own businesses, and many are providing services in the informal sector, which is gradually moving to close corporation or higher status

"The fact that more students are coming from the black community, indicates a greater awareness of accounting in this community, and the willingness among small black businesses to move towards keeping accounts and formalising their businesses in some way

"These businesses relate to people who speak their

own language, so the CFA's black members are playing a critical role in this important sector of the economy," he says

"A problem we hope to address is that very few blacks participate on our committees and councils. Considering their important role in a future SA, it's important that this changes.

"Another problem is to obtain work stations for some of our black students, many black businesses aren't prepared to employ female trainees to do their bookkeeping, but also, some white-owned organisations aren't keen to employ young black students.

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NZ to train more SA blacks

The Argus Foreign Service (176) ARG 13/1/92

WELLINGTON. — New Zealand will make increased funding available for the training of black South Africans this year, External Relations and Trade Minister Don McKinnon has announced.

"Despite the setbacks I remain hopeful that we will soon see a democratic, non-racial government in South Africa and we want to help," the minister said.

"Bringing more black South Africans to New Zealand for education and training will be a tangible benefit to them and will also increase the people-to-people contact between the two countries"

Retirement will not slow champion of black business

B1D44 1517/92 (176)

THEO RAWANA

SAM MOTSUENYANE looks back on his life at the head of the National African Federated Chamber of Commerce (Nafcoc) and says: "It's time to hand over to a younger man."

This son of a tenant farmer who rose to prominence not only on the SA economic stage, but also became a businessman of world renown, is laying down the reins as Nafcoc president after 24 years. Motsuenyane, 65, has seen Nafcoc rise from a group of "corner shop" traders to an organisation that has pride of place in the SA business arena.

He attributes his success to his rigorous life as a herdboyc under his father in the rural area of Potchefstroom, and the influence of great black leaders he encountered later in life. "We'd be up before daybreak and still be working long after sunset," he says.

This rigorous schedule continued when he attended the Hofmeyr School of Social Work in Johannesburg — he had to clean up the yard after school to pay for his tuition, run a night school to make extra money for clothes, cook his meals at Denver Hostel about midnight and start studying in the early hours of the morning.

In 1953 he co-founded and worked at the African National Soil Conservation Association, formed to build awareness of soil erosion among blacks. "I was fortunate to work with and

come under the influence of great leaders such as former ANC president Dr J S Moroka, Dr W F Nkomo, Mr S J Tema, Dr D D T Jabavu and former Zulu paramount chief Cyprian Dinzulu. They were upright people of unique reputation, the right men who gave me a sound moral foundation."

Motsuenyane travelled to the US as a leadership exchange programme candidate in 1959. "I had to wait six months for my passport, but when I finally left in 1960, I travelled the whole of the south-east, examining the US soil conservation policy."

It was then that he decided to enrol at the North Carolina State University for a degree in agronomy.

In 1964 he was appointed agricultural consultant for Nafcoc with a seat on the board.

He was also editor of the first black business publication, African Trade.

In 1968 Bantu Affairs Minister M C Botha told the leadership he did not take kindly to a Nafcoc run on non-ethnic lines. "He invited us to Pretoria and asked his deputy Dr Piet Koornhof, to tell us to disband and reform on ethnic lines. We told the Minister we needed time to get a mandate from our people. I am happy to have been instrumental in getting an extraordinary conference held in Maritzburg in 1969 rejecting the injunction."

That started a six-year "cold war" between Nafcoc and government.

After a 10-year campaign led by Motsuenyane, Nafcoc launched the African Bank.

He was later at the forefront of negotiations with government to lift laws that impeded black business. He says he will continue to give support to the new leader "from behind."

Asked if he has any political ambitions, Motsuenyane says: "I have not made up my mind yet on politics. But I believe that the greatest need for leaders is on the economic side. We have not made any start in that area and that is where my experience and expertise lies. We have too many political leaders."

But he adds: "There is a thin wedge between the two spheres. One is bound to have an impact on the other. There is interdependence; so I'll keep a vigilant eye on the scene."

Motsuenyane says he is going to devote almost all his time to writing. "There are volumes of unwritten material in my head."

But the racial and ethnic fragmentation of the SA business scene worries him. "Every effort should be made to narrow the gap. We should be neither white nor black, just business."

But he says getting together will take time. "Thus calls for education to develop mutual trust and accommodation among the various chambers."



Acting GM Louis Raubenheimer announces TSS's plans

Picture: BRIAN HENDLER

SABC decides future role of TSS

THE SABC's Cinderella channel TSS would not be developed into a sports only station, but would instead provide a public broadcasting service, acting GM Louis Raubenheimer said yesterday. B1D44 1517/92

He said TSS would be modelled loosely on the public broadcasting service in the US, as a channel for special interest and minority groups.

It was decided against turning TSS into a sports channel as this would not be financially viable. Raubenheimer said research had

GAVIN DU VENAGE

shown that the cost of securing broadcasting rights for international events, and the limited advertising and sponsorship base in this country, would make such a service prohibitively expensive. While TSS would still carry surplus sport broadcasts that CCV and TV1 could not fit in, it would screen mostly educational material.

TSS would be financed from sponsorships and licence fees, said Raubenheimer, and would not compete for advertising with other channels.

TIM COHEN

PRETORIA — Former CP MP Koois van der Merwe yesterday confidently predicted that President F W de Klerk would win a majority in the inevitable democratic elections, and called on conservatives to throw their weight behind him.

"You can't play rugby from the grandstand," he told members of the Pretoria Press Club. "You have to be on the field to win."

When a reporter pointed out that he predicted, equally confidently, a majority of "no" votes in the referendum, Van der Merwe conceded he had been wrong but added that there was concrete evidence that the NP could win one person, one vote elections.

With the support of almost all whites and 70% of coloureds and Indians, De Klerk needed

Support FW says ex-CP MP

the support of only 15% of blacks to win a majority, academics had found

The ANC was making many mistakes, and increasingly De Klerk was looking like the "good guy" and Nelson Mandela the "bad guy"

As an example of one of the many ANC mistakes, Van der Merwe pointed to the TV blackout of the Cameroon soccer matches "Mandela doesn't grasp that blacks play soccer," he said.

On the future of the Afrikaner, he said his advice was that Afrikaners should wait until the 10 regions of SA had been demarcated and the federal structure was in place Afrikaners

could then decide whether they should trek to one of the regions and become a majority

The demarcation of a regional structure was inevitable, encouraging Afrikaners to get involved in the negotiations that would define the nature of this regional structure

He would not comment on his future, saying only that he had not yet made up his mind, although he spent much of his speech speaking of De Klerk in glowing terms

His current role was to encourage right-wingers to join the negotiation process and support the NP — the lesser of two evils. He repeated his claim that there were irreconcilable differences between factions of the CP

ANC preparing blacks for future public service

PRETORIA — The ANC has started intensive preparations to equip blacks to take up middle and senior management posts in the public service under a new government

ANC senior spokesman Saki Macozoma said the ANC was committed to a more integrated and representative public service and this policy would be implemented soon after a

change of government. He said eight blacks were in the UK undergoing training in public administration in a programme prepared by the UK government

Another 14 were in France studying the basics of international relations after which they would undergo training in the UK. Offers to train blacks for public administration had also been received from Australia and from New Zealand. So far these offers had not been taken up.

Macozoma said certain senior public servants would have to retire to make way for black entrants after installation of a new government. However, their benefits — including pensions and gratuities — would be unaffected.

Public Servants' Association GM Hans Olivier said the body had no objection to black postings, provided incumbents had the required qualifications and were appointed on merit. "But as soon as you start artificially pushing people into jobs for which they are not equipped, you have serious problems."

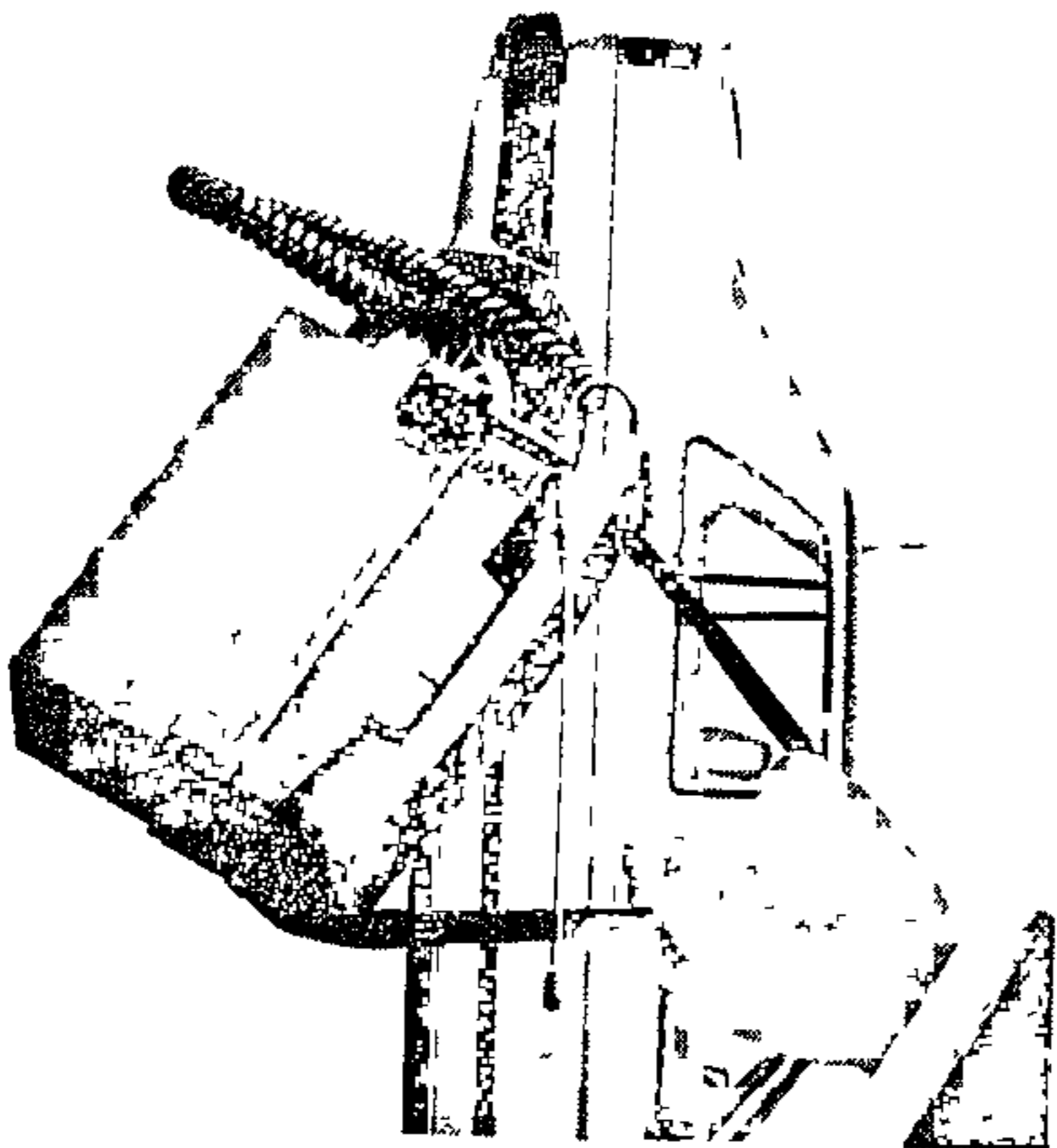
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Equal opportunity 'subject to success'

By ARI JACOBSON

(176) ^{CT 11/7/92}
EQUAL opportunity is linked ultimately to the success of a business, Black Management Forum's Arthur Mashiatsidi said yesterday

Mashiatsidi, an information technology manager at Shell, speaking at Institute of Credit Manager's luncheon yesterday said that selection techniques needed to be revamped to accommodate the black manager

"Black managers never get to set foot through the credit manager's door"

He said that the absence of skills training had created a dearth of black managers

"This has led to the disempowerment of the masses — a process is needed to restore equality in the work place and in general in the economy"

The birth of trade unions led eventually to the "creating of

structures to employ black managers in local companies"

Mashiatsidi added "These black managers were now helping companies to keep time with the political needs of the masses"

"But one wonders whether the black directors being appointed now are due to economic criteria or merely companies dancing to the political tune"

Guide to cities

Exchange rates

PEOPLE'S LIVES *Four marriages that worked ● Concern for the townships' environment*



Angie and Bobby Makwetla: "Pulling in the same direction."



Sisi and Siza Khempepe: "We have managed to strike a happy balance." PICS LEN KUMALO (left) & JOE MOLL

By Lulama Luti

A POSH MERCEDES BENZ pulls up the driveway at Angie and Bobby Makwetla's home in Orlando West, Soweto. The car is a symbol of achievement and depicts the couple's simple but powerful lifestyle.

A lifestyle acquired through years of hard work and dedication to each other.

The two are the proverbial husband and wife team. While wife Angie is director of a city-based computer training school, husband Bobby is deputy group public affairs manager for Tiger Oats.

The couple, who met when they were social work students at Turloop University, have three grown-up children.

"If we pull together, it has to be in the same direction," says Bra Bobby, while Angie adds that children tend to capitalise on issues in which parents do not agree.

"Striking a balance between a successful career and a good home is difficult. You have to recognise that for any success to be realised there has to be additional effort and additional work," says Bra Bobby.

According to Angie, some parents shy away from their parental responsibilities.

"Some parents use the prevalent situation as an excuse to abdicate their own parental responsibilities. We should all be aware that bringing up children is not an easy thing to do.

When not at work, how do they spend their spare time?

Said Bra Bobby "Wherever possible we go to meetings and conferences to-

Revealed: secrets of happy couples

Sowetan 17/7/92

■ RADIANT COUPLES *They are*

well-known and contented. But most

importantly, they have solid marriages:

gether. It's another way of relaxing. But we do insist on one good family meal on a Sunday. That is the only time we get to be together."

Their favourite dishes - tripe, morogo and ting.

"When I've been served those I feel like a king," said Bra Bobby. "I love curry dishes - and the whole family loves them," added his wife.

Sacrifice and preparation

They both conceded that a lot of sacrifice and preparation were the main key to success.

While the internationally acclaimed musical couple of Caiphus Semenya and Letta Mbulu were modest about their achievements, they were in agreement about the handsome reward that

hard work has given them.

Speaking from their downtown Johannesburg recording studio, they told how they were able to keep a good marriage while equally successful in their careers.

Semenya said "If people marry because of love and if the marriage is founded on a solid foundation, I can't see it breaking up. It takes a long time to build."

The couple have two children - Muntu (14) and Mosese (10).

"It's a daily thing - it doesn't come ready-made. There is no guarantee for success. It has to be worked on by both. We really are good friends."

When not in the studio, Mbulu finds time to prepare "pap and morogo" or, better still, a sumptuous

"mngqusho" dish.

The Khampepes say effective role-juggling is the secret of their success.

"There is nothing that beats determination and to be able to do the best in everything that you do," says Sisi.

Striking a balance

Speaking from their modest home in Johannesburg's northern suburb, Sisi, a labour lawyer and Siza, group marketing development manager for a bottling company, said striking a balance between their demanding careers and home was not easy.

"But, with a lot of co-operation from Sisi, we have managed to strike a balance between healthy careers, our home, our extended families and our community work."

Both pointed at how important it was to care about the children.

"It's important to have the interests of children at heart because I believe strongly in the family unit," said Siza.

Eating out and savouring "all those complicated dishes" is one of the Khampepes' favourites although they confessed that spare time was a rarity.

‘Mutual respect and compromise are ingredients of a good marriage. We do fight, a lot, but that is normal.’
Yvonne Chaka Chaka

When the Mhingas tied the knot in 1989, the move raised eyebrows. Doubts were expressed as to whether the marriage would last.

Three years on, Yvonne Chaka Chaka and her medical doctor husband Tiny feel that the decision could not have been better.

They both talked warmly about their marriage and the love and respect they have for each other.

"Mutual respect, compromise and constant communication are the ingredients of a good relationship in a marriage. We do fight, a lot, but that's normal," Yvonne pointed out.

While Tiny spends at least 10 hours a week at work, much of Chaka Chaka's time is spent either on promotional tours or recording sessions.

But, now that she has a secretary, she has more time to be with her family.

"We spend most of the week together with the children, either here at home or in our farmhouse in the North."

"I've cut down on my shows a lot in order to be with my family. It's not having a lot of money at the expense of your family," she said.

White wealth 'won't be siezed'

AFFIRMATIVE action did not mean that white property and wealth would be "appropriated wholesale and given to blacks", ANC constitutional expert Prof Kader Asmal said in Durban this week.

Addressing the fifth annual Labour Law Conference at the University of Natal on Friday, Asmal said affirmative action implied that "national resources and revenues will be dedicated in large part to eliminating the advantages possessed by whites".

(176)

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CIPress 19/7/92

PEOPLE'S LIVES 'Appointing women to top positions says enough about the company'

Purging sexism

from boardroom

Sowetan 20/7/92

By Sizakele Kooma

COLOUR AND GENDER Success

THE sunrays spill through the blinds, lighting up the spacious north-facing office. In the centre of the room Wanta Kawa sits upright on a cushy executive chair, dressed in an expensive black and white Chanel-style suit and looking every part the boss that she is.

Kawa is project manager of Co-ordinated Marketing, a black-owned business consultancy which she joined a year ago.

Some friends, she said, had warned her upon joining the company that she could be letting herself into a very chauvinistic environment.

Looking at this confident diminutive woman and listening to the articulate and sharp way she answers questions there is no doubt as to her intelligence. She could not be any boss's pushover or any man's sex object.

But there is no course for her to fight at Co-ordinated Marketing. Sexism does not exist in managing director Mr Rueni Khoza's company and professional standards are very high, according to Kawa.

"There is mutual respect between men and women. I have never had a pass made at me. I'm always introduced as a colleague, never as a woman," Kawa said.

"Women are not expected to fetch and carry and benefits are attributed to a person's job and professional status, not his or her gender."

Kawa said she had grown by five years in the space of one year in terms of the responsibilities, experience and exposure she had been given at Co-ordinated Marketing.

Like Kawa, Louisa Matthews is content

has nothing to do with colour. Does it have anything to do with gender?:

with HerdBuys, an advertising company she joined in February as media manager.

"The fact that they hired a woman for the position says something about them," Matthews said.

She is almost certain, she said, that there would not be anything or anyone to stand in her way to more success.

"It is up to me what my ambitions are. The only thing that would stop me is my performance."

These two women would be thought as unique by Thengji Dlephu, Fabcos promotions manager, and most others who have a host of complaints about their masters.

"I do not know of any woman who has grown in a black concern," Dlephu said.

"Our men still have doubts about our capabilities, even though we have proved that we are worth the job. I have never worked on a project, from start to finish, without a man's interference. They have either had to make the proposal or approve it before I could go ahead."

Dlephu said she always has to fight to be heard but she was not prepared to give in to male pressure.

Her claims seem light against what her colleague, who refused to be identified, said.

She alleged that

● One woman was replaced, without her knowledge, from her position by a man who would have otherwise been made redundant.

● Some less qualified men earn more than their better qualified female colleagues.

● Meetings are treated like men's clubs.

● There are 14 men and only two women in executive positions and both women do not have decision-making powers.

"I doubt if I will work in a black-owned company after my experience," said Lerato Leuw, not her real name, who recently left her job in a black concern.

"I suffered a lot of victimisation. My boss never cared to consult with me when making decisions on issues that would eventually affect me. The whole company had no professionalism."

A close look into some of the companies showed that very few women had gone up higher than the level of secretary while in others like maternity benefits were not part of policy but just arrangements.

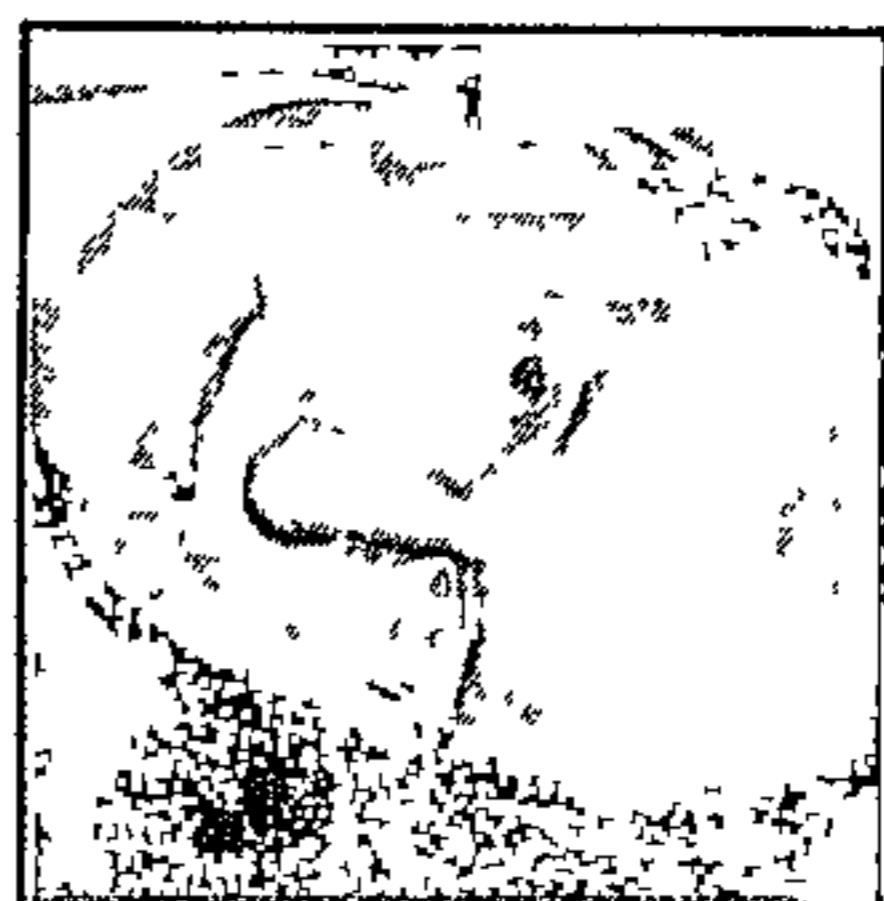
The African Bank which has been around for more than 10 years employs 204 men and 123 women. Of these there is only one woman manager, three accountants and 12 women supervisors. The rest are in clerical positions.

Box of Quotes



'Women's success in both black and white concerns are dependent on how well they collectively lobby for themselves.'

Louisa Matthews, media manager of HerdBuys



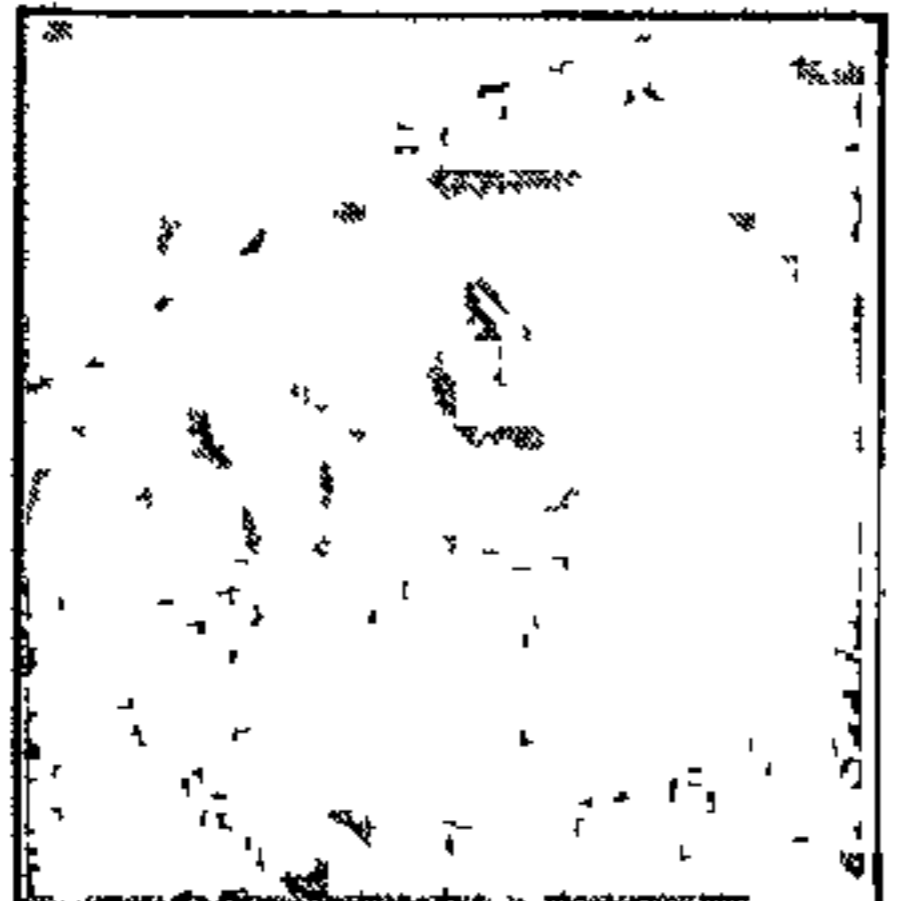
'We are the only financial institution which has appointed a (black) woman as a manager of one of our branches, Bisho.'

African Bank's chief executive



'We could make an arrangement if a female employee had to go on maternity leave.'

Khehla Mthembu, managing director, Afsure



'I may fight a course or fight an issue, but I never fight being black or being a woman.'

Wantha Kawa, project manager, Coordinated Marketing



Trade links set to open up

Company offers to help the small man

Sowetan 22/7/92 (176) (180)

■ **A scheme to empower small black entrepreneurs is unveiled:**

By Joshua Raboroko

PRIVATELY-OWNED company Sukhulu Holdings is offering small black entrepreneurs business opportunities in order to create wealth and jobs.

At a Press conference in Johannesburg, the company's chairman, Mr Louis Ichikowitz, said they would offer them franchises and engage in joint ventures in the townships.

Similar business opportunities

would be extended to many African states in an attempt to open trade links "from Cape to Cairo".

He said they wanted to empower blacks in transportation, manufacturing, processing, importation, distribution, wholesale and property.

The company was negotiating with black business organisations and individuals to obtain franchises.

The sale of affordable appliances such as refrigerators, heaters and TV sets was growing despite contracting consumer spending. Management attributed that to their basic design, "entry level" pricing and high quality, Ichikowitz said.

SEVEN trade unions

launched SA's first socially responsible investment fund, the Community Growth Fund, in May this year. The fund takes the form of a unit trust and will aim for high capital growth while applying social criteria, determined and monitored by the participating unions, to the selection of investments.

The fund has been enthusiastically received. Provident funds — the main market for the fund — have already committed more than £50m to it after one month in operation.

But how exactly will the fund operate and the criteria be applied? Seventeen criteria have already been adopted in outline by the unions. Their interpretation and application are being discussed inside the unions. The process of selecting shares has already begun.

The Community Growth Management Company — which controls the fund — has trade unionists on the board in addition to investment professionals. And these trade unionists representing the main investors in the fund, will be looking at investments from a different point of view. A share selected by our investment advisers, Syfrets, will already have passed their stringent tests. Thereafter it must pass the unions' tests.

There are 17 criteria. Each has a different weighting. Normally, a company will be examined on its overall "score", so that weak performance on one criterion will not disqualify it from approval if it scores well on others.

But some criteria are important enough to be considered separately and companies which fail the test on these may not be selected.

The first is industrial relations. A company that has a hostile attitude to trade unions to the extent that it fails to recognise them, will be rejected out of hand. The unions are not looking for perfection, but recognition and a reasonable attitude to trade union rights such as access to company premises, stop order facilities, union meetings, and acknowledgement of shop stewards are the basic minima.

Unions outline criteria for testing social responsibility

By DAVID 23/7/92

IRENE BARENDILLA



A company whose assets are wholly overseas will not be selected unless there is a clear benefit for SA workers. We shall want to know that the workers in the overseas plants are unionised. Our investment advisers will seek rand hedges in exporters instead.

The product of the company is also critical. For example, companies manufacturing tobacco products exclusively are likely to be rejected. The fund will also not finance the privatisation of companies from the public sector.

The other criteria will be considered together. Employment practices include the wages paid in comparison with other companies in the same sector. A company paying below-average wages will be marked down. Other conditions of employment, including maternity benefits and retirement provision, will also be considered.

A large weighting will be given to the company's job creation record. This does not include employment added through acquisitions. The fund will try to invest in companies which are growing by creating new jobs. Obviously, cyclical factors affect employment levels and full recognition will be given to them, but then the company ought to negotiate with the union about retrenchments. Wherever possible, the fund would

like to participate in rights issues where these will finance new job-creating projects. During the coming years, the fund will progressively raise its standards in relation to job creation.

Training of workers is a key union demand. Unions recognise that skills are the key to upliftment. They are often frustrated by management complacency on this issue. The company's budget for training, especially for black workers, will be examined in relation to turnover.

Affirmative action for black workers is related to training. Companies which have carefully planned and meaningful affirmative action programmes will be getting the most out of their workforce — at the same time offering an upward path for their employees. The fund will look behind the ringing phrases to the reality of affirmative action programmes. For example, the number of blacks in line management will be given more weight than window dressing in peripheral departments. Of great importance to the union movement is equal opportunity for women workers. As with affirmative action, we will be looking for real action, not cosmetic displays.

Consideration will also be given to retention of profits. Workers have seen too many companies pay vast special dividends in one year, then plead poverty at wage negotiations the next. A company which wants to grow needs large retentions to finance fixed investment and this will score high in our investigations.

It goes almost without saying that disclosure of information is a key factor. Information that cannot be had from a company's annual report will be sought from the company itself. Companies which fail to disclose the information we need to assess their compliance with fund criteria will score badly here.

Worker participation is relatively new in this country and still extremely rare. Co-option does not come under this heading. At the most basic level, we shall be asking whether workers are represented on the pension fund's board of trustees.

The political profile of a company will also be considered. The unions cannot be expected to invest in public companies which use shareholders' money to promote the managers' private political objectives, especially when these conflict with union policies. Health and safety is obviously a key issue for unions. Companies' performance will be judged by objective standards and reports from the

unions involved. As with all the other criteria, full recognition will be given to a company whose safety record is improving, even if the level has not yet reached satisfactory standards. Attention will also be given to a company's social spending programme. In particular, we shall ask about the degree of community participation, and whether the programme is genuinely social, or merely promoting the company's own ideology.

Workers are increasingly paying attention to environmental factors. So companies' records and practices will be examined and monitored on these issues.

Finally, racial discrimination will be a major factor and will be examined across all the other criteria. We shall be looking for evidence that companies are making determined efforts to get rid of all traces of racial discrimination, and to destroy the entire legacy of apartheid in all its forms. For example, an equal opportunity programme for women will also be considered for the assistance it gives to black women specifically.

The seventeen criteria require much investigation. These investigations will be carried out on companies already selected by Syfrets as good investments.

The investigations will be carried out by the Labour Research Service, which will visit companies, interview trade unionists and extract written information from annual reports, stockbrokers' reports and the like. Companies will be asked to assist, for example by giving us sight of National Occupational Safety Association reports or environmental audits done for the company. Finally, a detailed analysis will be considered by the union representatives.

In this way, the fund will build up a portfolio which meets the requirements of the investors for socially responsible growth assets.

Barendilla is a board member of Unity, the union-controlled entity which applies social criteria to investments of the Community Growth Fund. She is an NUM official.

BUSINESS PROFILE Mother-of-three builds a new life for herself ● Your business diary

Success is so sweet

A job with Achib has led to Mrs Toffee Makonyane starting a successful manufacturing business:

By Joshua Raboroko

So wefan 23/7/92

WORKING for the African Council of African Hawkers and Informal Business (Achib) in Johannesburg helped attractive Mrs Toffee Makonyane (28) develop an interest in business.

She managed a project which supplied fabric softeners and detergents to supermarkets and to thousands of hawkers, spaza shops and other members of the informal sector.

She was taught how to mix chemicals for the manufacture of these products and other household goods.

With the experience she gained and after getting financial backing from her husband, Mr Albert Makonyane, her dreams became a reality when she started the Glitex Manufacturing Company.

The company manufactures fabric softeners, household cleaners, hand cleaners and bleaches.

Most of her products are sold in major supermarkets and spaza shops in Pretoria, Witwatersrand and the Vaal.

Makonyane was born in Benoni. She wanted to be a school teacher but she had to leave school after matric in 1983 because of financial problems.

She attended a course in computer word processing and worked for a firm of lawyers between 1984-85. She quit the job and joined Achib as secretary.

Toffee's mix-ture

Mrs Toffee Mokonyane 28;
Married to Albert and the couple have two children;
Business site: Unit G4 at the Small Business Development Corporation City Hive,
Number 10 Salisbury Street, Johannesburg. Telephone (011) 334-3771

BUSINESS Sam Motsuenyane retires after a lifetime of

End of a black era

■ **BUSINESS CHAMPION** The Nafcoc

president will retire after 28 years on

Sunday after liberating black business

and creating viable institutions:

Sowetan 24/7/92

By Joshua Raboroko

SOUTH Africa's *el supremo* of black business, Dr Samuel Mokgethi Motsuenyane, will announce his retirement as president of the National Federated Chamber of Commerce on Sunday

This will be on the opening day Nafcoc's four-day 28th conference at Sun City

He served the organisation for 28 years - 24 as president - and spearheaded numerous projects that are still effective

"We are faced with numerous challenges and our role as business leaders must be counted in the future South Africa. They (colleagues) will have to work hard to face these challenges," he said this week

He said the challenges included the political impasse, violence, unemployment, drought and the impending mass action propagated by Cosatu and its allies.

Business and the community agree that this charismatic and amazing man has achieved his lifetime ambition of creating viable institutions to be remembered in the history of the black liberation struggle

"We all agree. The world agrees. The man has filled his life," the president of Bophirima Chamber of Commerce and Industry, Mr Gabriel Mokgoko, said

Mokgoko, a former public affairs manager of Nafcoc, said tribute must be paid to the man who helped "to create the black institutions that will be necessary when our history is written"

The early years of Nafcoc were hard for black traders. But Motsuenyane can now give the world his vision

In his plush offices in Soshanguve this week, the charismatic Motsuenyane talked about the early days, the present and future of black business.

"To get a trading licence those days, you had to be medically examined. You had to go to Albert street in Johannesburg and be stripped stark naked... irrespective of your age."



Sam Motsuenyane

He said most analysts of black business emphasized what never happened - and with good cause. This was because the Government for decades made concerted efforts to limit black entrepreneurship and small operators in urban townships.

But realising that it was sitting on a powder-keg, the Government decided to relax the vexatious laws affecting black business

Motsuenyane's message to black business was that it should fight to get Codesa back on track in order to resolve the political impasse

They should work with organisations like the ANC, PAC, Azapo and others towards a non-racial and democratic South Africa.

Challenges facing blacks as they strive to climb the corporate ladder are daunting, reports **MOSS LEOKA**, one who has climbed that ladder and is now one of Johannesburg's leading public relations consultants.

(176)
File 28/1/92

The hard road blacks face in reaching top of ladder

RECENTLY I attended a special meeting of the Black Management Forum in Johannesburg. I had been invited to join discussions on black advancement and, specifically, affirmative action.

Out of the 20 or so people, I knew only the chairman. Two things struck me about the others, all of whom couldn't have been more than 25 years old.

Firstly, they were articulate and from their accents and fluency in English I could deduce that they were products of either non-racial private schools or some ivy league institution.

Secondly, they sounded frustrated and angry about the South African corporate environment. Zandi (not her real name), the only woman present, delivered a 10-minute tirade on how frustrating, stressful and sickening it was to be a black executive in South Africa. She couldn't understand why, in an African country with a black majority, black people had to be the ones to conform to the minority, so-called corporate culture.

Thus, she felt, was proof that whites thought only of themselves. She felt it was time that the majority protested strongly against this "cultural colonisation", and began to assert African culture in the corporate world.

Kenneth (also a pseudonym), referred to recent research by a university which showed that most white South African corporate executives believed blacks were innately unsuitable for senior corporate positions.

With such attitudes prevailing, Kenneth felt, blacks would never advance. Some form of legally binding affirmative action programme was the only answer to force big business to accommodate blacks.

Is it true, though, that most white company executives are racist? Can business, any business, really afford to be racist?

My understanding of business is that it is driven primarily by the profit motive, and that anyone or anything that does not in some way

contribute to achieving that goal is not taken seriously.

Racism, therefore, is the antithesis of business. It is that instead of playing the corporate game by its rules, they want to change it. As a black person, I can fully understand their frustration at having to conform to a foreign culture. I also know how stressful it can be to be subjugated by a minority culture.

Yet we have to be realistic and accept that until blacks take control of commerce and industry, it will not be easy for us to influence the current corporate culture. We are therefore still a long way from developing a typically South African corporate culture.

The views of Zandi and Kenneth typify the general attitudes and perceptions of young blacks towards the corporate world. It would help the corporate world enormously if they took the trouble to understand the formative background of the black youth.

The average black youth enters the corporate world from having lived all his life in a black ghetto, from having gone to a black school and perhaps a black university.

His whole background is one in which racial discrimination was institutionalised. Because of this he often enters the corporate world with a hostile attitude.

The challenge that faces all of us in business is to prepare our youngsters for the corporate world. We need to help them understand the importance of building relationships and of earning other people's respect, rather than demanding it.

Above all, we need to help them understand that the corporate world operates in accordance with specific norms that have to be obeyed by all who seek to advance in it, that a confrontational attitude does not work, and that the two simply can't live together in a normal society.

But then South Africa and its business have not been normal, and in many respects are still

not. The only reason why over the years business in this country managed to survive and prosper despite apartheid was precisely because apartheid contributed to business profitability.

This fact abounds with examples. Job reservation ensured that the more lucrative jobs were for whites only and that a black could not supervise whites, until the 1970s blacks were not allowed to own property in 87 percent of South Africa, no black was allowed to own more than two businesses, in short, blacks could not accumulate capital, except by foul means.

We know that the new South Africa will have no place for racism. Quite apart from the fact that it will almost certainly be illegal in the new South Africa to discriminate on the grounds of race, racism as we knew it under apartheid will disappear anyway, because it will not make economic sense.

Therefore, barring the abnormal and unforeseen, black positions in the corporate world seem assured. However, my contention is that they will not come on a platter. This is where I differ with my friends Zandi and Kenny.

Advancement opportunities, like most good things, have a sting in the tail. In its pursuit of profits the corporate world has devised certain ways of doing things, certain norms and regulations that have to be obeyed by all who want to be taken seriously in business.

These norms are sometimes referred to as "corporate culture", and can find expression in different ways.

For instance, in addition to education and job skills, most executive positions demand certain standards of behaviour such as mature language skills, attention to detail, punctuality, a high degree of social polish, business etiquette and a smart but conservative dress style.

It is only by obeying these rules that one can hope to climb up the corporate ladder.

The problem with our friends Zandi and Ken-

affirmative action

WHEN Zimbabwe gained independence in 1980, a presidential directive was issued to speed up the employment of blacks in responsible positions in the civil service

No such directive was issued for the private sector, which was expected to take its cue from government in the atmosphere of reconciliation then prevailing

By the mid-eighties, however, allegations were increasing from ambitious young black professionals, who had the ear of government ministers and civil servants, that the private sector had not taken up black advancement in a meaningful way.

They said that where black advancement had taken place, it was usually in a limited number of areas such as personnel management and public relations, which effectively kept blacks out of any real decision-making positions

In addition, the rash of appointments of black directors and top managers immediately after independence had slowed down to a trickle

It was also alleged that where blacks were appointed to management positions, some of their responsibilities were transferred to white managers, which kept blacks out of critical areas of decision-making.

The private sector body for industry, the Confederation of Zimbabwe Industries (CZI), agreed to look into these allegations and find out why their members — the largest employers in the country — were so slow to implement change

CZI found that black and white managers had completely different views on the issue, with black managers saying the allegations were all too true and the white managers saying they were not. Black managers said black advancement

In black and white: Zimbabwe's case

SOUTH 2517-2917192

usually took place at middle-management level, but no managerial training was provided for advanced managerial skills. They said this was because employers were afraid to upset outspoken white managers with deep-rooted prejudices.

They also suspected that black managers were paid less than white managers at the same level. This was because company policy on the recruitment and pay scales of managers was never spelt out in full

Some also claimed that racial prejudice had become more subtle since independence. While some blacks might be promoted, their appointments were "window dressing" and they became very frustrated because they did not have the power to actually do anything in the company.

It was particularly tough in the companies owned by white family groups. These companies said they did not want to admit strangers to top management, but this often only meant blacks, as they had been known to appoint whites from outside their families or even expatriates.

The white managers tended to have two different ways of responding to this issue. One was that it took years of practical experience before anyone could become a manager — and blacks had generally been denied this and now had to "catch up".

The other was that "of course" black advancement was taking place, and the complaints were coming from blacks who were

prejudiced against all white managers and wanted their jobs even if they were not qualified to take them.

They claimed the civil service had been able to show rapid progress in black advancement because of the early retirement packages for white civil servants, something the private sector could not afford to do.

As to what could be done to promote black advancement, all the managers agreed that greater sensitisation of top brass in the private sector was needed

They did not think a presidential directive was needed for the private sector as this could be counter-productive when the country was trying to attract investment.

By the early nineties, the government was again making noises about what could be done to make white companies more sensitive to this issue — and the CZI commissioned another study

This was conducted by a South African exile, Dr Bridget Strachan. She found dramatic changes at middle and junior management, but found that black advancement had been slower at senior management and "very slow" at top management

Where black advancement had taken place, it had been because of a positive attitude by top management and good human resource development and training programmes. Where it had been slow, it had been due to the negative attitudes of top management in general and the management

structure in particular

"There is no doubt that the recession of the late eighties had meant that there was little economic growth and that little advancement of blacks could meaningfully take place

"This had once been seen by blacks as an excuse for their lack of advancement, but those who were in top positions soon came to realise that this was indeed an important factor," said Strachan.

This is an important lesson for South Africa, where economic growth has been poor in recent years — and might not improve immediately under a new government, no matter what policies are adopted

This time, the study was not kept under wraps "for members' eyes only" and widespread publicity on its findings, which were more detailed than the previous one, started a major public debate

But the government still held back from legislating against discrimination or making affirmative action mandatory

This was largely due to the constitutional constraints imposed by the Lancaster House settlement, but also due to the lack of vision in labour legislation about manpower and human resource development

Trade unions, in particular, were not encouraged to negotiate with employers on this issue, mainly because what was initially a self-styled "socialist" government did not want the unions to be corrupted by capitalism — the state would lay down wage levels and working conditions

This socialism had another effect — the state neglected to promote the small business sector and the development of entrepreneurial skills among blacks because it was more interested in co-operatives (which didn't work)

As a result, blacks had little chance either in the formal or informal sectors to learn business skills and position themselves to move up the entrepreneurial ladder.



Laws in US allow bosses to shape affirmative action

MORE and more people who are trying to formulate their views on affirmative action are looking to the experience of countries such as the United States, Canada and Zimbabwe

In the US, the 14th amendment to the constitution enshrines racial equality and allows individuals to challenge state legislation or federal government action that discriminates on the basis of race.

But this did not prevent employers from discriminating, and at the height of the civil rights movement in the sixties, the Civil Rights Act was introduced to prohibit employers, labour unions and employment agencies from making employment decisions on the basis of race, sex, religion, colour or national origin

At one stage some felt the act should be

strengthened by making certain employment quotas mandatory to redress past imbalances, but the courts gave this notion short shrift, saying it was unconstitutional as it favoured one group over another

As a result, affirmative action programmes have been left to individual companies to shape and implement, says Professor Clive Thompson of UCT's Labour Law Unit

Generally, companies have done this, with some introducing informal quotas for the employment of Hispanic and black people — although they have had to do this very carefully to avoid being sued by America's notoriously litigious workforce

All this has helped redress some imbalances in the racial and gender make-up of the workforce, although many researchers still detect a "glass ceiling" for women and blacks

They are referring to the fact that although women and blacks are appointed to middle-management levels, they find it difficult to progress beyond that

Discrimination can be a very subtle thing

Affirmative action has also been helped by the fact that companies tendering for government contracts have to be able to show that they have an affirmative action programme if they want to be successful

In South Africa, Thompson envisages that racial and gender equality will be enshrined in the constitution through a Bill of Rights, which will establish equality as a norm.

This could then underpin all legislation, including labour legislation

where there could be provisions requiring employers to establish programmes for affirmative action

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In black and white: Zimbabwe's case

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But the government still held back from legislating against discrimination or making affirmative action mandatory.

Boardroom battles: Call for a joint code

SOUTH 2517-2917192

In the run-up to a Cape Town Chamber of Commerce symposium on affirmative action next month, SOUTH financial journalist **Lynda Loxton** starts a three-part series on the great debate.

RACE and gender discrimination in the workplace has become so deeply ingrained that it is widely recognised that some form of affirmative action will be needed in a new South Africa

But should affirmative action be legislated or should racial and gender equality be enshrined in a Bill of Rights and left up to individuals, companies and trade unions to ensure that these rights are upheld?

The director of the University of Cape Town's Labour Law Unit, Professor Clive Thompson, who will be one of the speakers at the Cape Town Chamber of Commerce symposium on affirmative action, believes action is needed sooner rather than later

Even if Codesa is resuscitated soon, it is unlikely to lead to the drafting or finalisation of a new constitution, including a Bill of Rights, until at least the mid-nineties, Thompson says

Until then racial and gender discrimination will continue and there will be major shocks awaiting

MANAGEMENT FOCUS: Blacks and women are demanding greater representation in decision-making positions in industry and commerce

employers when they suddenly have to adapt to new legislation outlawing discrimination

According to Thompson, the major players — the employers and trade unions — need to come together in a consultative process to thrash out a common approach that is acceptable to both parties

This could be put forward as a model to guide the new constitu-

tion's provisions on workplace discrimination

It would ensure direct input by those most closely involved — and their practical, hands-on experience could be an invaluable guide to the law-makers who are often out of touch with realities at the workplace

The consultations should aim to develop a non-statutory "employment equity code" which could pos-

sibly be backed up by an Employment Equity Commission

Thompson prefers the phrase "employment equity" to "affirmative action" and "black advancement", which have become loaded terms that in some circles arouse negative reactions

He suggests that the code could be binding as a common law contract. In the case of parties covered

by the Labour Relations Act, the unfair labour practice clause could be used against any party that breaches the terms of the agreement

It could also be possible for parties to industrial councils or conciliation boards to have the terms of the code incorporated into statutory industry agreements, which may then be extended to non-parties in a particular industry

A supporting agency would be required to help implement the code. It would gather data of the racial and gender composition of the workforce, study the experiences of other countries, educate and inform employers and workers about the need for employment equity and monitor the implementation of the code

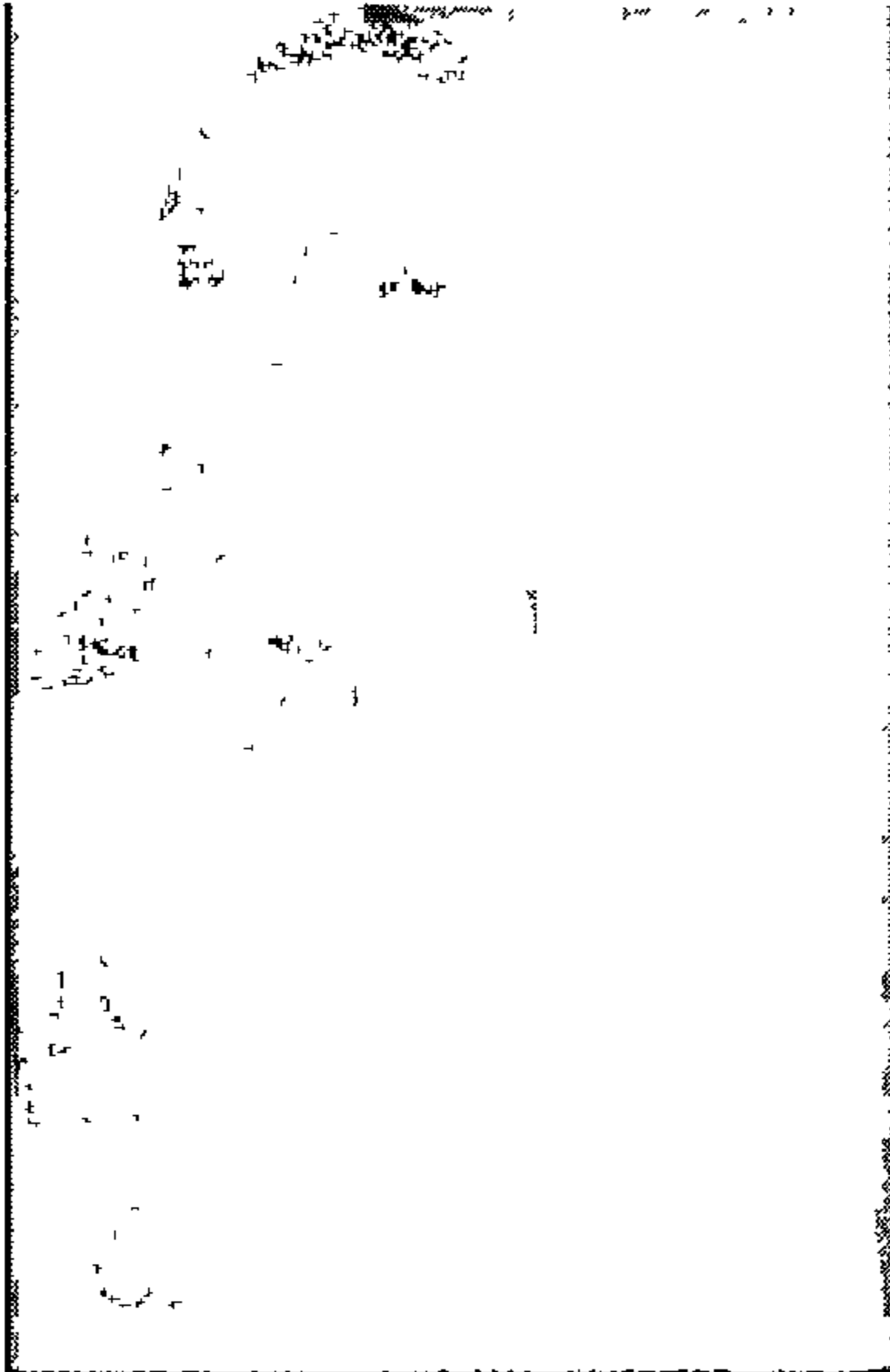
This approach would help to sensitize employers and the government to the need for affirmative action before any legislation is introduced through the constitution or labour laws

Whether the private sector and unions will take up the suggestion, remains to be seen, but Thompson believes a vast learning curve lies ahead for all South Africans about their rights as individuals

The authoritarian nature of society under apartheid has meant that South Africans are not attuned to fighting for their legal rights — it was not something many people had in any case

This is borne out by the fact that although current unfair labour practice legislation does allow workers to take legal action against their employers if they are discriminated against, very few have done so

And once South Africa has a Bill of Rights enshrined in the constitution, lawyers will have to re-educate themselves in constitutional law as a new class of litigation will become possible



From comrade to capitalist Sam Muofhe with a copy of his organisation's paper.

His vision is of a brighter tomorrow

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A **HARDLINE** Comrade and member of the Soweto SRC in 1976 had a dream just two years ago — today he is busy bringing it to fruition.

These days he heads an operation dedicated to helping his community in a far more positive way, he believes. And, says Sam Muofhe, "Why look back to the past, when you can look forward into the future?"

Mr Muofhe, chief executive of the National Association of Co-operative Societies of South Africa (Nacssa), adds "Many of our people find it easier to look back, I suspect — blaming the system for every little evil — because that way you don't have to look for solutions."

Sixteen years ago, Mr Muofhe was a young firebrand of 20, often on the run from police, holding clandestine meetings, militant and bristling with anger.



*Shafto's
People*

Dumped

It was common practice, he says, to take their injured to Dr Nthato Motlana's surgery "We just dumped them there, told him, 'You're a doctor, you're a black man, just fix him up' We truly abused him. Without asking permission we came to his home to hold meetings. Not only did he allow it, whenever we came we were also fed"

Mr Muofhe, who last week turned 36, had his "vision" in 1990 He sees Nacssa developing into a kind of building society, "like the Perm"

Its other main function is educating blacks in small business practice and making them aware of the nature of consumerism — "so that by an understanding of trading on the fairest possible basis, they are able to save money to put to better use"

Nacssa's three major areas of operation are burial societies, women's clubs and stokvels or rotating credit clubs. With a membership of some 150 000 the association is working towards bringing these informal societies under its wing in the interests of the community at large.

Stokvels and women's clubs operate in basically the same way, Mr

Muofhe explains. In the case of the stokvel, it usually constitutes up to

12 members paying money into a common pool, with one of their number taking the pool when it is "his turn" Which is why the number is usually 12 so that each member's turn comes up once a year

Similarly, the women left at home in the rural areas began to form clubs to guard against hard times, and they operate in much the same way.

The violence that has continued to corrode the country's human resources since the mid-'70s has brought about a major restructuring of the way of life — and death — of the black community

Burial societies are very much a part of the traditional way of life of the black community But whereas in the past a death in the community might occur on a fairly predictable basis, endemic violence has changed all that Now individuals and communities can find themselves faced with staggering expense.

Nacssa, through its burial scheme, is able greatly to ease this burden

One man

When Sam Muofhe had his vision he could think of only one man to make it work. Dr Motlana He is its chairman — "its real heart and soul" Sam says he approached the doctor saying "May I abuse you one more time." Dr Motlana liked what he heard of the scheme. "But he's a real taskmaster. He doesn't just hand out bouquets If something isn't being done right, he doesn't hesitate to say so We've been together in Nacssa three years now There is no better person for guidance."

Nacssa now has its own monthly newspaper, and is going from strength to strength.

MICHAEL SHAFTO

Gloom in the public service

PRETORIA — Erosion of morale and motivation in the public service should be given urgent attention, Commission for Administration chairman Piet van der Merwe has warned.

He said recently there was concern about the effects of affirmative action programmes, mistakes of past policies being blamed on public servants, and statements by some politicians and journalists that public servants were unable or reluctant to adapt to changing policies.

Uncertainty and fear about pensions, job security and promotion opportuni-

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ties had taken a toll.

He said there was disappointment and frustration over unclear policy directives, frequent shifts of functions and personnel between departments, and cuts in budgets and personnel.

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Black businessmen urged to look ahead

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Sam Motsuenyane, president of the National African Federated Chamber of Commerce, steps down today after 28 years at the helm of the oldest black business organisation in SA. STAN HILOPHE spoke to him on the eve of his retirement.

BLACK businessmen, who have so far concentrated on being taxi owners and small-time traders, need to broaden their scope if they are to have an impact in the South African economy, says the outgoing president of the National African Federated Chamber of Commerce (Nafcoc), Dr Sam Motsuenyane

Speaking on the future of black business, Dr Motsuenyane (65) says it is high time black businessmen became involved in large-scale business activities such as farming, goods removal and the import/export business

"Black businessmen need to look ahead and, above all, acquire more skills in order to be in a position to be competitive in the market, especially in view of the fact that most restrictive legislation, including the Land Act, has been repealed

"Also, they need to unite and look for new opportunities in the areas of potential growth, such as housing. More than 1,3 million houses need to be built in the next decade," he said

Dr Motsuenyane describes as "unfortunate" the divisions within organised black business, represented by the separate existence of Nafcoc and the Foundation for African Business and Consumer Services

He rejects allegations that Nafcoc leans towards the ANC politically. "Our national strategy is to pursue a non-aligned position. We speak to all organisations," Dr Motsuenyane says

His successor will be elected at Nafcoc's 28th annual conference at Sun City, which ends tomorrow

Apart from being Nafcoc's president, Dr Motsuenyane is also chairman of the African Bank and a director of a number of companies, including Barlow Rand, Transnet and Black Chain, the first black-owned supermarket chain

Dr Motsuenyane is proud to leave an organisation which has risen from a group of corner-shop traders to an organisation with pride of place in both local and international business forums

He says Nafcoc's record speaks for itself and he is honoured to have been instrumental in its achievements. He is also proud of his achievement in the formation of the African Bank 10 years ago

Having struggled to raise an initial capital of R1 million, the bank now boasts 34 branches with assets of more than R300 million and has investments of more than R30 million

As a contribution to improving black education, Nafcoc runs the Masekela Mavimbela fund, which provides scholarships to students in tertiary institutions

Dr Motsuenyane's business career started when he co-founded and worked at the African National Soil Conservation Association, formed in 1953 to build awareness of soil erosion in black communities

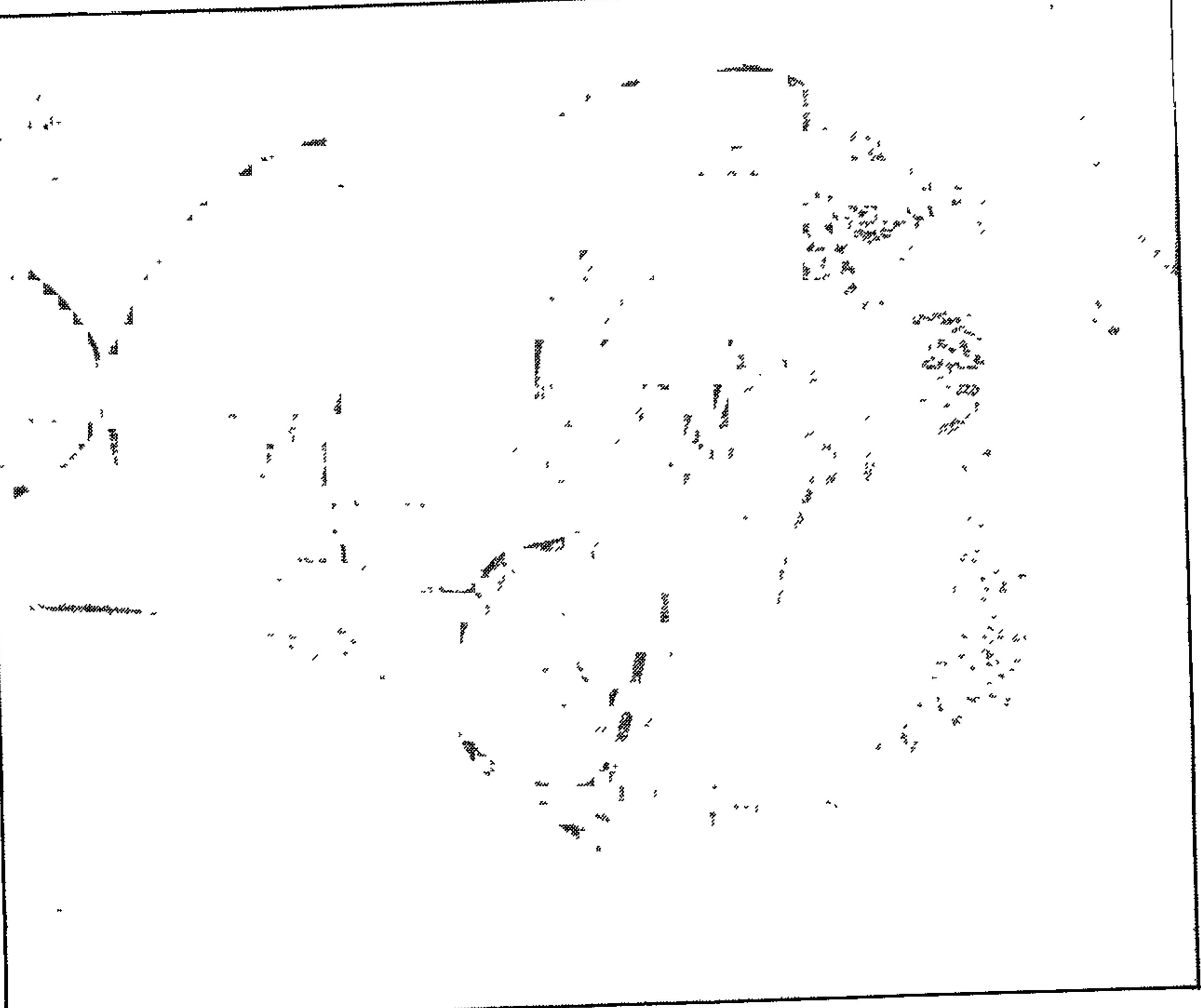
During that era, he rubbed shoulders with dignitaries such as former ANC leaders Dr S J Moroka, Dr W F Nkomo, S J Tema, Dr D D T Jabavu and the late Zulu king Cyprian Dinizulu

In 1964 he was appointed agricultural consultant for Nafcoc with a seat on the board. He was also editor of the first black business publication, African Trade

He has travelled extensively throughout the world to forge links between black businessmen and their overseas counterparts

But, like other opponents of apartheid, he has had his share of problems with the authorities — such as when he had to wait six months for a visa to travel to the United States as a leadership exchange programme candidate in 1959

After nearly 28 years of being black business's foremost spokesman, Dr Motsuenyane, a father of six, plans to devote most of his time to writing □



Sam Motsuenyane stepping down as president of the National African Federated Chamber of Commerce after 28 years.

Black businessmen warned against 'a Lebanon option'

BUSINESS and the rest of civil society were risking civil war if they continued taking political sides, Consultative Business Movement (CBM) executive director Theuns Eloff said at Sun City yesterday.

Addressing Nafcoc's 28th annual conference, Eloff said "The lesson learnt from other violence-ridden parts of the world is that if not only the political parties in a society but indeed the whole society is polarised, it creates the dangerous possibility of what can be called Lebanonisation of the society."

"But what is happening at the moment is that political parties are totally polarised and are indeed villifying one another."

"On a different axis, organs of civil society, such as the church, business and labour, traditionally have backed either the ANC or the government in such situations," he said.

If that happened again and without distinction, and given the levels of violence at present, the possibility of civil war was not hypothetical, said Eloff.

He said civil society therefore had the

responsibility of playing a stabilising role by focusing on what was right for the country and not who was right.

This was the foundation for the Saccala-Cosatu initiative around the planned mass action which had recently failed.

Eloff said even though the initiative had failed, business and labour had come up with an important charter.

He urged churches and other non-political bodies to take up this charter for peace, democracy and economic reconstruction.

□ Preferential trade area for eastern and southern African states (PTA) secretary general Dingo wa Mutharka yesterday officially invited Nafcoc to send representatives to next year's PTA summit in Lusaka.

□ Meanwhile Sapa reports that the International Finance Corporation yesterday told Nafcoc it had pledged R450m in investments and loan finances to help develop mainly black small and medium businesses over the next three to four years.

THEO RAWANA

Political freedom alone not enough

Sowetan 28/7/92

■ Nafcoc's vital theme of black economic emancipation is the solution to SA's problems:

By Joshua Raboroko

POLITICAL freedom that was not underpinned by economic emancipation was the most effective means of shackling a nation to a state of poverty, Mr Archie Nkonyene, the new president of the National African Federated Chamber of Commerce (Nafcoc), said yesterday

In his address to the annual Nafcoc conference at Sun City, Nkonyene said the organisation had been called upon to focus more intensively on the question of black economic empowerment

He said the resolution of political issues in this country would not represent the total solution to the problems of the country

"A political freedom that is not underpinned by economic emancipation is the best recipe for permanent social instability which in turn is one of the most effective

means of shackling a nation to a state of poverty

"We have seen enough of this scenario in other parts of the Third World. If history must repeat itself in this manner let it not be said that it was because of our failure to learn from others," Nkonyene said

Paying tribute, Nkonyene said outgoing president Mr Sam Motsuenyane was "a son of the soil"

● Other new office bearers of Nafcoc are Mr Joe Hlongwane (deputy president) Mr Max Tlakula (senior vice-president) Mr Gabriel Mokgoko (vice-president) Mr SM Zuma (secretary) and Mr BM Mabusela (treasurer)

Nkonyene, who holds a Bachelor of Commerce degree from the University of Cape Town, operates businesses in Transkei and also serves on the Eskom board.

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make it on their own despite the difficult economic times

masters' VOICE

Sowetan 28/7/92

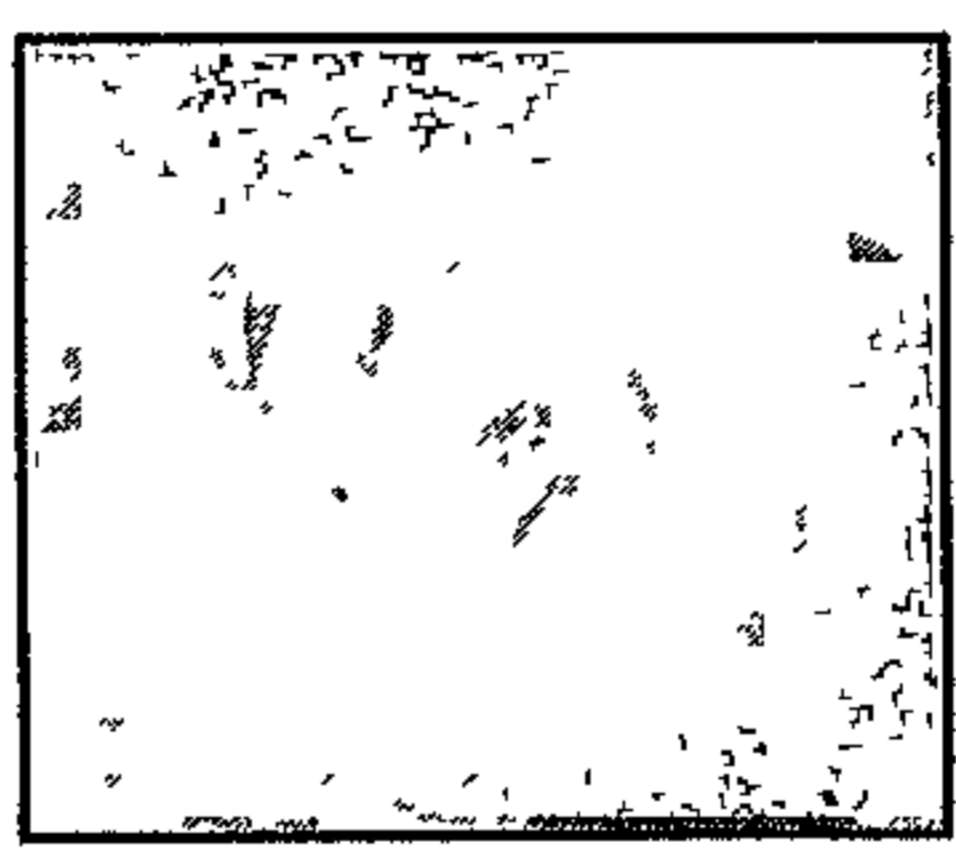
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backyard of their homes. They contribute to the upgrading of the economy by creating employment for the jobless. These women have also proved that black economic empowerment is not only about black people participating in so-called small businesses but in macro-economic ventures

Sizakele Koona looks at some of the success stories:

Ursula Johnson

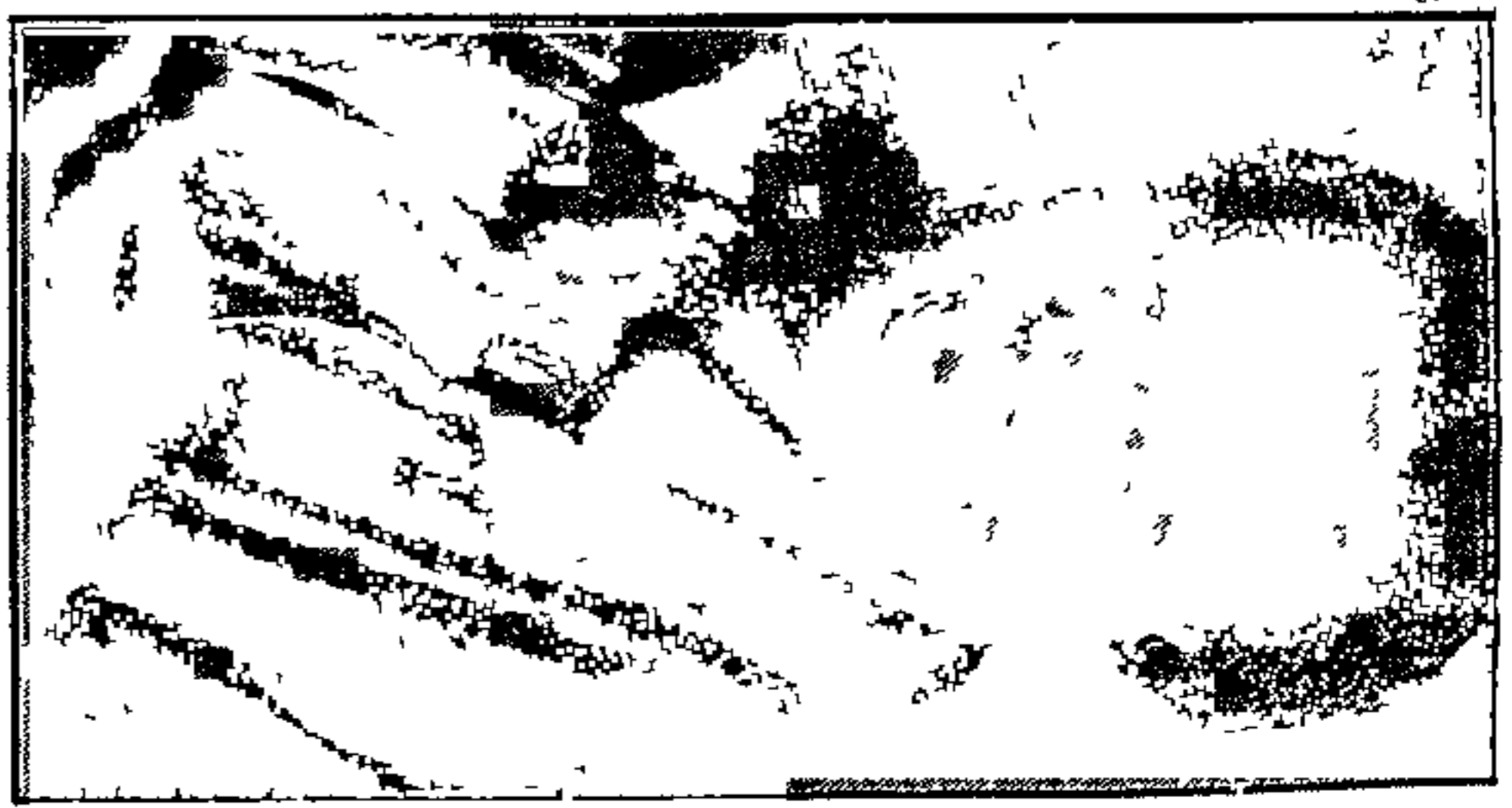
Ursula Johnson founded her company, Network International, in 1987. The public relations and promotions company employs nine fulltime staff. Kellogg's SA, Cadac, Fabcos and Fuba are some of the people she has worked with



Miriam Patsanza

Miriam Patsanza, former senior producer on Zimbabwe Broadcast Corporation, is a co-partner in a TV production company called Talent Consortium. Patsanza and partner, Mr Themba Hobe, started the business in Harare, Zimbabwe, in 1984. They branched to South Africa eight months ago. Their varied clients include women's organisations and non-government institutions from as far as Mauritius and Ethiopia. Preferential Trade Area (PTA), an alliance of 20 African member states, has been their client for four years.

Patsanza's dream is to be able to be part of the players that will create a meaningful media space for those who have not had it. "I also want to be able to tell the story of my people in the way that I see it," she said.



Angie Makweta

Angie Makweta started AM-Ultimate, a computer and secretarial training school in 1989



Today the service employs two full-time and two part-time staff and has grown to include a placement and public relations section. Her clients include Sowetan and the South African Fashion Designers Association. Makweta, who holds a BA social work degree, had previously worked for IBM as personnel officer for 10 years and later as market support representative. Makweta's dream is to have one percent of training contracts from big conglomerates

Stunkie Vundla

Stunkie Vundla worked in the hair business as a hairstylist, marketing and sales representative and later in the public relations department at Radio Metro, then she decided to set up her own promotions business. FMV Communications is a one-man show

Rose Francis

Rose Francis is an internationally renowned former model and runs a close corporation company called Rose Francis Communications. Her promotional history dates back to 1981 and her clientele list includes Unilever, Panache the SABC and the BLA, among others

Bridgette Motsepe

Bridgette Motsepe is managing director of Projects International, a business development and public relations consultancy. Motsepe started the company four years ago after previously working at BP, Revlon and the NSL where she acquired experience in marketing and public relations. Projects International employs 80 people in the promotions department and eight in business development and has associate offices in the United States of America and Britain. The company's clients include Whongem Ngeza's Committee of Artists, Springlake Colliery, Bata Shoes and Masterrind Tobacco, a multinational company with offices in Burundi, Kenya and Zimbabwe.

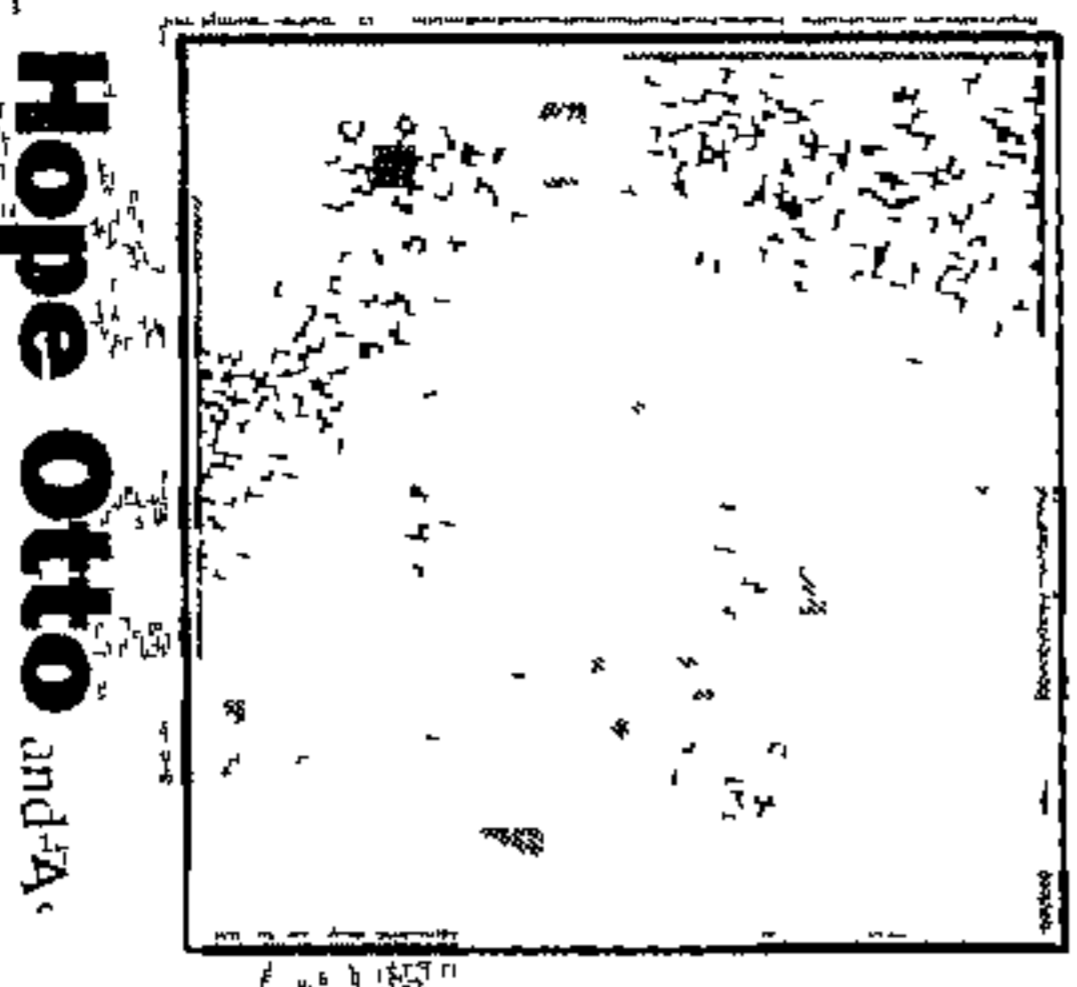


Suzzette Mafuna

Suzzette Mafuna probably among the first black women to set up a consultancy business, has been her own boss since 1985 when she and Jenny Shepherd started a public relations consultancy called Shepherd-Mafuna and Associates. They parted in 1989. Mafuna, a former credit controller and writer, went on to set up another public relations business and called it The Associates.



The company has had dealings with clients that include the Black Management Forum, the Black Editors Forum, South African Commuter Rail Corporation, and Old Village Properties.



Hope Otto

Hope Otto and Associates is a market research company solely owned by Hope Otto, a former teacher and journalist. She launched the company in 1989 after 15 years of working in the marketing field. Otto employs a part-time staff of 12 people and has a number of assignments for companies like Houghton Products and Parkers.

PEOPLE'S LIVES

They are a new breed of South African entrepreneurs who have shown they can

SOWETAN Tuesday July 28, 1992

She no longer needs her



Vionni Tshibase

... to ... of the ... the ... the ... It ... company ... BMW ...

They left the kitchen and invaded the job market. Today some have infiltrated the boardrooms while others have used their masters' wise teachings to their own benefit. They have set up exact replicas of companies that employed them or used their experience to counsel others.

These are women who have not only made it in previously male-dominated jobs but also in white-controlled businesses like marketing, public relations and personnel recruitment, among others. They partner each other or their spouses, or go it alone. They set up offices in the central business district, prestigious northern suburbs or the

20 w/fev 28/1/92

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(176)

Affirmative action alternative proposed

WILSON ZWANE (176)

THE number of blacks and women in supervisory and management positions ought to be increased by 30% within the next 10 years, says a manpower planning and development consultant.

In an article to be published in next month's Institute of Personnel Management's People Dynamics, Andrew Oliver offers an alternative to affirmative action, which he describes as "racist, elitist and an excuse used by companies for poor manpower planning."

Oliver says in place of affirmative action broad-based succession planning, with limited but directed company intervention, should be designed.

Through interaction with mentors and managers, underutilised employees can be developed without preferential treatment. "Each employee in the advancement programme will have customised development plans of his present and future positions. These will have been democratically agreed upon and worked into the forecasted strengths," says Oliver.

He adds that the eventual objective of such manpower planning development is a 30% increase of blacks and women in supervisory and management position within the next 10 years.

Returned exiles offer hope to black youth

THEO RAWANA

THREE returned exiles who fled SA in the wake of the 1976 Soweto riots, have launched a programme aimed at motivating township youths to improve themselves through education.

David Molapo, Abner Moriri, and Mamikie Molapo are using the programme to advise on the importance of individual responsibility and the limitations of the mob spirit.

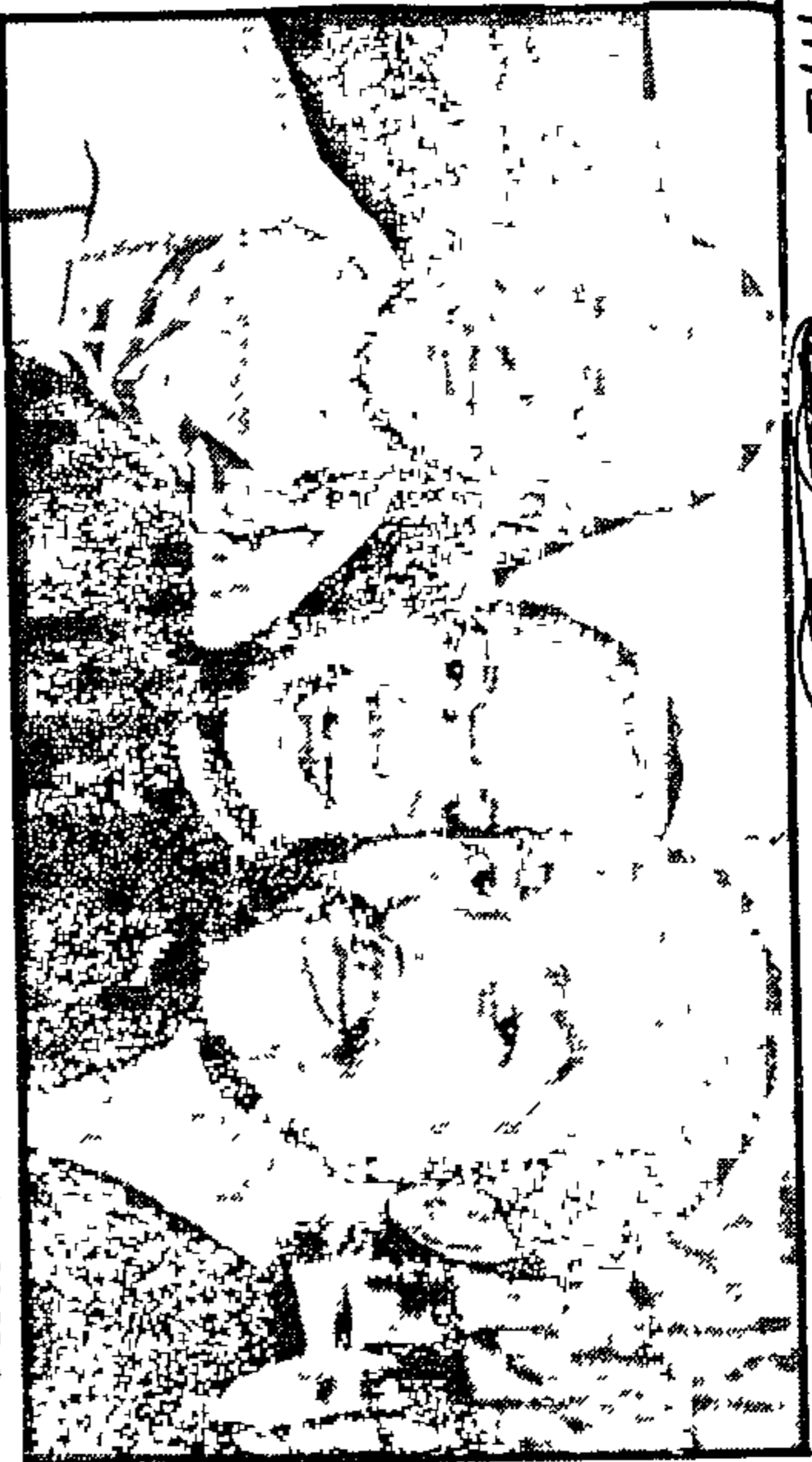
The three, who are based at KwaThema in Springs, all obtained degrees from US universities during their exile in the late '70s and '80s.

Molapo, 29, has a doctorate in education. His wife Mamikie has a BA in human development and an MA in home economics. Marri holds a BSc in political science.

Together they started the SA Students Christian Association (Sasca) while in the US, under which they developed a personal improvement programme called ICAN.

"The 'I' stands for insight, the 'C' for commitment to improve oneself, the 'A' for assuming responsibility for one's own development, and the 'N' for never giving up," David Molapo said.

Shocked by the state of schooling in SA, as well as the disillusionment among local youth, they began using the ICAN pro-



Returned exiles, from left, Abner Moriri, Mamikie Molapo and David Molapo.

gramme on their return to SA to pass on their message of self-development.

Funded by private sector companies, the ICAN programme "transforms dejected youths into people for whom life has meaning", Molapo said.

In the past year they have travelled extensively on the Reef, addressing students and teachers, student representative councils and student organisations such as

Cosas

The three, who recently started ICAN in Natal, have invited three black Americans to visit SA and assist with the programme from August 1

They are Virginia Caples, president of the American Home Economics Association, Bernice Richardson, a family studies expert, and Leola Adams, also an authority on home economics.



Nafcoc executive plan finds favour

THEO RAWANA

A NUMBER of companies have approached Nafcoc about its programme for increased black participation in the corporate world, outgoing president Sam Motsuenyane said at Sun City yesterday.

Delivering his last presidential address after 24 years, Motsuenyane also said Nafcoc's plans to train board directors had already been set in motion.

Nafcoc's 10-year plan triggered a lot of corporate criticism at its unveiling last year in calling for.

- 30% black representation on the boards of companies registered on the JSE,
- 40% black representation in the equity structures of such companies,
- 50% of the external supplies of such companies should come from black-owned enterprises, *BIDAM 29/7/92*
- 60% of the top managerial structures should comprise blacks.

Motsuenyane said the actual programme content and instruction modes for the training programme for board directors were being jointly developed by Prof Andy Andrews, former Dean of Wits Graduation School of Business and director of the Graduate Institute of Management and Technology; and Prof Prakash Sethi, associate director of the Centre for Management at Baruch College, City University of New York.

"This programme will be on a par with the best such programmes in the US and UK, although it will be adapted to meet the unique legal and economic conditions of SA," Motsuenyane said.

"Once we start developing a cadre of qualified people, it will be hard for the companies to hide behind the excuse that high-calibre people for board membership are not available."

Natcoc is geared for new order

Sowetan 30/7/92

■ **Emphasis on skills and technology for development of black business:**

By Joshua Raboroko

THE country stood at the dawn of a new day and black business could be proud of having contributed to the changes now taking place, the 28th annual conference of the National African Federated Chamber of Commerce (Nafcoc) being held at Sun City was told

Mr Gabriel Mokgoko, president of the Bophirima Chamber of Commerce whose branch is hosting the conference, said

"Looking down the years, we have had our fair share of trials and tribulations in our efforts to find a place in the sun for black business people in Southern Africa

- "We all stand on the verge of a new economic order which we are called upon to help shape "

Nafcoc was also involved in negotiations with major business groups in formulating an economic policy for the new South Africa, he said

BUSINESS UN special envoy Cyrus Vance says business could solve political impasse in SA



Mr Cyrus Vance

Business told to help solve conflict SA

Sowetan 30/7/92 . (176)

By Joshua Raboroko

FALSE HOPE Nafcoc told agencies abroad are unable to provide solutions.

UNITED Nations special envoy Mr Cyrus Vance said active involvement of business could solve the violence and political impasse in South Africa

Delegates at the 28th annual conference of Nafcoc were told that various possibilities could be explored to break the deadlock and to get Codesa back on track

In a keynote address, the executive director of the Consultative Business Movement, Dr Theuns Eloff, said unfortunately one of the possibilities, the Saccola-Cosatu initiative, failed to produce the desired results last week. With Vance at the moment in the country,

creative possibilities could be explored. It should be cautioned, however, that international agencies would not and could not solve the country's political problems. "To my mind the one constructive thing that could come out of the United

Nations visit would be implementing an international monitoring force to work in close co-operation with existing and local monitors proposed by the National Peace Committee. "A sad possibility is that the parties themselves could break the deadlock and this is not entirely without foundation."

The conference, whose theme is skills and technology for the development of black business, is attended by more than 1 000 delegates.

One of the highlights of the conference was when the outgoing president Mr Sam Molsuenyane bowed out to give way to the new president, Mr Arche Nkonyene.

The conference was also addressed by secretary general of the Preferential Trade Area for eastern and southern African states Dr Bingu Wa Mutharika, executive chairman of Barlow Rand Mr Warren Clewlow and Molsuenyane.

PEOPLE'S LIVES An important role for women to play to bring about political change

Women must play a role in business



Linda Zama

When one analyses the role played by women in business, one notices that repressive cultural practices of relegating women to secondary positions have not assisted commerce and industry

- Linda Zama at Nafcoc annual conference

BUSINESS ROLE Black women need to be trained to take their rightful places in boardrooms and not just as secretaries:

Sowetan 30/7/92.

By Joshua Raboroko

BLACK WOMEN NEED to be given proper training so that they can play a meaningful role in business

They have to be part of the production machinery instead of being consumers in a democratic, market driven economy.

These views were expressed by most women at the 28th annual conference of the National African Federated Chamber of Commerce (Nafcoc) on the role of women in black business

Leading the discussion, Durban-based human rights lawyer Ms Linda Zama said black women could not participate meaningfully in business if their role was not appreciated.

If not they would be lost to white business as junior partners. The role of women in business was to participate fully

"When one analyses the role played by women in business, one notices that repressive cultural practices of relegating women to secondary positions have

not assisted commerce and industry," said Zama

"It is unfortunate that black women too have not fought to participate and play a meaningful role in business"

Zama said that women have to improve their skills from the top to the bottom

"There were not many at the top, she said, adding "We need to train women wherever they are so that they are equipped for effective participation

We must train our staff

"Most of them are secretaries. The question is what type of secretaries? Can they be trained to be more than mediocre?"

"And the answer to these questions is that we owe it to ourselves to train our staff. Thus we can do and it must be done speedily," she advised

Zama also stressed the role women should play in Nafcoc so that the organisation to bring about political change in the country

She also paid tribute to the late Mrs Manna Maponya and to the outgoing president, Mr Sam Motsuanyane

Black advancement 'a must in new SA'

CT 30/7/92 (176)

By AUDREY D'ANGELO
Business Editor

COMPANIES which fail to advance blacks and women will not prosper in the new SA, Humphrey Khoza, GM (public affairs) at Shell and president of the Black Management Forum (BMF) in the Western Cape, said yesterday.

And if racial discrimination persists in the workplace a new government might impose quotas and legislation to increase the number of blacks and women in responsible positions.

Khoza was speaking at a meeting of The Breakfast Club, sponsored by Fedics Food Services and Protea Hotels with the Cold Chain as co-hosts, at the Ritz Protea, Sea Point.

He said that in the '80s blacks did not feel they belonged to the corporate world. The overall culture — dominated by white Anglo-Saxon males, was foreign and hostile.

"The white managers who were our colleagues saw us as some kind of favoured upstarts who threatened their security

"The '90s, however, present us and corporate SA with an unprecedented opportunity if we are serious about surviving the transition and prospering in the future SA.

"Our organisation, for one, is gearing up to take on the leadership and responsibility of driving and leading the process of management and leadership development within the business environment"

Affirmative action would be neces-

sary because socio-political and economic inequalities did not spontaneously evaporate.

"A conscious programme is needed to involve and empower the victims of oppression at all levels. So the notion of equal opportunity is no longer enough. The situation calls for more than the removal of barriers.

"The challenge is for business leadership to intervene in their companies and give black advancement the serious attention it deserves.

"We are in this mess today because of apartheid engineering. Therefore intervention to correct the situation must come from within — otherwise forces outside the workplace will have no option

"The apparent failure of business in addressing this problem effectively will result in more aggressive measures from other forces such as legislators, quotas and so on.

"An affirmative action or advancement programme is realistic and does offer business a better option"

Admitting this would mean restricting opportunities for whites, Khoza said affirmative action was only a transition measure which would eventually die a natural death.

But the current management profile was unhealthy and intolerable. It would not make business sense in the new SA.

"If our management profile better reflects the demographics of our market, our businesses will be well poised to grow and prosper in a future SA"

NEWS Alfred Nzo accuses big business of pursuing a short-sighted policy

Nafcoc conference honours Mandela

BLACK EMPOWERMENT ANC'S NZO

accepts award on behalf of Mandela and praises Nafcoc for its commitment:

Sowetan
By Joshua Raboroko

30/7/92

their organisation was pleased to be associated with Nafcoc in its attempts to empower black businesses

THE NATIONAL African Federated Chamber of Commerce's 28th conference, held at Sun City, yesterday gave a merit award to ANC president Mr Nelson Mandela.

ANC executive member Mr Alfred Nzo received it on behalf of Mandela who could not make it to the conference. In receiving the award, Nzo said

He said Nafcoc was part of the Patriotic Front which had fired the shots that saw the Codesa process in motion "We have no doubt that Nafcoc will not relent until the declaration of intent which the Codesa participants committed themselves to," said Nzo

However, it was regrettable that the business organisation, Saccola, after lengthy discussions with trade union federation Cosatu, could not come to a suitable conclusion

"The shortsighted policy pursued by Saccola has meant that they have placed profits ahead of the interests of our people. They should have learnt by now that they cannot hope to triumph in an atmosphere of violence and chaos which is the most treasured bedfellow of the apartheid system

"The mass activity by the people throughout South Africa will go ahead regardless of the decision by Saccola. We shall not allow our march to democracy and peace to be delayed"

Honour for Nafcoc ex-boss

■ Sowetan and bank pay tribute to Sam Motsuenyane:

Sowetan 31/7/92
FORMER president of the National African Federated Chamber of Commerce (Nafcoc) Mr Sam Motsuenyane will be honoured by the *Sowetan* and the Development Bank of Southern Africa in September.

This will be during the Business and Entrepreneurial Development Conference organised by *Sowetan* Business and sponsored by the bank.

The conference will focus on entrepreneurial development, and the guest speaker is Mr Alexander Keyserlingk of the International Finance Corporation.

Other top speakers include Mr Omar Issa, who is involved in regional development in Southern Africa, Mr Esom Alintah of the African Development Bank in North Africa, and Mr Ivan Norgaard of the Danish Import Promotion Office.

"Motsuenyane's leadership and courage in the dark days of apartheid was a guiding light for business people from the underprivileged communities

"In fact, he has contributed to the economy as a whole."

Sowetan 31/7/92
Business is assured

BLACK businessmen were assured by organisers of next week's mass action that the large-scale protests were not aimed at them, Soweto Chamber of Commerce executive director Mr Max Legodi said yesterday.

He said the ANC's mass action coordinator, Mr Mandla Dlamini, had given this assurance (176) (32)

Legodi said they had agreed with Dlamini that Soweto businesses could open up to 11am during the two-day stayaway - *Sowetan Reporter* (182)

July 31 1992

Nafcoc pushes for blacks in top jobs

BLOOM 31/7/92

THEO RAWANA

BLACK advancement on the corporate ladder, concern over the protracted violence and the preparedness of blacks to compete in the wider African market dominated Nafcoc's 28th annual conference which ended at Sun City on Wednesday.

The 2 500 delegates at the four-day conference gave the National African Federated Chamber of Commerce leadership a mandate to press ahead with the organisation's 10-year plan, a programme designed to see greater black participation in the SA corporate world

The plan, adopted by the organisation's summit conference last year, sought to achieve the following

- a 30% black representation on the boards of JSE-listed companies,
- a 40% black representation in the equity structures of such companies,
- that 50% of the external and/or discretionary supplies of such companies should be sourced from black-owned enterprises, and
- that 60% of top managerial structures should consist of blacks

Sam Motsuenyane — who retired as president after 24 years — told the conference that Nafcoc had already set the machinery in motion for the training of managerial staff and board directors

"Once we start developing a cadre of qualified people, it would be hard for the companies to hide behind the excuse that high calibre people for board membership are not available," he said

Motsuenyane also said that after the initial corporate criticism of the idea as "unrealistic, asking too much, advocating a quota-system and wanting to promote unqualified people", a number of companies had started seeking Nafcoc's help in developing programmes to meet the criteria set forth in the plan

The debate on violence ended with a resolution that UN special envoy Cyrus Vance would be asked to recommend to the UN to send a force to monitor violence.

A permanent structure would be established to meet with overseas personalities and brief them on the SA situation.

Nafcoc regions were also strongly advised to get fully involved in local civic structures that sought solutions to the violence, of which they were mostly prime targets.

With overseas markets opening up for all SA businessmen, the organisation set out to train blacks to be on par with the best in the world

SECC to educate teachers and students

THE Soweto Education Co-ordinating Committee (SECC) chairperson, David Maepa, this week announced that there were plans to educate more than 3 000 members of the Parents Teachers Students Associations (PTSA's) in Soweto before the end of the year.

Maepa said through such training, the SECC hoped to intensify the learning campaign. The training will take place at the SECC Training Centre at Ipelegeng from August 8.

Inequalities

Already, there is another group which is undergoing intensive computer training offered by Open Learning Systems Education Trust (Olset), an independent, non-profit, non-government organisation aimed at addressing the inequalities and backlogs of the education system

For some time, Maepa said, the black community had been denied access to technology. He said the SECC wanted to ensure that the leadership in student and teacher organisations were the first to receive the computer training because they would be central to the

success of the whole education campaign 3117-618192

The training, Maepa said, will "open up a window of opportunities" to those students who will join commerce and industry next year

"This will empower our people in the administration and management of their associations. But our major problem is that without the necessary funding, we will not be able to handle as many groups as we would like to."

Interest

However, we are confident that institutions will come to our assistance. We have noted that the Independent Development Trust (IDT) has shown interest in giving assistance to organisations like us," Maepa said

He also announced that the SECC will embark on a "Leadership Guide for School Reform" project which would further enlighten parents, teachers and students belonging to PTSA's

"We believe that parents, teachers and students are the key players who have a role to play in the improvement of schools," he concluded



David Maepa, chairperson of the Soweto Education Co-ordinating Committee (SECC)

Quinnia wants to



Paving a way for job change

(176)

ARG 1/8/92

■ Seventy-five percent of businesses nationwide believe that a new government will compel companies to employ a specific quota of blacks in administrative and management positions.

Business Staff

WHILE a large majority of businesses believe that in the future they will be compelled to employ a specific quota of black workers in senior positions, only 35 percent of the companies canvassed in a recent survey believe this would be the right action for the government to take.

These were some of the findings to come out of a survey on affirmative action, conducted by the Quest Personnel Group, one of the country's largest recruitment consultancies

A total of 750 companies were surveyed through Quest's offices around the country in May this year

For the purposes of the survey, "affirmative action" was defined as a programme of action instituted by the management of an organisation to recruit, train and nurture "black" employees in preference to "white" for certain targeted positions

"The highly sensitive and complex nature of affirmative action required that we view the topic in its narrowest sense, in order to get to the heart of the matter," says Roy Silver, Quest's executive chairman

Only 41 percent of the companies surveyed claimed to have an affirmative action programme in place

Of the total number of companies with affirmative action, 51 percent judged the programme to be of "moderate" success

Most of the respondents (73 percent) regard "Asians" and "coloureds" as "black" for the purpose of affirmative action programmes.

"An interesting aspect to become apparent during the nationwide survey was the number of companies which are using new terminology, such as 'integrated employment', to refer to affirmative action programmes," Silver says

This is in line with the international trend to avoid the controversial issues of "affirmative action" and approach the issue of diversity in organisations in a broader and less prescriptive way

On a national basis, the major reasons given for companies not instituting an affirmative action programme were that they "had not had time" to do so (29 percent), or their managers 'do not believe in affirmative action' (24 percent)

Only six percent of the companies surveyed nationwide were concerned that such a programme would provoke a negative reaction from their present white staff

"The issue of creating an environment in which a truly integrated workforce can perform optimally is one that human resources management and, indeed, every manager in an organisation, will have to come to terms with very quickly

"Recently a number of our branches have experienced an increase in requests for candidates to fill positions targeted for affirmative action and it seems that the large organisations are leading the way"

Business warned to move ahead of govt

THE BUSINESS sector needs to move fast on black advancement if it does not want the pace of change to be dictated to it by a government in a democratic South Africa, warns leading local black businessman Mr Sam Montsi.

"Before 1990, the business community was ahead of government in wanting change at all levels in South Africa. But then Mr Nelson Mandela was released and, despite the problems at Codesa, there have been rapid political developments since then.

"Business has been overtaken by politics. My worry is that unless

businesses move equally fast, political developments will be such that the politicians will have to force the pace of change and then political expectations will take precedence over business decisions.

"What will happen then is that black people, who have not been properly prepared, will be put into top positions, resulting in inefficiencies, which will set back the cause of black advancement," Montsi said.

He is not keen on quotas being set for affirmative action, nor does he believe that this is something that should be left to the marketplace or free enterprise to deal

with.

What is needed is a concerted effort to sensitise business through seminars and conferences, such as the one being organised by the Cape Town Chamber of Commerce on August 12, about the need to act quickly and decisively on black advancement.

He also wants business to do more to identify black entrepreneurs who could be sub-contracted to make inputs for large firms as well as distribute finished products. This could help them reach more consumers in "non-traditional" markets, and therefore boost profits, Montsi said.

SOUTH 118-518192

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QUOTAS: a game of skill or of numbers?

South 118-518192

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So, while formal discrimination is being phased out, discrimination continues in practice and the concept of equal rights is becoming the main barrier to the actual enjoyment of equal rights

The issue of merit cannot be ignored, but Sachs is concerned that to have their skills, and talents recognised, blacks and women have to try harder, be better and be more highly qualified than their white male contemporaries, while not threatening the security or status, or both, of those contemporaries.

The difficulty is to reconcile the principle of non-racism and non-sexism, which seeks to avoid any reference to race or gender, with the principle of repairing the damage of racism and gender discrimination, which requires paying attention to continuing patterns of racial and gender disadvantage

Sachs suggests that the starting point should be to provide "equal protection" to all by outlawing racial or gender discrimination, while looking at the disadvantages suffered by some people because of race and gender

Equal protection should be provided for in a Bill of Rights to guarantee the fundamental equality of all without reference to race, colour, creed, gender, ethnic origin, language or birth

Many governments have introduced legislation barring individuals or companies from discriminating, with a Human Rights Commission monitoring complaints. This might be considered in South Africa

This will have to be complemented by equal spending by the public sector at national, regional and local levels. This would have a major redistributive effect and narrow the gap between blacks and whites in health, education and living conditions

All these should go a long way towards levelling the playing field and could lessen the need for affirmative action programmes or quotas. With equal access to education and training, state resources and opportunities in the private sector, black people and women could advance on all fronts.

However, it is clear that this will not be enough to overcome the deeply ingrained racism and sexism of some in business and industry and the inherited imbalances in the civil service and in access to land and education

Structured affirmative action programmes might therefore be necessary for limited periods to ensure across the board advancement

QUOTAS: will they be a game of skill or of numbers?

In the run-up to a Cape Town Chamber of Commerce symposium on affirmative action next month, SOUTH financial journalist **Lynda Loxton** continues a three-part series on the great debate

THE KNEE-JERK alarmist reaction of many South Africans to "affirmative action" found expression in, of all things, that feminist bugbear, Scope magazine

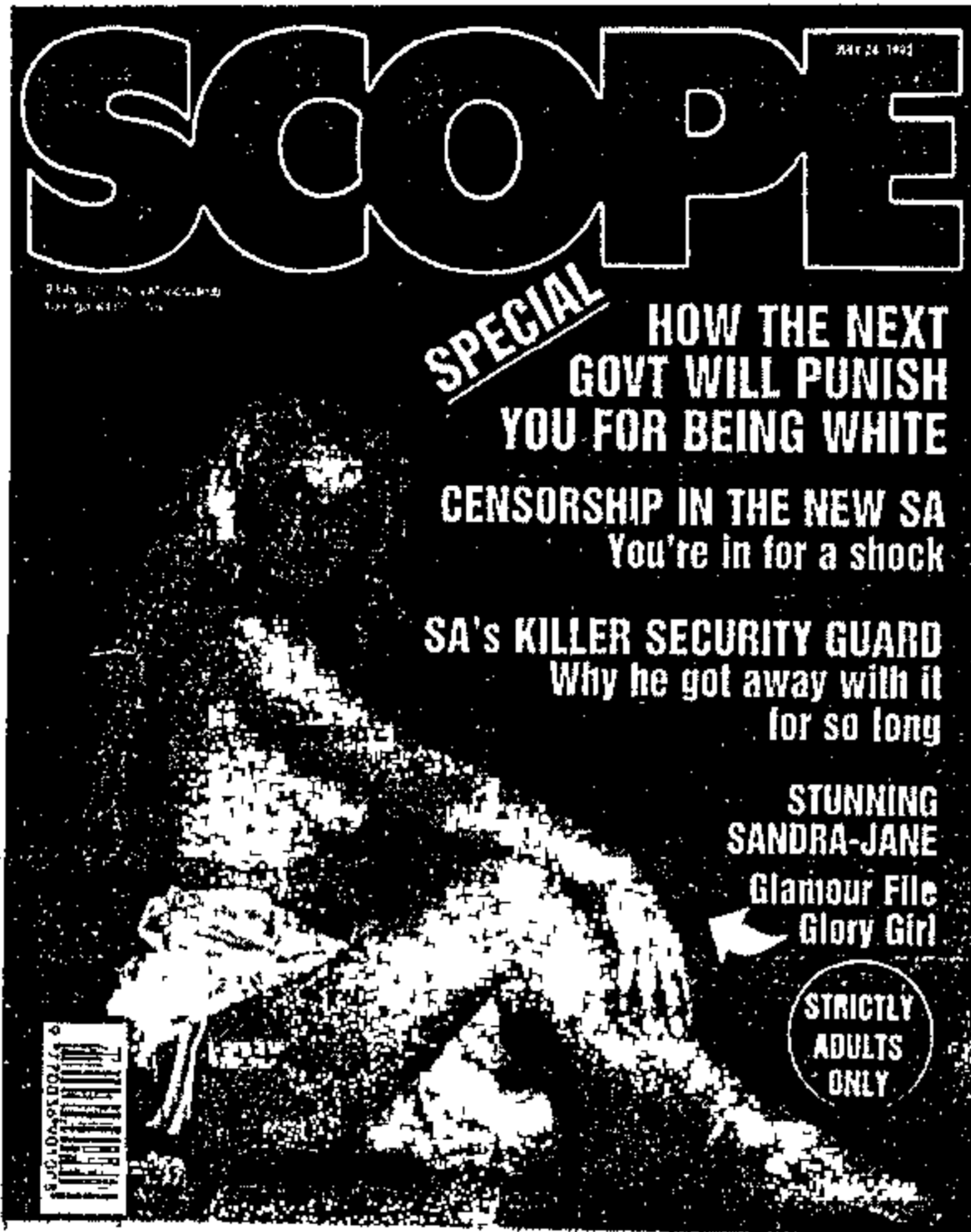
On the front cover, next to a picture of the usual unclad dizzy blonde, was the screaming headline "How the next government will punish you for being white"

On page 84 and after yet more tedious nymphets and "hysterical" headlines, came "The racist reality of affirmative action", with "professional speaker" cum author Don Caldwell doing his damndest to scare the hell out of whites about what a "democratic" South Africa will mean for them

Predictably, he does not deal with gender issues even though affirmative action covers both non-racism and non-sexism

Caldwell looks at the worst excesses of affirmative action in the United States and "warns" South Africans of what lies in store for them This, he claims, includes "institutionalised racism" in the form of quotas covering the number of blacks to be admitted to universities and colleges, cash awards to encourage black students to achieve and maintain C grades, let alone A grades, and the like

He says American blacks are fed up with being treated like perpetual victims who need hand-outs — but ignores the fact that the American experience is not what many are talking about here when they dis-



SA at the Olympics — Do we really have any hope?

COVER STORY Affirmative action makes the front page

discuss affirmative action

He doesn't like apartheid, but he disagrees that apartheid alone can be blamed for the fact that not all races are equally represented at all levels of the economy What about the effect of cultural differences, or where people live and their literacy levels and, the fact that black education has been seriously disrupted by blacks themselves? he asks

Caldwell attacks ANC constitutional committee member Professor Albie Sachs for "flip-flopping" his way through non-racialism by try-

ing to dodge the issue of whether a government can be colour-blind and colour-conscious at the same time

In short, he talks as if the playing field has been levelled already and ignores the deep-rooted psychological baggage we still carry with us because of apartheid

Blacks and women do not want hand-outs, they want a hand-up through those "glass ceilings" to promotion that white men have put in their way for years

Sachs, who will be one of the

"The main means of achieving affirmative action in the wide sense is simply through applying the principles of good government. Quotas should never become a substitute for good government. At most, they should be a means of supplementing it in key areas where special measures of an intensive and accelerated kind are required." — Albie Sachs

speakers at the Cape Town Chamber of Commerce's affirmative action seminar on August 12, displays a much more realistic and sensitive approach to this complex issue

In several recent articles, which are to be published in book form soon by Oxford University Press, Sachs makes it clear that the ANC has examined the experiences — good and bad — of America and elsewhere

The ANC is now seeking to develop its own form of affirmative action that resolves the problem of how to create a non-racial society which overcomes the effects of discrimination by facing the realities of continuing racial privilege

One cannot undo the damage wrought by apartheid by merely lifting apartheid legislation and, as Caldwell suggests, by saying everyone is equal in terms of the law — and then letting them find their own level

Sachs goes into the idea of setting quotas for black advancement, which has been promoted by Nafcoc, the African business organisation, through its so-called "3-4-5-6 programme", which sets 30, 40, 50

and 60 percentage quotas for black advancement in business

Based on the Malaysian experience, Nafcoc proposes that by 2000, all companies listed on the stock exchange must ensure that they have

- At least 30 percent black representation on their board
- Black participation in equity of not less than 40 percent
- External purchases from black suppliers of at least 50 percent
- Not less than 60 percent black involvement in management

Sachs admits to some unease about quotas, but says the Nafcoc programme has firmly put the question on the agenda and must be debated by all concerned

He is aware that many formerly racist and sexist people are suddenly claiming that they are non-racist and non-sexist, and making promotions based only on merit

"If we are to be realistic, the greatest merit is still to have a white skin, to possess a male sexual organ, to speak English or to speak Afrikaans Only after that do real qualifications enter the picture"

TO PAGE 14

Albie Sachs' seven steps proposal

PROFESSOR Albie Sachs proposes that structured affirmative action programmes be governed by seven criteria

1 The first is the responsibility of the state to quickly and fairly appoint and promote blacks in the civil service, to redistribute land to the dispossessed and those in need of land, accelerate education and training for disadvantaged groups, introduce special programmes against the oppression of women and the disabled

2 The second is the need to ensure equitability — it will not be possible to promote equitable objectives with inequitable procedures This will require a balancing out of the claims of the haves and have-nots so as not to prejudice one at the expense of the other

3 There will also have to be inclusiveness — affirmative action programmes should not be worked out unilaterally and then imposed on hostile employers or the pro-

posed beneficiaries

"We have never got used to taking joint, all-inclusive responsibility for designing and implementing projects We still rely heavily on experts, secrecy and public relations promotion to get projects through

"The truth is that once the real problems are openly acknowledged, and all those likely to be affected brought into the process in a meaningful way, a solution that will be effective and lasting is far more likely to be found."

4 Another important issue is security The criteria for applying affirmative action must be established in advance and be clearly spelt out so that all concerned know what the issues are and realise where they stand

It must not "be an excuse for dishing out rewards to friends, acolytes, neighbours, family members, helpful secretaries, old school-mates, political associates, speakers

of the same language, lovers, or even comrades who shared jail and exile"

Nor should it serve as a pretext for victimisation, revenge or the discharge of racial animosity The rule of law should apply, not the subjective, corrupt, nepotistic or capricious whims of individuals

At the same time, affirmative action must be effective Society must throw its weight behind affirmative action The law must back them up, supervise them and see that they work

5 Accountability is also important Openness and the free flow of information will be vital to the success of affirmative action Without hard and reliable facts and figures, the participants involved in the process of elaborating the programmes cannot function properly, nor can those who are supposed to monitor progress

Accountability also involves financial control, parliamentary

control and judicial review

The state will not be able to double the size of the civil service merely to create jobs for black people while not disturbing the posts of white people. The country cannot afford it

The private sector will not be able to avoid taking affirmative action because of the costs involved If all companies undertake affirmative action programmes, individual companies will not be at a cost disadvantage with their competitors

Parliamentary control implies that those initiating and monitoring affirmative action will not function as autonomous individuals responsible only to their bureaucratic or political superiors Instead, they will also have to answer for their conduct and decisions to the elected representatives of the people

This will prevent policies being adopted that are in conflict with the principles agreed on when affirma-

tive action policies are adopted It could also discourage abuse and corruption by officials

There will also have to be accountability to the courts, which will ensure that the proper constitutional and legislative principles and procedures have been followed

6 Proportionality will have to be ensured Are the means used to achieve affirmative action proportionate to the objectives? For example, it would be disproportionate to totally ban whites and men from certain positions, but proportionate to favour blacks or women without excluding whites or males

7 Finally, once the goal of affirmative action has been accepted, it will be important to give companies and individuals flexibility in how they implement it This will make it a voluntary, and possibly more workable, process without foregoing the right of the law to intervene if there is no, or inadequate, progress

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DBSA study says give 'three Es' a chance

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WITH the recession resulting in static to declining employment in the formal sector, many believe the best results in affirmative action can be obtained by developing small to medium-sized enterprises run by blacks and women

Steps in this direction have already been taken by state-funded agencies such as the Small Business Development Corporation and the Development Bank of Southern Africa (DBSA), which are providing concessional loans and advice programmes to the small business sector

But more needs to be done. According to a recent DBSA study, attention has to focus on what it calls the "three Es" — emancipation, enabling and empowerment

Emancipation implies continued deregulation of markets and business procedures, a process which has just begun

The most pressing constraints to the development of small businesses are the legal and financial barriers and the higher cost to a small business of doing business because of the smaller buying power of small entrepreneurs

"The primary purpose of enabling legislation is to ensure equal opportunity for smaller, non-white entrepreneurs and their employees in the normal conduct of business. Continuing deregulation is part of the process of enablement," says the DBSA

A more important legal point is that while "legal discrimination has been removed, considerable de facto discrimination remains in daily busi-



SMALL TIME: The way forward for affirmative action?

additional ethical principle of affirmative action. One must supplement equal opportunity with the right to an equal start. Not only must everyone run life's race on the same track, everyone must also start from the same line

"Empowerment programmes are essential, and should be designed to go beyond levelling the playing field to providing new and existing small entrepreneurs with the resources (finance, management skills, market access etc) for success"

The DBSA suggests that the most important form of empowerment would be to provide incentives for business and government to shift a minimum portion of their spending on goods and services towards firms

believes other things are needed to make it a widely accepted approach. The first is minimum levels of performance from the beneficiaries and the public authorities

"When society reverses rather than levels skewed opportunities and entitlements, the fair reciprocal expectation is that individuals, communities and the state will use these resources to enhance their capabilities and competitiveness so that affirmative action will become unnecessary in the long run

The second dimension is that affirmative action programmes must have a time limit. The programmes must incorporate criteria, such as measurable end-state conditions, which allow them to be terminated

The director of the Centre for African Studies, Dr Eugene Nyathi, has also called for a review of the system of racially or ethnically focused chambers of commerce

"The sooner whites and blacks learn to work together in an atmosphere of mutual trust, the better for this country and indeed the world. It does not pay to wash away racial prejudice. Rather acknowledge and deal with it. You cannot begin to solve a problem if you do not admit it exists," Nyathi said

affirmative action

INTERVENTION in one form or another is necessary to correct the racial, gender and skills imbalances in management, civics and the public sector, says Shell's manager for public affairs, Mr Humphrey Khoza

"The past 15 to 20 years have proved to us that left to market forces alone, no change will be realised," he told Cape business people on Wednesday

Equal opportunity was no longer good enough — there had to be more than the removal of barriers, said Khoza, who is also deputy president of the Black Management Forum.

Khoza said that if the current management profile made "business sense" during the apartheid era, it would not make "business rands" in a more democratic era

Black advancement strategies were not social involvement programmes or "nice-to-do" projects, but an imperative for survival and growth

Business leadership had to intervene in their companies, or the "current complacency" would result in aggressive external measures such as legislation and quotas.

It would be corporate suicide to ignore the issue, warned Khoza. Business had a tarnished image in

Affirmative advice for advancement

South Africa and needed credibility and legitimacy for its "licence to operate" in society

Describing himself as a classical candidate of black advancement programmes over 15 years, Khoza told of the problems of black management in that period

"The white managers who were our colleagues saw us as some kind of favoured upstarts who threatened their security. It was impossible to break through

"Black managers often felt like chips on a chessboard, being moved from pillar to post with no career development plan"

Drawing from his experience, Khoza outlined six key elements for advancement programmes

- Top level, visible commitment to an advancement programme is needed. "As in war, battles are won and lost at strategy level"

- The programme needs to be communicated through the whole

organisation. The problem of white resistance has to be confronted, because it is inherent in the programme

- Many middle managers see themselves as turkeys expected to be excited about Christmas

There has to be special training for them to overcome emotion and serve as change implementation agents

- Evaluating the performance of the programme manager, and not only the advancement candidate, is needed. "If the candidate succeeds, then the boss has succeeded, and both should be rewarded accordingly."

Such a win-win situation is missing in most programmes, although it could address some of middle management's fears

- Programmes must go ahead, even if "there may be some casualties along the way"

Whether it is a case of some mid-

dle managers wanting to leave the firm, or candidates failing to make the grade, a "decent funeral must be arranged and then we continue moving toward a shared future and restored national pride"

- Black managers, despite being disadvantaged by the education system endured, should "pull their own bootstraps"

"We are neither fishing for sympathy nor hand-outs. We have been passengers for far too long"

Khoza also asked why, even 20 years after black advancement, supervisory responsibility and profit generation still remained the domain of white male managers

Black advancement, he said, seemed to be confined to personnel management and reception.

"I have not found a single company, civic arrangement, let alone the public sector, which can boast the results of their affirmative action programme"

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Woodworker works wonders

By FICI ILADI KHUELE

By S'BU MNGADI

176 clip news 2/8/92

WHEN his hotel boss announced he was closing down the hotel and re-trenching employees, an Empan-geni man turned to wood to keep the home fires burning.

Today S'busiso Llewellyn Fana Thwala is a successful furniture manufacturer at Esikhawini, and prides himself on an annual turnover of about a million rands.

After that fateful day in November 1977, he turned to carpentry at home, having done woodwork at KwaMashu's Sibonele Secondary School

In 1978 he enrolled at Umlazi Technical College for carpentry NTC I and II, which he completed after two years. He spent another two years as an apprentice for a major furniture manufacturing company

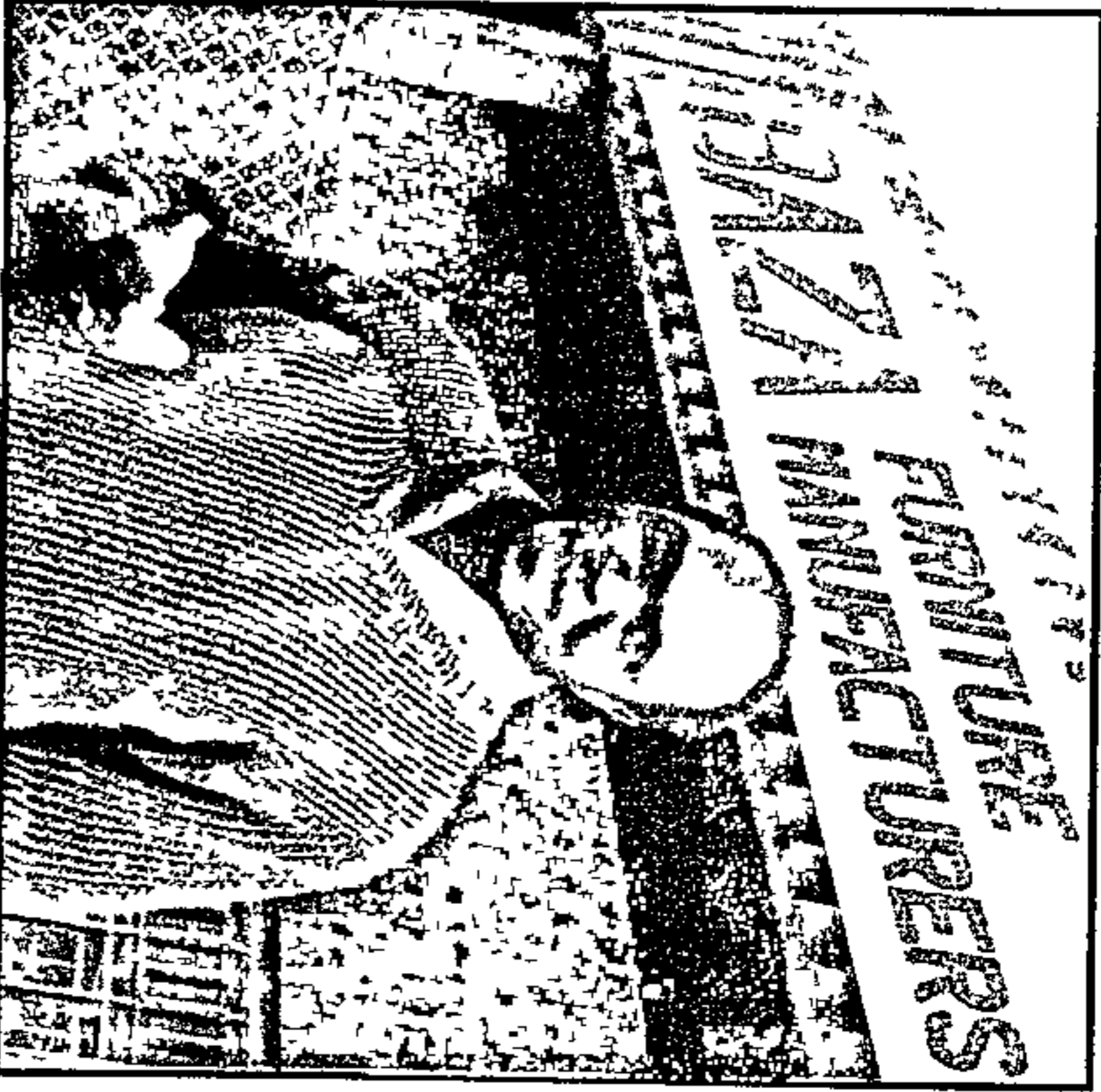
He later returned to Esikhawini. A local community worker was so impressed by the carpenter's work that she found him a backroom at a local creche.

He began working at the creche in September 1983. At about that time the KwaZulu Finance and Investment Corporation (KFC) was building factory units. Thwala applied and was granted a loan and a unit by KFC.

Within a year, Thwala's 50 square metre unit proved too small for his rapidly growing business. Again, he went back to KFC for a bigger loan and a 300 square metre unit.

He has been working from this unit ever since.

The manufacturer wants to expand the company to cover the whole of Natal. Already his work has become a household name in the Zululand region, and he does a lot of work in Durban



CRAFTY CARPENTER ... Fana Thwala

STAFF REPORT FOR THE GOOD NEWS



Hard times are ahead

The truth will hurt

By ZB MOLEFE

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City Press 2/8/92

IT is essential that black and white politicians tell the truth about what to expect in the post-apartheid era. American businessman Dr. Sai Marzulo told the recent 28th annual National African Federated Chamber of Commerce (Nafcoc) Conference

Marzulo warned that in the short term, "living standards for everybody in SA will not be very high". "Whites will face declining living standards and blacks will not be immediately able to fulfil their expectations of standards comparable to those enjoyed by whites at the present time.

"Massive redistribution of wealth would be a bad joke to play on an already over-burdened population". He cautioned that those people who "have" would lose a great deal and the "have-nots" would get poorer still.

Now president of an American company, Marzulo's former South African company helped develop the Sullivan Principles, an anti-apartheid code of business ethics.

Along with other speakers at the Sun City conference, he told delegates that SA was at a crossroads. The future choice of its people was between creating jobs and paying taxes to form a "truly democratic society", or opting for the "discredited economic systems of socialism, nationalisation and state capitalism".

For three days, more than 2000 delegates and visitors from the United States, Tanzania, Kenya and Lesotho, deliberated about skills and technology for the development of black business.

Newly elected Nafcoc president Archie Nkonyeni said black economic empowerment was the key, and this would be achieved through Nafcoc's "Three-four-five-six" programme.

The two-year programme aims to integrate blacks into the formal business sector through board memberships, increased jobs and upward mobility in the managerial ranks as well as the expansion of black entrepreneurship and ownership of productive assets in companies listed on the Johannesburg Stock Exchange.

Chapter closed

"Unless this is done the new SA will be no different from the old," said Nkonyeni.

Preferential Trade Area (PTA) secretary-general Bingu Wa Mubharka said "I am hopeful that South African black business communities will rise to the challenge and assist in promoting a trade regime mutually beneficial to PTA member states and to post-apartheid SA."

Durban attorney Linda Zama said the role of black women has not been encouraged or acknowledged in a serious manner despite a number of political developments since February 1990.

"The economic renaissance has begun and we are proud to be part of it. The challenge still faces us but I

have no doubt that through hard work and dedication our work will flourish," said Zama.

Highlight of the conference was when outgoing president Sam Motsuenyane stood to deliver his last presidential speech.

"To build a better future we must be willing to innovate, be creative, flexible, committed and become risk-takers," he said.

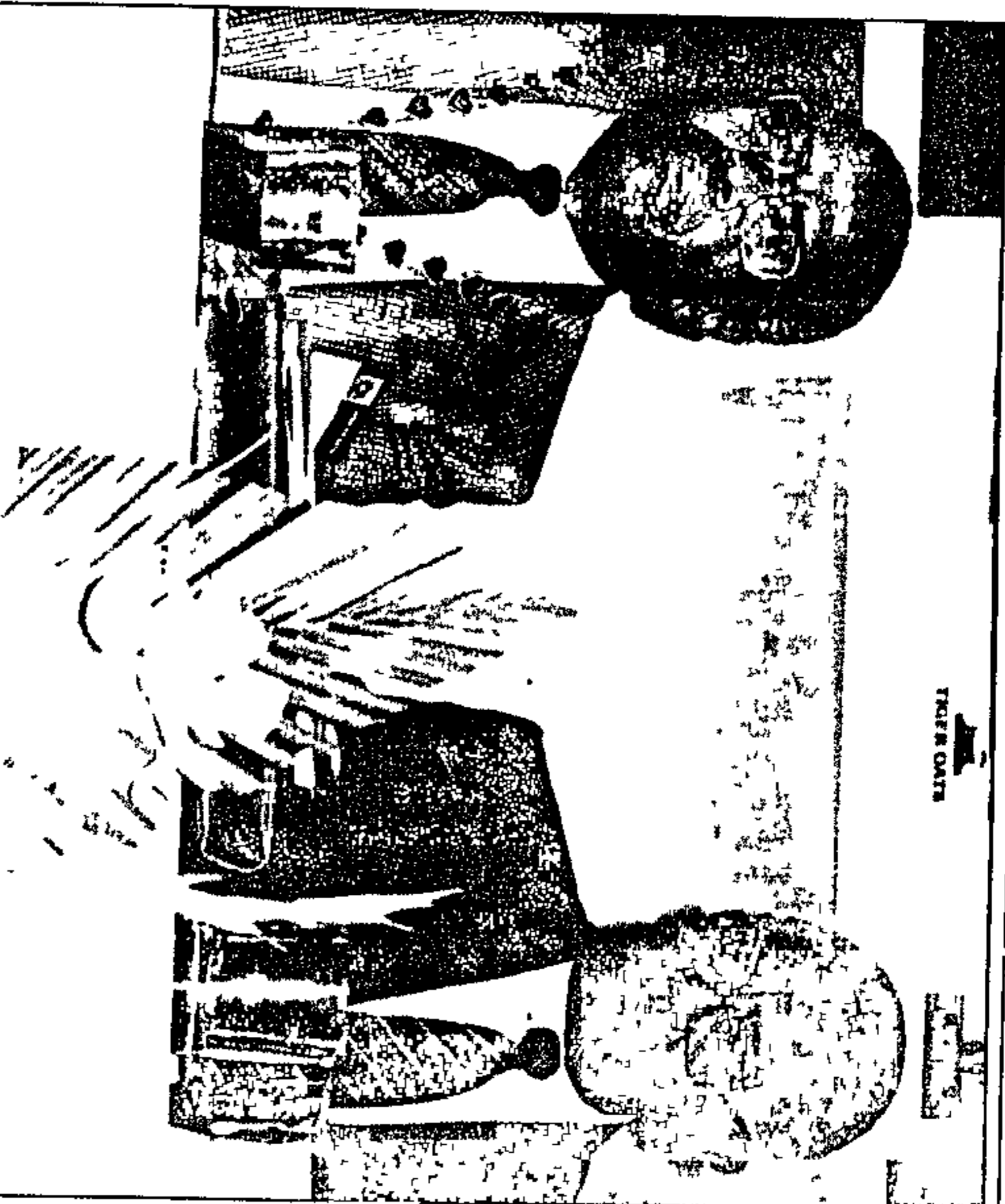
"Judicious choices must obviously be made. And if we fail, let it not be because of our fear to venture into the unknown, or our lack of vision and commitment."

The standing ovation he received was eloquent proof that he had run a good race as leader of black SA's organised business. On the other hand, his speech marked the closing of another chapter in black business in general and Nafcoc in particular.

Another long-awaited development at the conference was the election of a new president and his "cabinet".

To most Nafcoc insiders it came as no surprise when Transkei businessman Archie Nkonyeni took the vote.

The deputy president post went to Pretoria businessman and president of the Southern Transvaal Chamber of Commerce, Joe Hlongwane. Northern Transvaal businessman Max Tlakula became the senior vice-president, with prominent business personality Gabriel Mokoiko elected second vice-president. SM Zuma is the secretary.



CHAPTER CLOSES... Outgoing Nafcoc president Sam Motsuenyane (right) and his successor Archie Nkonyeni at Nafcoc's annual conference. Pict: THULANI SITHOLE

focus on Nafcoc

THE NATIONAL African Federated Chamber of Commerce (Nafcoc) is committed to opening channels for black business from Cape to Cairo

But this will take affirmative action to economically empower disadvantaged black entrepreneurs in the new South Africa

This is the message of the charismatic newly-elected president of Nafcoc, Mr Archie Nkonyeni, a businessman and farmer from Umtata in Transkei

Nkonyeni, who has a bachelor of commerce degree from the University of Cape Town, occupies the hot seat left by Dr Sam Motsuenyane

Born and raised in Transkei, Nkonyeni travels extensively between his hometown and the Nafcoc headquarters in Soshanguve, although he plans to move

Black business struggle

Motsuenyane, president of the chamber for 24 years, has retired and plans to write books on the history of the black business struggle, serve on boards of several companies and farm

The articulate Nkonyeni has a great sense of humour and a dream to liberate African business through affirmative action

He has taken the reigns of Nafcoc when there is turbulence and tremendous socio-political uncertainty in South Africa

The 28-year-old organisation was formed at a time when the Government was harsh on black traders

Nkonyeni recalls some of the tough laws that governed black businessmen beware natives in trade, no trade in the urban areas, back to the homelands, no expansion and no partnerships

Amazing man

But this amazing man, also an accountant, is optimistic that with the changes taking place in South Africa, black business will be successful

He believes that Nafcoc's theme of black economic emancipation is the solution to South Africa's problems

He says the key to business is black economic empowerment, the basis of Nafcoc's three-point programme

The two-year programme aims at integrating blacks into the formal business sector by increasing board memberships, pushing for upward mobility in the managerial ranks and expanding black entrepreneurship in companies listed on the Johannesburg Stock Exchange

"Unless this is done, the new South Africa will be no different from the old," Nkonyeni says

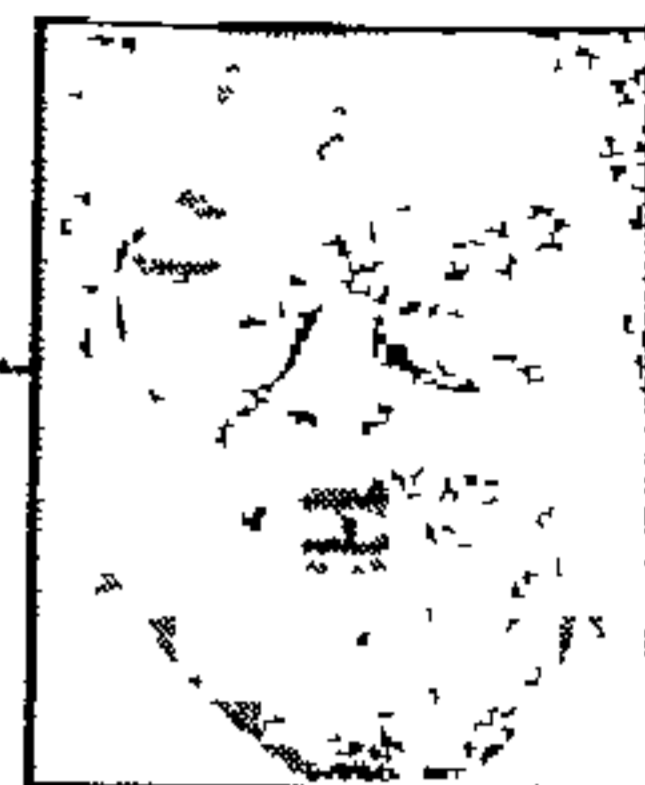
Nafcoc will continue relationships with African states in an attempt to open trade links from Cape to Cairo

The organisation has been called upon to

The National African Federated Chamber of Commerce is committed to fostering business links with the rest of Africa.

Joshua Raboroko spoke to new president Mr Archie Nkonyeni about his vision:

Sowetan 5/8/92 (176)



Archie Nkonyeni delivers his acceptance speech at the Nafcoc conference where he was elected president.

New broom

Profile: Mr Archie Nkonyeni

Status: Married to two wives

Education: Bachelor of Commerce degree

Occupation: Businessman, accountant and farmer in Transkei

focus more intensively on the question of black advancement, and Nkonyeni says the acquisition of skills and technology is vital to this

Part of Nafcoc's plan is a management and leadership development centre in Soshanguve,

one of the organisation's major achievements

"The centre will develop black managers and leaders across the land who possess skills and experience to function effectively in business," he says

Customer services

Courses offered include transportation, in conjunction with Nafto college, manufacturing with National Industrial Chamber's Training Programme, hawking with Achib's Training Programme, and building, farming, merchandising and customer services

The organisation is prepared to work with trade unions and political and community-based organisations to create jobs and wealth in South Africa

(176) APR 5/8/92

Businessmen resigned to black quota rule when new government takes over

TOM HOOD
Business Editor

EIGHTY percent of companies in the Cape believe a new government will compel businesses to employ a specific quota of black employees in administrative and management jobs

But only 19 percent of these companies believe this will be the right action for the government to take, according to a survey of 750 companies by Quest Personnel Group, a recruitment consultancy

Only 40 percent of companies surveyed nationwide claimed to have an affirmative action programme

The percentage is higher in the Cape, with 48 percent of businesses claiming to have a programme and 70 percent of these judging the programme to be of moderate success

Most Cape companies (85 percent) regarded "Asians" and "coloureds" as black for the purpose of affirmative action programmes compared to 75 percent of companies nationwide

"Employers in the Western Cape and Natal seem to have a more enlightened approach than elsewhere," says Quest's executive chairman, Mr Roy Silver "The rest of the country

was less successful, with a success rate of only 50 percent claimed

Affirmative action was defined in the survey as a programme of action instituted by the company to recruit, train and nurture "black employees in preference to whites for certain jobs

Major reasons for not starting an affirmative action programme were that companies had not time to do so (29 percent) or their managers did not believe in affirmative action (24 percent)

Only 6 percent of the companies were concerned that an af-

firmative action programme would provoke a negative reaction from their white staff

"Too often affirmative action or reverse discrimination programmes create their own backlash," said Mr Silver

"We have an enormous amount to learn about the effective and efficient management of a culturally diverse workforce To overcome many of the entrenched and crippling attitudes cultivated under apartheid, organisations will have to transform their cultures and not expect newcomers to have to adapt to the environment as it stands"

6/10/97 6/18/97

Firms reject 'black quotas'

176 THEO RAWANA 18

MANAGEMENT quotas were not the answer for the new SA and would continue to be rejected by companies, a management development consultant told an affirmative action workshop in Vereeniging yesterday.

Gideon Malherbe of the Central Training Unit (CTU) said proposed legislation demanded that 30% of all executives throughout the country must be black within 10 years.

He said a recent study on affirmative action showed that 75% of businesses nationwide were "extremely" concerned about a new government imposing legislation which would demand that a certain number of management positions be "given" to blacks.

"SA firms will continue to reject 'black quotas' until the government and political parties consider the alternative, the Best Endeavour theory ...

"This concept agrees to a time limit for black advancement, but the crucial difference is that it measures the effects and decisions and the 'best endeavours' of each company over that time scale. It does not force a quota of blacks into the company at the end of the time limit," Malherbe said.

Nafcoc boss has one wife

THE new president of the National Federated African Chamber of Commerce (Nafcoc), Mr Archie Nkonyeni, is married to one wife - not two as was incorrectly stated in the *Sowetan* on Wednesday.

We regret the error and apologise for any inconvenience or embarrassment we may have caused to his family, relatives and the businessmen's organisation.

Sowetan 7/8/92.

(176)

GOVERNMENT and the private sector have important roles to play in black advancement.

Thus emerges from an action plan drafted by the Small Business Development Corporation and the Cape Town Chamber of Commerce to help government and the private sector tackle black advancement.

But the question that remains is to what extent the plan should be legislated or left to individual players to implement at their own pace.

The action plan looks at three main areas — economic empowerment initiatives for black entrepreneurs, black advancement in the workplace and the advancement of the unemployed.

1. Economic Empowerment for Entrepreneurs

Central government can support small business agencies, provide finance for small business concerns, and introduce tax incentives for small businesses.

It can deregulate small business activity, contract out to small business, buy from small businesses, provide premises, support business skills training and introduce a sliding scale of labour law for small businesses.

Local government can provide concessional rates and electricity and water charges for small businesses and low-cost land in industrial areas next to black housing areas.

It can also contract out functions to small businesses and buy from small businesses and provide premises for small industries and businesses.

In the private sector, big business can buy from and sub-contract to small businesses and take part in adapt-a-business projects.

It can provide consultancy services and business skills training to small businesses, franchise to small businesses and provide venture capital.

Action plan outlines steps to help blacks advance

SOUTH 8/8 - 12/8/92

2. Black advancement in the workplace

Central government can provide in-house training, training grants to the private sector, bursary programmes, aptitude tests, literacy training programmes, adult education programmes and general training programmes.

Local governments can provide in-house training, aptitude tests and bursaries.

The private sector can provide these as well as housing support schemes, loan schemes, productivity incentive schemes and employee share participation schemes.

3. Advancement of the unemployed

Central government can start a national community service corps, provide basic skills training and management training, offer aptitude tests and provide a job placement service.

It can also run welfare and health care programmes, offer literacy

training and employment training programmes as well as housing programmes and employment bureaux.

Local government can provide job creation initiatives, welfare programmes, allocate land and basic services for informal housing, employment bureaux and training programmes.

The private sector can provide employment training programmes and social investment programmes.

The development agencies can help in all these areas by providing financing, business premises, training and consultancy services and advocacy.

'Satanic' state has become new horror

SOUTH 8/8 - 12/8/92

The apartheid state has concentrated economic power in white hands yet a new black-dominated state is being feared as a new Satan, says ANC legal advisor Professor Albie Sachs.

"It is frequently said that the playing field for business activity is not level. The truth is far worse we are not even on the same playing field."

This is borne out by the figures. Less than three percent of managers or executives are black. Less than two percent of all direct shares in companies listed on the Johannesburg Stock Exchange belong to black businesses.

Black shareholding in non-listed companies totals about two percent, while black sole owners are said to account for about 15 percent of small formal businesses.

If one puts together all informal sector enterprises, it is estimated that Africans control about 40 percent of the total and about 30 percent of their capital and turnover.

"Add all these figures and we

find that effective African participation in the business sphere is barely 10 percent, even though Africans constitute about 73 percent of the population.

"Thus what we are inheriting is not just inequality, but a system of structured inequality, and one brought about by deliberate state policy," Sachs says.

Many have spoken of the need to Africanise the economy, but Sachs talks about the need to South Africanise it to express the "full and varied richness of all South Africans."

He says "To the extent that the African people have been the main victims of exclusion in the past, so they will be the main beneficiaries of inclusion in the future.

Yet the objective will not be to replace one form of race rule or hegemony with another. It will be to get rid of the system of race domination altogether."

Another term that has frequently been used (and abused) is nationalisation, mainly by people who are

opposed to the principle and place their faith in free enterprise, even though nearly 80 percent of shares on the stock exchange are owned by five major conglomerates.

Sachs criticises this attempt to "create a false debate with high emotional overtones and low practical significance."

This has taken attention away from "the two really great economic questions how could our economic resources best be used to deal with the massive problems of poverty and inequality created by apartheid? And, how could black people participate on a basis of full equality in economic life?"

Private sector economists have not come up with any answers to these questions, but are suddenly talking about how South Africa is a poor country and how, without economic growth, there can be no redistribution of wealth, even though it can be argued that by reallocating resources available there could be extensive and meaningful redistribution.

The roots of this false debate and failure to tackle the real problems of South Africa lie in a new-found horror of the state (mainly because it will be black dominated) by those who have comfortably lived for years with (white) state intervention in every aspect of their lives.

Sachs therefore talks of the need to "de-Satanise" the state.

He points out that most ANC leaders have spent long years in exile in Africa, where they have learnt first-hand that governments are good at some things, but very bad at others.

"We will not get very far if we rely on simplistic notions either that the state should do everything, or that it should do nothing. The state should be neither glorified nor denigrated. It has a role to play, a role that might expand or contract over time.

"Silly anti-statism which regards the state as the new Satan is unhelpful as blind belief in the state as the universal solver of problems," Sachs says.

affirmative action

SA must draw youth back into 'culture of learning'

ONE of the most devastating side-effects of the struggle against apartheid has been the widespread disruption of education in black schools as the youth took up the call to make the country ungovernable.

The result is thousands of poorly educated young people

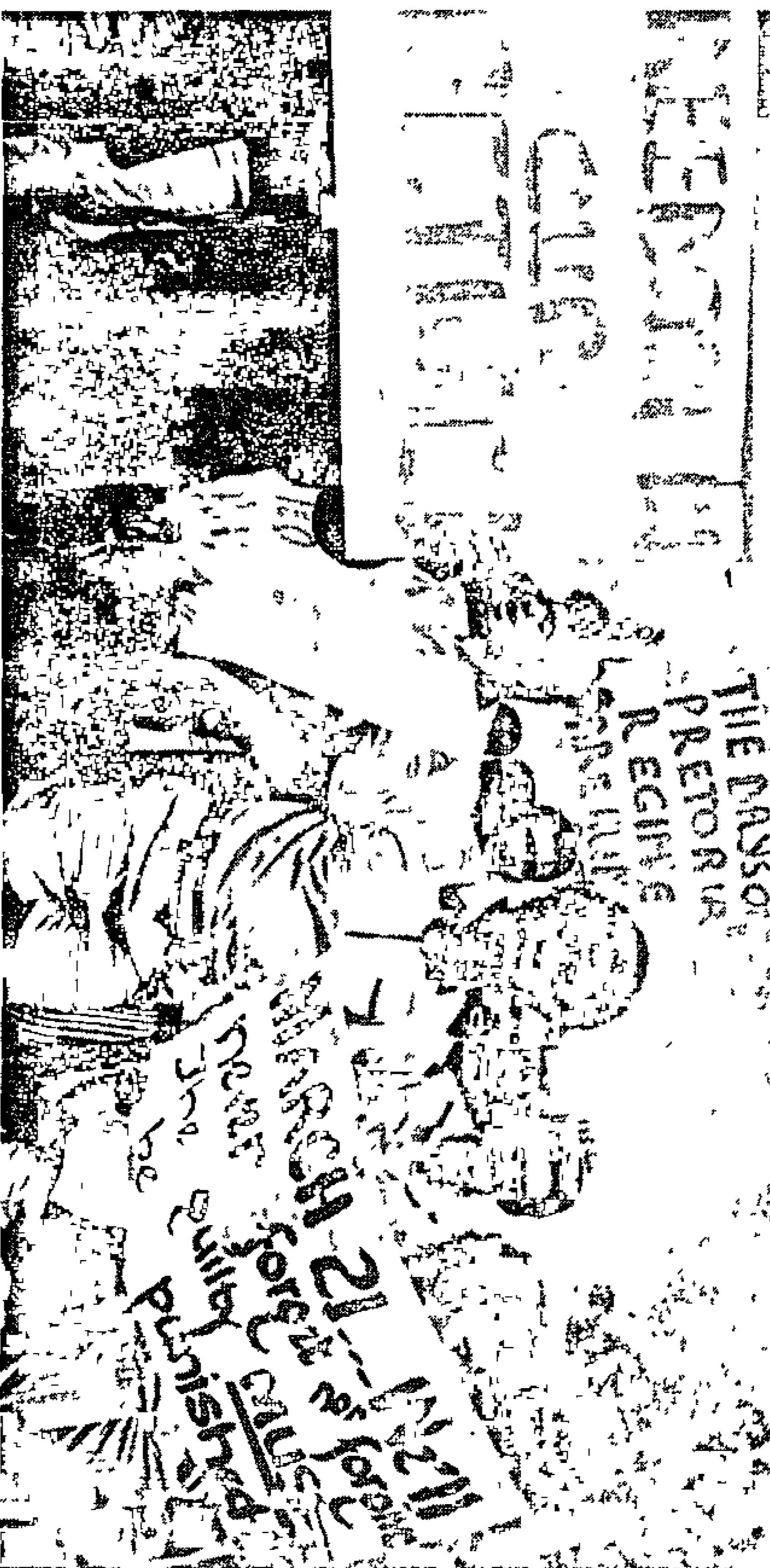
The question now large in the minds of many is how these young people are going to be drawn back into education, trained and given a fair chance to earn a decent living — and the answer will probably be the biggest affirmative action of all in South Africa in the 1990s

The first prerequisite will be peace in the schools and communities. A culture of learning cannot be developed and nurtured in a climate of frustration and fear

Politicians now dithering about Codesa and negotiations carry heavy responsibility here. The longer they fail to reach agreement, the longer violence and disruption will continue

There will also have to be an equalisation of funds spent on education for all South Africans. More appropriate curricula must be developed and teacher training improved

But the fruits of all this will take time to work through the system. There is also still the question of what to do with scores of illiterate workers or unemployed adults who missed out on education altogether,



SCHOOLS CRISIS: Special action is needed to counter the effect of disruptions in education

as well as Department of Education and Training (DET) pupils who want to study at universities or technikons

At the University of Cape Town, the Academic Support Programme (ASP) started some 10 years ago has been radically revamped. Its aim is to cater specifically for students who have been educationally disadvantaged and need some form of affirmative action programme to give them a better start

The ASP offers one or two semester courses on language skills development for Arts and Social

Science students. It also has special bridging programmes, which count as credits and cover language skills as well as curricula for students in the sciences, commerce, engineering, medicine and law

But the ASP's acting director and the co-ordinator of UCT's alternative admissions research project, Ms Nan Yeld, is keen to stress this is just the start of what she sees as an overall educational development programme to examine what is taught — and how it is taught — at the university

"It is becoming increasingly obvi-

ous that, even for privileged white students, there is no neat hop from school to university. Most students now take four years instead of three to complete their first degrees," she said

This points to the need to restructure curricula at school and university. In the absence of tangible change at school level, UCT is taking it upon itself to restructure its curricula for students who are increasingly going to be black and educationally underprepared

ASP courses can add an extra year to an ordinary three-year

degree. But Yeld says this seems to be becoming the norm and means UCT has better graduates

Through the alternative admissions research project, UCT is also trying to identify more DET students who could cope with university but, because of their lack of confidence in the standard of their school education, don't apply

This programme offers students the opportunity to be tested by ASP staff before they write their matric. These tests are conducted throughout the country and if they do well, ASP recommends that they be offered places at UCT regardless of what kind of matric pass they get.

Those who do not do well are not prevented from registering at UCT, but are then judged on their actual matric results

Yeld believes that one of the major constraints on providing university education for black students is the lack of adequate bursary funding. Many who could attend — and would do well — simply do not because they cannot afford university fees

She also believes more attention has to be paid to developing and promoting higher education as a whole, not just university education. She sees scope for regional co-operation between universities, colleges and technikons with greater movement of students between them as needed to meet the real skills development potential of all students, regardless of race

Energy giant is not tardy about small business

8047H 8/8 - 12/8/92

THE South African economy of the nineties demands that affirmative action should take place not only inside companies, but in their relationship with suppliers and sub-contractors as well.

If, for example, their policy is to find suitable small to medium-sized black-owned businesses to provide certain goods and services, they will promote the development of black business skills — and the ability of black business to employ more people at a time of growing unemployment.

A company that has adopted this policy is the energy and chemicals giant, Engen, which recently

appointed Mr Tsepo Mohapi as projects co-ordinator in its corporate strategic affairs division to build links with small businesses country-wide

Mohapi is devising a two-stage programme in which Engen depots will first be asked to buy all their discretionary purchases from small businesses.

These purchases could include protective clothing, transport services or maintenance work. Suppliers will be identified with the help of small business development agencies such as the Small Business Development Corporation and Wits University's Centre for the Development of Business.

"This is already happening in some depots around the country, but we would like to see it taking place in a more sustained way," says Mohapi.

The small business development agencies could help small businessmen acquire the skills needed to deal with a corporation such as Engen, which has very specific buying procedures requiring quotes and invoices.

In turn Engen could offer contracts which could be used by small businesses to acquire credit to buy materials.

"It may have been easier for us just to sponsor a few businesses to buy machinery and set up shop. But that would not have helped them to get the business they need to operate or help them, or us, to develop strategies that could contribute to economic growth," says Mohapi.

Once small businesses have been established as suppliers of basic goods and services, Engen plans to examine ways in which some of them may be developed to supply the more sophisticated and specialised goods and services the group needs.

Engen also supports the Black Management Forum, which aims to develop black managerial skills through training and counselling, and recently helped BMF open an office in the Western Cape.

In the run-up to a Cape Town Chamber of Commerce symposium on affirmative action this month, SOUTH financial journalist **Lynda Loxton** concludes a three-part series on the debate:

Recession puts on brakes for blacks

SOUTH 8/8 - 12/8/92

seven years ago, when today's political climate was undreamt of. Black advancement was not something many managers worried about then

Because of a tight labour market and the demographics of the Western Cape, Old Mutual did at that time employ more coloured people, mainly as office staff. As a result, about 25 percent of clerical and lower management staff today are coloured, with a few at mid-management level

Over the last few years attention has swung to the recruitment of African staff, with an emphasis on skilled and competent people who have the potential to rise to middle management rather than merely swell the number of blacks in lower clerical grades

No specific programme for affirmative action countrywide has been worked out or implemented. The four main divisions — individual life, employee benefits, investments and services — have each worked out their own approach to the issue. In the services division, for example, no non-African person may be appointed without top management permission.

COMPANIES might be more aware of the need for black advancement following recent political changes but, in many cases, find the recession prevents them from making substantial progress

Black people appointed are encouraged to use training and other development opportunities provided by Old Mutual.

But this does not mean blacks are being appointed left, right and centre. Because of the recession and the need to be more cost-efficient, Old Mutual is trying to reduce staff numbers through natural attrition. Departments have been scaled down and there is a

pool of about 50 people awaiting redeployment in other divisions — Old Mutual prefers to avoid retrenchments if possible

Against this background and the general weakness of the job market, few people are resigning. As a result, appointments are few — and when there are vacancies, it is often difficult to identify a black person with the skills needed.

“We should have started much earlier, when the economy was more buoyant,” says Old Mutual’s assistant general manager, Mr Theo Hartwig

However, that was about six to

Old Mutual has therefore made a point of tapping several sources to get skilled blacks who can be slotted in when and where needed

This means liaising with training institutions and associations to keep track of skilled people

Should the economy improve to the extent that Old Mutual can once again start expanding staff levels, black advancement will be much more rapid

“The Cape Town Chamber of Commerce symposium is on August 12. Further details can be obtained from Leigh James

Tel 23-2323

But he recognises the need to allay fears and misconceptions about black advancement among white staff and managers, mainly by making them aware that it is vital to the economy to train and upgrade more black people — and by ensuring all appointments take into consideration merit and not skin colour or gender

On promoting women to top positions, Hartwig said no specific programme had been introduced here either, but that several (white) women were now occupying middle and senior management positions. Through its outside contacts, Old Mutual has built up a “hot list” of highly qualified black women who could be appointed — if there were the jobs for them

• The Cape Town Chamber of Commerce symposium is on August 12. Further details can be obtained from Leigh James

Tel 23-2323

'No quick fix' for job inequalities

40 percent claimed to have affirmative action programmes. This is seen as surprisingly high given the relative newness of the issue. But it also shows a lot still has to be done.

The survey found 48 percent of companies interviewed in the Cape had affirmative action programmes and 70 percent said programmes were moderately successful.

For the purposes of the survey, affirmative action was defined as a programme instituted by the management of organisations to recruit, train and nurture black employees in preference to white employees for certain targeted positions.

This fairly narrow definition meant companies answering the survey could not beat about the bush. Some who thought they had affirmative action programmes were forced to admit they did not.

"We have a long way to go. In some areas, Quest consultants are still experiencing difficulties with clients who don't want to employ on an equal opportunity basis," says Quest executive chairman, Mr Roy Silver.

Silver says it "will not help to introduce affirmative action where management practices are inherently faulty. Instead, companies should

EMPLOYERS warn that though sensitisation and training programmes are vital in any affirmative action plan, there can be "no quick fixes".

Both black and white staff must be made aware of the need to open up work places to all races and give all South Africans the skills needed to run the economy efficiently.

Engen's corporate strategic affairs manager, Mr Morakile Shuenyane, believes the right environment must be nurtured in companies to allow blacks and women to realise their full potential.

"It will not work if a company recruits blacks and women and then throws them into a hostile environment where they are resented and not given space to grow," he says.

Engen, which admits it still has lots to do in affirmative action, has started tackling this issue by holding workshops for staff on racism and cross-cultural relationships.

"In the nineties, the key will be to shatter stereotypes and ensure the right people of all races and sexes are in the right positions. With guidance and mentoring, they can deliver the goods," says Shuenyane.

"Tokenism will not work as blacks who are appointed just



Morakile Shuenyane

because they are black will not be motivated or effective. Companies will come under pressure from black communities for not giving blacks real decision-making powers."

He believes companies are far more concerned about affirmative action today than in the eighties. He says they are doing a great deal more to integrate affirmative action programmes in their overall policies.

A recent survey by the Quest Personnel Group bears out the opinion that companies are paying more attention to affirmative action. Of the 750 companies surveyed,

take a hard look at these practices and ask why they don't work to the benefit of all employees.

"Too often, affirmative action or 'reverse discrimination' programmes create their own backlash. We have a lot to learn about effective and efficient management of a culturally diverse workforce.

"To overcome the entrenched and crippling attitudes cultivated under apartheid, organisations will have to transform their cultures and not expect newcomers to adapt to the environment as it stands. It will not be a quick or easy task."

Quest also found 80 percent of businesses surveyed in the Cape believed a new government would force companies to employ specific quotas of blacks in administrative and management positions. Only 19 percent of these felt this would be the right action to take.

But Shuenyane says most Africans expect a new government to introduce quotas for their advancement and a new government would avoid quotas at its peril.

He says this makes it more important for companies to start working towards meaningful affirmative action now while they can fashion the programmes themselves.

Affirmative action under spotlight at symposium

S/Times (cm) 9/8/92

176

A SYMPOSIUM on affirmative action and black advancement in a democratic South Africa has attracted heavy bookings, says the organiser, the Cape Town Chamber of Commerce, which hopes to get about 300 delegates

It will be held in the Mount Nelson Hotel on Wednesday, starting at 8.45 with a welcoming address by the chamber president, Herbert Hirsch

He will be followed by Franklin Sonn, rector of the Peninsula Technikon, with a case study on Afrikaner nationalism and black advancement which are described as "two sides of the same coin"

Professor Wiseman Nkuhlu, a member of the Independent Development Trust, will talk on affirmative action translated into practical black advancement. Professor Clive Thompson, director of the Labour Law Unit at the University of the Western Cape, will detail comparative lessons learned from developed and developing countries

Sam Montsi, founding partner of Montsi & Associates, will try to answer the question. Does affirmative action make good business sense?

The Western Cape regional general manager of the Small Business Development Corporation, Wolfgang Thomas, will deal with the small business/big business interface.

Mr Thomas will be followed by a panel discussion, where the convener is Charl Adams, human resource manager of the Cape Town Chamber of Commerce

A programme to counteract gender discrimination at work will be described by Prof Linda Human of Stellenbosch University

The theme of the human resources director of Pick 'n' Pay, Rene de Wet, is "Can merit and affirmative action co-exist in business? He will describe attempts to work towards a model for big business which promotes and advances the disadvantaged

Before the final panel session an African National Congress perspective will be given by Prof Albie Sachs, ANC constitutional committee member.

Further symposium details are available from Leigh James on ☎ (021) 23 2323.

BUSINESS Subsidised housing with p1

Affirmative action starts

Sowetan 10/8/92
 ■ **Businessmen believe new government will favour promotion for blacks first:** (176)

By Joshua Raboroko

THE majority of South African businessmen believe that a new government will compel companies to employ a specific quota of blacks in top management positions

However, only 35 percent of these companies believe that this will be the right action for the government to take

These were some of the findings of a nationwide survey on affirmative action

conducted by the Quest Personnel Group. A total of 750 companies were surveyed through Quest's offices around the country in May

Affirmative action was defined as a programme action instituted by the management of an organisation to recruit, train and nurture "black" employees for certain targeted positions

Only 41 percent of companies surveyed claimed to have affirmative action programmes in place

R30-m sorghum-training fund

NATIONAL Sorghum Breweries has budgeted R30-million for extensive training of black people in business administration and management as part of its black economic empowerment programme.

NSB executive chairman Professor Mohale Mahanye said at a function in Kelvin this week that the shortage of qualified and competent black managers had required immediate attention.

21/12/92
C/Press

'Affirmative action the only way'

CAPE TOWN — Affirmative action meant that blacks with minimum required qualifications must be given preference over whites with maximum qualifications, Peninsula Technikon Rector Franklin Sonn said at the Cape Town Chamber of Commerce conference on affirmative action yesterday. *BIDAY 13/8/92*

He said there was nothing wrong in selecting a less qualified black candidate if this was in the best interests of the organisation, the firm or the country.

"The choice of business is either to decide to be proactive in order to correct the effects of apartheid injus-

LINDA ENSOR (176)
tices in business or face the humiliation of being forced to do so by a fair and just government elected by all the people"

Business was practising "effective apartheid" said Sonn, and deliberate steps would have to be implemented to eliminate inequalities. Businesses from board level downwards would have to be made more representative of the population.

Sonn stressed that dysfunctional assistance of blacks was not helpful, and subconsciously setting up blacks for failure would merely reinforce racist stereotypes.

A demand for talent

REDISTRIBUTION AND AFFIRMATIVE ACTION: WORKING ON SOUTH AFRICA'S POLITICAL ECONOMY edited by Pierre Hugo (Southern Books, 221pp, R39,99)

Contributors to a book such as this need, in Conrad Strauss's words, to identify dependency attitudes and habits that need to be kicked

If a contributor to a book like this does not believe that growth is going to take place, or that growth is the precondition of redistribution, or that private enterprise is the engine of growth, such scepticism needs to be stated in express terms at the outset. The reader can then turn to another contribution, or to another book, perhaps even another symposium

Two contributors see private enterprise, under minimum controls, as alone able to pull us out of our present slough of despondency (or one even worse)

Douglas Rimmer tells the whole sorry story of public enterprise in Ghana. Instead of becoming, as was hoped, a powerful source of government finance, most public enter-



Sachs a country of people, not quotas

prises made regular losses, while those that did not owed their apparent profitability to various forms of public protection or subsidy. Productivity compared poorly with comparable private activities. Public enterprise, as a means of redistributing income to those worst off, failed. Ghana was only the most spectacular of a row of failures.

The other champion of free enterprise is Robin Friedland, who examines various forms of economic action that produce redistributive effects — whether intended or not — such as inflation, high taxation, administered prices and marketing controls. In fact, the whole galaxy of failed Nationalist measures. What, he asks, are “the political deductions to be drawn from this analysis?”

The most obvious and important is that emphasis must be on wealth creation rather than redistribution for the foreseeable future. Though rapid wealth creation through the free enterprise mechanism is a



Schlemmer workshops for black executives

guarantee that substantial individual fortunes will continue to emerge, it is also a guarantee that “the absolute level of well-being of the broad masses will be increased more rapidly than under any of the alternative systems of management.”

Charles Simkins, in a sombre plea for “a more sophisticated notion of power,” shows that there is an inverse relationship between the growth of the economy and the share of personal incomes accruing to whites. This need not surprise us, since past attempts to distribute a larger share of personal incomes to whites have aborted growth. Any attempt to redistribute income to a more numerous section could only obstruct growth further.

The themes of black advancement and its bastard kinsman, black empowerment, recur in this symposium. In general, contributors tend to be hag-ridden by one question: if blacks are to find scope in the private sector, the public service or whatever, who is to move out of their way?

A black MD has recently gone on record as saying that in an apartheid-free SA corporate positions for blacks will be abundant beyond belief. He does not say why, perhaps because this is so obvious: if the economy takes off, it must inevitably perform to increasingly cater to the incomes and tastes of the black majority. And who, if not blacks, will be best suited to bring this about? Is it not time that existing growth paths in black employment were identified and projected

BUYING BOOKS

Some books reviewed may not be readily available. If you have difficulty obtaining a title from a bookshop, we suggest you contact the publisher's representative. Telephone numbers for books reviewed this week are (code 011)

- Southern — 315-3633, and
- Struik — 788-3617

into the future?

Albie Sachs gets it right when he says “we want a country of people, not quotas” — that is to say, employment quotas for particular racial groups. Only in the last resort should there be recourse to quotas where voluntary schemes are not tried or where they fail. However, nowhere does Sachs point to demand for talent as the decisive determinant of black advancement.

In the public sector, specific talents such as language skills that whites lack should be looked for among blacks and also among Indians. The British Foreign Office used to have special branches that operated in the Far East and the Levant and we might find specialised African and Asian branches invaluable.

As to the home civil service, the overall need to make it leaner could surely be reconciled with having, as policy advisers to Ministers, a few dark-skinned graduates of overseas universities. This would help to make the public service more diverse and less orthodox in outlook.

Has anyone thought about what sort of public service we need in the long run? One based on broad academic excellence, as in Britain, or intensive training in specialised institutes, as in France? We need public servants bright enough to see clearly what to keep their noses out of.

As to affirmative action, Schlemmer and Van Antwerpen suggest workshops for black business executives, conducted by black American social scientists who have realised just how destructive the popular “victim” theories held by many black Americans have been for their personal development. Bravo!

Radford Jordan

Not dull

THIS IS NAMIBIA by Peter Joyce, with photographs by Gerald Cubitt (Struik, 160pp, R79,99)

I suppose, if you tried hard, you could produce a dull coffee table book about Namibia. But this is not it. Cubitt's photographs handsomely recreate that fascinating and beautiful country and Joyce's introduction packs a lot of information into relatively few pages.

The price is reasonable and the quality of colour reproduction excellent.

On the other hand, this is not exactly virgin territory. Bookshop shelves groan under the weight of illustrated books about Namibia and a new one needs something extra to set it aside from the herd.

This is Namibia unfortunately does not have any such unique selling proposition. So, while one can say nothing bad about the book, there is equally little reason for potential buyers to hunt it down in preference to the competition.

Michael Coulson

'Workers' potential must be assessed and used'

ARG 15/8/92 (7b)

SHARON SOROUR
Weekend Argus Reporter

AFFIRMATIVE action programmes in South Africa are increasingly being criticised for being racist, elitist and having few results — but, they are still viewed as necessary.

According to a report in the latest People Dynamics, an option to explore is the advancement of lower-level, underused employees in an affirmative action quota system or alternatively, as an equal opportunity enforcer that will maintain standards, emphasising merit and the best person for the job

Companies have to be committed to increasing supervisory and management positions in non-dominant groups by 30 percent within the next 10 years.

People Dynamics, official publication of the Institute of Personnel Management, said the potential of employees must be assessed to plan their development according to the needs and forecasts of the organisation

The concept of career ladders and paths offering opportunities to everyone in the organisation should be emphasised

Career ladders and paths were based on the premise that each post in the organisation should have its own post profile: these should form a flowing network of post specifications, building on one another to form a career ladder

Post profiling is an "unbiased sub-system that can be meshed with other sub-systems for producing equal and fair ground rules, while ensuring no loss of standards"

A far more open communications climate should exist in organisations, allowing individuals access to information for self-career planning, People Dynamics said.

Mechanisms were needed for monitoring performance of lower-level employees.

An advancement programme must have a number of "entry" points, like those employees who meet certain requirements or company-assisted education programmes

Broad-based succession planning offers an alternative approach to opening up opportunity for underused employees with potential at all levels of the organisation and streaming them on different career paths in line with forecasted requirements for the future, says People Dynamics

HNJ 15/8/72 (1/16)

'Colour mustn't be a passport to privilege'

■ The choice between nationalisation and privatisation hinges on the extent to which market forces can be relied on to provide essential services and increase black South Africans' stake in the economy, says ANC national executive member Professor Albie Sachs.

TYRONE SEALE

Weekend Argus Reporter

AS long as dispossession is nine-tenths of the law, there can be no South Africa or South African nation

"You cannot have a nation if you find that an entire dorpie belongs to just one (white) community," African National Congress NEC member Professor Albie Sachs told some of the city's top business executives and human resources managers at a Cape Town Chamber of Commerce symposium on affirmative action and black advancement this week

Professor Sachs said affirmative action, as a means to uplift entire communities, was not just a question of equity, but one of survival and making South Africa a country of which all its people could be proud

"In this country, a minority of the people called themselves 'European' and prided themselves on being European. The African dimension of our country has been suppressed."

He called for a process of "South Africanism" where the people who lived and worked in South Africa would think of this as "our country" and would have a full, open, dignified place in our society

"The majority of the people speak African languages and have a strong culture that has not been smashed by years of oppression, and which has produced music, song, dance and humanity, little of which has been represented in business here."

In seeking ways to redress inequities of the past, the ANC had not discounted nationalisation as one of a range of options.

"The real issue is not 'nationalisation or privatisation', but of how we are going to ensure that resources are made available for health, education, housing, recreation for everybody. What's the role of government and of the private sector?"

"It's a little alarming to come back to South Africa after many years abroad, including time in Thatcherite Britain and the United States, to find that the government is still an enemy.

"We are going to need government structures. We have never had good government in this country. There are no roads, electricity and water in the townships, and the market isn't good at providing stormwater drains in the townships.

"Neither is it good at social medicine. Let the market do what the market is good at without unnecessary government interference.

"The market won't see to it that everyone has water, electricity or a good home. It's a tragedy that the private sector is only too eager to produce bombs and not produce basic wherewithal in human survival."

Professor Sachs said his organisation was "very concerned" that business was monopolised by whites.

"In terms of our policy (on affirmative action and black advancement) we'll have more capitalists. We want to diversify ownership, but, at the same time, many of us don't feel comfortable with quotas.

"We want a race-free country, on the other hand, unless you have a convention on the inequalities and clear targets for enforcement, we won't have a race-free society. We also do not want to see colour as a passport to privilege in another way."

Business must move — fast

(176) ARG 15/8/92

■ Coined in the United States, the term "affirmative action" usually means "racial preferential treatment for good reasons", the redistribution of resources and opportunities to people or communities which have been traditionally disadvantaged. Whatever it means, South African businesses will have to address this post-apartheid challenge sincerely and urgently — or face intervention by a future government, says leading educationist **FRANKLIN SONN**.

THERE can be no gainsaying the need for positive and constructive measures to redress the imbalance of racial discrimination in general and apartheid in particular.

Clearly justice is not going to be restored by the mere adoption of a just constitution.

Deliberate and practical steps will have to be implemented to eliminate inequalities which were created by deliberate design.

The correction must occur in a South African way. We can do without the strong emotional legacy of affirmative action in the United States.

We can also only trust that we will not experience the same harsh resistance to correctional action as was and still is the case in the US where whites continue to feel threatened by the mere reference to affirmative action and where code words like "quotas" and "reverse discrimination" abound. We must learn from the American experience and not inherit its attitudes, reactions and codes.

Terms like "racism-in-reverse" or "reverse discrimination" or the argument "If it was wrong for Afrikaners it does not make it right for blacks" are unhelpful rationalisations. This way of argument clearly is nothing more than a last-ditch and puerile effort to defend the indefensible.

It is based on the argument that whites have a right to the position from which they will be excluded if blacks are appointed, or it suggests that affirmative action and nepotism in favour of whites did not place them at the kind of advantage they enjoy to say nothing of the calculated exclusion of blacks.

We cannot overlook the fact that it was the deliberate intention of apartheid to ensure that blacks were in fact not equal.

In this sense, therefore, "equal opportunities" could be viewed as a subtle and more insidious form of apartheid. We must say to whites who go on thinking in this mode that if you keep doing what you have always done, we will always get what we always had — the best for whites and the worst for blacks.

This was followed by legislation providing for job reservation, the Apprenticeship Act of 1944 which gave control of entry to the trades to the white unions. The Native Building Workers Act of 1951 prohibited blacks from doing skilled construction in white urban areas.

After the rebellion of 1914 the "Helpmekaarfonds" was established and out of this grew businesses like Nasionale Pers, Sanlam and Santam. Co-operatives like KKW and the undertakers Avbob were also founded.

■ **FRANKLIN SONN** Delivered paper titled "Afrikaner nationalism and black advancement as two sides of the same coin"

Isacor was formed in 1928, with other parastatals like the Railways and Eskom. These organisations were not only strongly supported by Afrikaners but applied affirmative action in favour of Afrikaners.

It must be remembered that during the Great Depression rural Afrikaners were a destitute group. Poor whites lived in my grandparents' backyard in Carnarvon in the early 1930s and my grandfather often had to chastise his indolent and alcoholic tenant with his large family for beating his wife.

Economic nepotism and the taking over of power changed matters for the Afrikaner, who soon lived in the main house while my mother's eldest brother — who was to have inherited the home — died in a mud house in a backward Karoo location.

The Afrikaner's history proves that there is a direct link between the possession of political power and socio-economic advancement.

It is no secret that the government deliberately appointed National Party Afrikaners to key positions in these corporations to ensure the advancement of apartheid.

The wealthy capitalist Afrikaners of the 1990s are a far cry from the 1920s when Afrikaners hated Smuts for being a capitalist henchman and when they made common cause with the communists.

Afrikaner opulence of today bears no resemblance to the period 50 years ago when respectable, though not wealthy, coloured families often fed poor whites at their back doors in the Karoo.

Afrikaner opposition today to coloured and black people marching with the Communist Party down Darling Street in Cape Town in 1992, and their resistance to our insistence that the vote and political party are the ways through which history will repeat itself, have a hollow ring and reminds one "the more things change the more they remain the same".

I have no doubt that despite the severe economic setbacks apartheid inflicted on our people — the total loss of the fishing industry to whites, our estrangement from our land, the loss of our homes to poor whites and immigrants — will soon be redressed.

We are excited about this prospect though sad that even at this time, when the writing is so clearly on the wall, white and especially Afrikaner capitalists show very little signs of using their own, tried and tested methods of affirmative action in the interest of all our people.

It remains my hope that we will not fall into vengeance, justified as it may be, that we will show ourselves able to do better; that we will not

enrich ourselves at the cost of others, that we will be honest in office and work for the genuine interests of all South Africa's people as we commence the road to building a non-racial, just and fair South Africa at peace with itself — a South Africa which will be keen to redress its shameful history without setting out to harm others.

The choice of business is to decide either to be pro-active to correct the effects of apartheid injustices in business or face the humiliation of being forced to do so by a fair and just government elected by all the people.

There is the suspicion that as the business environment inevitably becomes less European in its complexion and more African, whites may begin to feel threatened, so it is important that these changes occur in as non-threatening a manner as possible.

"South Africanisation" will, after all, benefit us all. Economist Don Mkwana puts it well: "White values, rights and systems are, in South African business, incorrectly accepted as the only norms in the business environment. But as 75 percent of the work force and an increasing number of managers are black, cognisance of a new corporate culture that takes this fact into consideration is needed."

The demand for pro-actively and dynamically making businesses, at every level from the boards down, more representative of the population profile of the country seems a fair, reasonable and non-threatening position.

There is a deeply racist element to the reasoning against affirmative action, based on the contention that whites naturally inherited positions of dominance based on superior skills and heritage, while the opposite holds for blacks.

In South Africa faster and infinitely more deliberate means will have to be employed to afford historically denied and dispossessed people the opportunity to assume "co-ownership" of the economy. South Africa is a special case requiring special treatment.

There is another way in which South Africa is special. The war against British colonialism was fought mainly by the Afrikaners. Part of the reason for this war was on the one hand to gain and on the other to preserve a hold on the economy.

In the 1930s the Afrikaner found himself economically dispossessed but empowered with the vote.

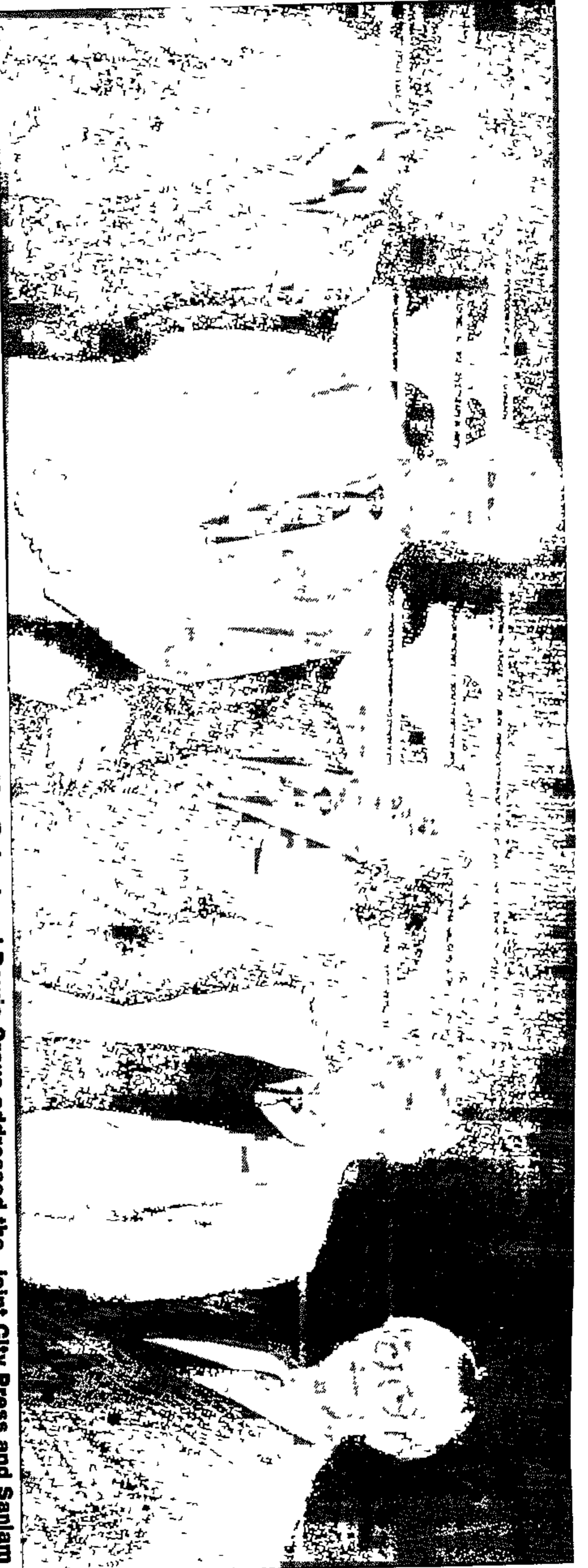
Dr H F Verwoerd, addressing the congress which followed the publication of the Carnegie Report in 1934, implied that adopting socialism as policy might redress the issue of Afrikaner dispossession quicker, but would entail turning South Africa into a socialist state.

He was adamant that constitutional, political power had to be used to advance the Afrikaner economically. He put it blatantly that the upliftment of the Afrikaner worker could only occur effectively if they were "protected" against "non-white competition".

The situation of political power for the Afrikaner had so improved by 1934 that they could now talk of reconstruction and economic changes.

In 1922 there was a convergence of interests between the anti-Smuts Hertzog Nationalists and the communist mineworkers under "Comrade Bill" Andrews which saw Afrikaners and communists marching down Eloff Street together under the slogan "workers of the world fight and unite for a white South Africa".

Afrikaners used their vote and formed whatever alliances they could to get to power. Once in power, legislation like the Industrial Conciliation Act of 1924 was passed as affirmative action for whites against cheaper black labour.



TOP SPEAKERS . . . Dennis Zimo, Fanle Terblanche, Khulu Sibuya, Don MacRobert and Dawie Crous addressed the joint City Press and Sanlam forum on small business.

Picture: THULANI SITHOLE

Entrepreneurs crucial to our future

By JETHRO SEREISHO

THE current political climate has created rising black expectations of a new SA, while whites are experiencing the opposite feeling, a seminar heard this week

The seminar — which examined the role of the informal and small business and the economy of South Africa — was addressed by City Press editor Khulu Sibuya at Soweto's Vista University campus

The seminar was hosted jointly by City Press and insurance giant Sanlam. Although South Africa is bound to change politically, there will be little if any economic change for most blacks

Hence it is highly necessary that through small and big business, South Africans should start empowering blacks not only politically but also economically," Sibuya said

The Development Bank of Southern Africa's Denis Zimu emphasised to the seminar that beyond black political gains, entrepreneurs are also crucial players which could make or break a new South Africa.

He told the seminar that these entrepreneurs had certain qualities and characteristics which had to be allowed to blossom

According to Zimu, a former United States university lecturer, these qual-

ties are a desire to have things done, self-confidence, a relentless drive to persist during difficult times and a sense of achievement

Chief executive officer of the Get-Ahead Foundation Don MacRobert said informal and small businesses are essentially what can be termed "unlicensed business" which have a vital role to play in South Africa

"Statistics show that 75 percent of the country's population could get jobs in 1960, but this year the figure is 7 percent. Small and informal business has to continue to play a role in curbing this problem," said MacRobert. Small Business Development Corpo-

ration (SBDG) executive Dawie Crous said his organisation's role is to stimulate entrepreneurship among South Africans, and they envisage the corporation playing a vital role in post-apartheid South Africa.

"We grant loans to small and informal business amounting to 25 million every month," said Crous.

Towards the end of the stimulating seminar the floor was opened for a question-and-answer session. It was here that it became clear that small and informal business must make a super-human effort to survive and make a real and lasting contribution to a future South Africa.

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Clippings 16/8/92

Affirmative action a priority in SA

STAR 19/8/92 (176)
Despite current lobbying by the ANC, Cosatu and other groups, black advancement programmes are not new to South Africa, says Mike Coppin, chief operating officer of Drake Personnel.

It is almost 20 years, he says, since many private companies first consciously adopted policies which were designed to produce black managers in industry

Today, says Mr Coppin, all South African companies should address the issue of affirmative action, which is by definition, a set of procedures aimed at pro-

actively addressing the imbalances of the past and championing the cause of black people in business.

The procedure is seen by some as the only way to overcome entrenched discriminatory obstacles that still stand in the way of disadvantaged groups achieving equality of employment.

Mr Coppin believes affirmative action should become one of the most important human resource priorities of 1992

It should be integrated into companies' general business practice and seen as part of a holistic approach to personnel management, he says

However, he adds, with more than 90 per cent of the top managerial positions in South Africa currently held by whites, the question to be asked is whether companies are ready to change.

Perhaps the resistance to affirmative action can be sourced to its confusion with social welfare programmes, or the liberal principle that everybody should have equality of opportunity in a non-discriminatory environment.

The racial issue naturally spearheaded the affirmative action lobby, but, Mr Coppin points out, the issue does not centre on black and white. It is imperative that gender discrimination should be addressed, as well as the widespread exclusion of the disabled from the job market

The responsibility for driving an affirmative action programme rests on the personnel manager, and in the present political climate, this job is not easy

Management are often apathetic, says Mr Coppin, while entrenched prejudices on the shop floor persist, and the personnel manager is caught in the middle.

At one multinational, which implemented a policy of hiring first black men and women, then white women and finally white men, several staff members left when they realised the company was committed to an affirmative action programme

Is there an alternative to affirmative action?

Mike Coppin believes there is not. But, he says, the emphasis should be on creating the opportunities through which black people can prepare themselves to occupy more senior positions

Training and education within organisations will play key roles in achieving this goal

However, Mr Coppin adds, it is most important that management base their final decisions on promotion, job creation and advancement largely on merit

Without this, say affirmative action antagonists, standards will drop and productivity will suffer.

Scheme will

boost black business

STAR 19/8/92

By Michael Chester

A multimillion-rand plan to bring more black entrepreneurs into the economic mainstream has been announced

More than R500 million in bank loans could be ploughed into the cash-starved small business sector over the next three years

The loan bonanza was announced by the Small Business Development Corporation (SBDC), which forecast an end to the frustrations of many budding entrepreneurs who had until now been denied loans because they were considered too high a risk.

The head of the SBDC business finance division, Kees de Haan, said First National, Standard, Nedbank, Boland and African Bank had agreed to channel special loans into the scheme. All five banks had alerted managers of a combined total of more than 1 000 branches to be on standby to offer their expertise and guidance to loan applicants.

Loans of up to R400 000 each would be considered, with repayments over five years.

Bank fees would be held at 0,75 percent a year and interest rates set at no higher than 4 percent above the prime overdraft rate.

The magic key that had unlocked loan funds was the provision of guarantee finance to safeguard the banks from the risk of bad debts.

The SBDC said the Department of Finance, though the Department of Trade and Industry, had already provided R20 million to underwrite the first flow of loans.

R52bn to remedy apartheid

Sacob
176 CT 19/8/92
Own Correspondent

DURBAN — The cost of remedying the inequalities of apartheid would be R52 billion, according to the South African Chambers of Business.

This figure was mentioned yesterday at a workshop on affirmative action sponsored by the National Economic Initiative.

The director of information of the National Party, Mr Jaco Maree, said the figure showed that it was a "fallacy" that the political authority in a new dispensation would be able to provide wealth for all.

He said ANC proposals, which made the state responsible for the welfare of large sections of the population, were nothing more than "failed and discredited communist dogma warmed up and staged under the name of affirmative action".

ANC affirmative action would reduce productivity, hamper competitiveness, discriminate between people in the workplace and impact negatively on the economy, he said.

However, a support programme to address imbalances was a vital necessity, he added.

Soweto candles blaze the trail

Sowetan 20/8/92
LIGHTING UP A man whose burning

desire is to capture entire market in Africa:

MANAGING DIRECTOR of Ekukhanya Soweto Candles Mr Kenny Hatta's ambition is to light the whole of Africa

The company is the first black-owned candle manufacturing concern and already exports different kinds to the Netherlands, Germany and Australia

"Now I want to expand the trade from Cape to Cairo by lighting the whole of Africa," he said in his opulent Soweto office this week.

Hatta said with changes "in our country at the moment, the chances are my dream will come true"

The company also manufactures candles for restaurants, hotels, funerals, personal use, festivals and spaza shops

He has produced for institutions like the Orlando Home and donated about 600 candles to the bereaved families of the Boipatong massacre

The charismatic Hatta said "Any kind of candle, big or small, we can make it."

Soweto uprising

As a youngster in the township, Hatta never stayed out of trouble. He was detained under the Internal Security Act for his involvement in the 1976 Soweto uprisings

Despite harassment at the time, he continued his education and matriculated at Naledi High in 1980. He holds several diplomas in business management and administration.

He worked for numerous companies, but quit each time because "a white person was placed in charge, despite the fact that I

Wax facts

Profile: Kenny Hatta (33)
Marital Status: Married to Kelefang -the couple have a child,
Company: Ekukhanya Soweto Candles that employs 27 people
Education: Matric and studying management with two colleges;
Business site: Rooms 61/2 Orlando West Industrial Park, Soweto. Telephone 936-1103/1550, Fax 936-1524

taught them the trade"

He then decided to join his wife, Kelefang, who was running the small candle manufacturing company in 1989. The business previously belonged to Bishop David Nkwe, his father-in-law.

Hatta said his business was booming regardless of the fact that many blacks were now using electricity to light their homes

His focus was mainly in the urban and rural areas. He will open a new factory in Welkom in the Orange Free State soon.

The candle factory got welcome publicity when he exhibited during the Matchmaker Trade Fair at Nasrec last year. He was thankful to the fair because "my business got more exposure"

He will participate in this year's Matchmaker scheduled for Nasrec

This article will qualify Hatta for the Sowetan/Sanlam Entrepreneur of the Month Competition which is part of our Nation Building campaign

End racism, says NSB boss

■ Political power should go hand in hand
with economic empowerment: 176

By Joe Mdhlela

Sowetan 20/8/92

A NEW democratic government incapable of feeding its people was not desirable, executive chairman of the National Sorghum Breweries, Mr Mohale Mahanyele said this week.

It was important that the new political dispensation should be tied to a growing economy.

He pleaded for the removal of racism in the corporate world

The future of a democratic government is invariably linked to a sound economy, he said

"It would be immoral to burden the next government with an economy that will not deliver."

Mahanyele argued that political empowerment was just as good as economic empowerment, contending that it was wrong to develop one to the exclusion of the other

However he warned that blacks would remain impoverished if they continued to be landless

He said even if it were theoretically true that blacks owned 13 percent of the land, the other truth was that "there was a lot of subtraction" to be done on the original percentage.

"In the final analysis this would leave blacks with virtually no land ownership," he said

Mahanyele lambasted the corporate world for not providing blacks with opportunities towards "self-actualisation"

"White business has the tendency to blame the Government for practising racism. They hide behind a myriad of Government-created laws. The truth, however, is that they are equally guilty of practising racism

"Except for a few well-meaning businessmen, the majority were racists who would find all the reasons to exclude blacks from participating in business," he said

Just as much as the violence of guns was undesirable, the neglect of the economy was equally undesirable

Paying tribute to his company's growth, Mahanyele said this could not have been possible had workers at NSB been denied opportunities to self-actualisation

"Thirty percent of the company is owned by workers. They have a stake in it. therefore they will guard it with their lives because they are part of it," he said

Forget bitterness of past, says Japanese ambassador

By Wilson Zwane

through a programme of affirmative action

However, in affirmative action lay the "danger that past bitterness would dominate the issue, and that the expectation of the people for instant and drastic redistribution of wealth will not only destroy the productivity of industries, but also the incentives of the labour force to become more productive", he said

"To prevent this from happening while an effective affirmative action programme is being formulated, it is advisable to embark on an awareness campaign to abandon bitterness and to transform it into energy to acquire knowledge through learning," Ohta said

"If people become accustomed to the mentality that everything evil is a result of the old white apartheid

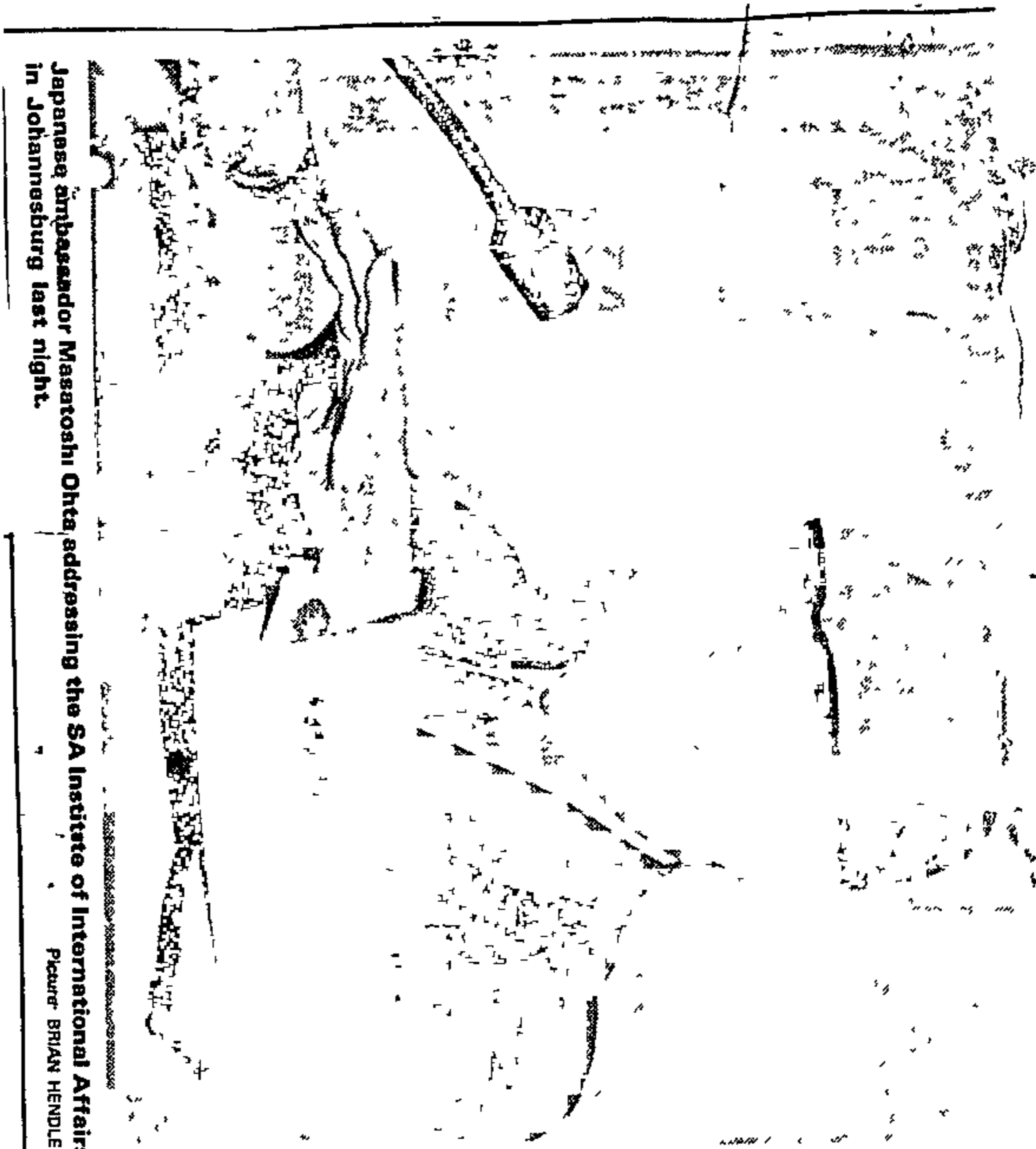
regime, then they cannot humble themselves to a position of self-criticism

"It is only when people confront their weaknesses that they can open themselves to absorb maximum knowledge and skills from those who have the expertise, be they white South Africans or the international community," he said

Ohta also called upon the SA business community to attract Japanese investment to the country by providing information "in which prospective investors may be interested" This could be provided in booklet form

The booklet preferably should be written in Japanese, he said

"The investment from your side in publishing a guide booklet of this nature would be very small in comparison to the results it could yield," he said



Japanese ambassador Masatoshi Ohta addressing the SA Institute of International Affairs in Johannesburg last night. Picture: BRIAN HENDLER

THE prevalence of past bitterness and expectations of instant and drastic redistribution of wealth in a new SA would undermine incentives to work, Japanese ambassador Masatoshi Ohta said yesterday

In an address to the SA Institute of International Affairs in Johannesburg last night, Ohta said it was quite understandable that during the current transitional period in SA "bitterness from the past is still very tangible"

"However, if such bitterness continues to prevail in the new SA, it will undermine incentives to work," Ohta said

He conceded, however, that present imbalances in terms of the allocation of resources would have to be addressed in the new SA

Business conference sponsor

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Sowetan 21/8/92

The Development Bank of Southern Africa is an appropriate sponsor for our forthcoming Business Conference. It is no stranger to entrepreneurial development.

It has given support to more than 200 businesses at an investment of almost R1.5 billion. Their support programmes are aimed at addressing issues such as

- * Access to finance,
- * Upgrading of technical skills,
- * Premises from which to trade,

* Regulations affecting entrepreneurs, and

* Enabling legislation empowering environment for entrepreneurs.

The expertise and finance is made available through intermediary institutions such as development corporations and non-government organisations which then provide support to emerging entrepreneurs.

"As the objectives of Sowetan Small Business and Entrepreneur Development Conference closely tie-in with

these support actions of the Bank, and because we support Sowetan's Nation Building campaign, we had no hesitation to sponsor this important event," says Mr Mike Mohohlo, Group Manager, Business and Entrepreneurial Development of the Bank. "We are looking forward to constructive discussions of domestic and international issues which we believe can have a major positive impact on the future of business," said Mohohlo.

SOUTH AFRICA, which does not even have a Bill of Rights in its own country, is planning to sign international treaties calling on other countries to sort out their conflicts on gender

President FW de Klerk told a gathering of about 1 000 National Party women at an Amanzimtoti conference on Monday that the government soon planned to endorse four United Nations conventions which aim to secure women's rights. These are

- The Convention on the Political Rights of Women

- The Convention on Consent to Marriage, Minimum Age for Marriage and Registration of Marriages

- The Convention on the Nationality of Married Women

- The Convention on the Elimination of All Forms of Discrimination Against Women (Cedaw)

The last — adopted by the United Nations General Assembly in 1979 — is by far the most comprehensive, encompassing elements of the other three. It seeks to achieve de facto equality for women in all areas. By 1988, it had been signed by 94 states, ratified by 74 and acceded to by 20 — among them Iraq, Egypt, China, Turkey, Denmark and most of eastern Europe. By then, Zimbabwe, Mozambique, India and Botswana, among others, had not signed.

And, in a parallel development, the Ministry of Justice is investigating all legislation which discriminates against women, with a view to implementing a Bill of Fundamental Rights

But many are not enchanted and say paper signatures will have little impact on women's lives. Neither does the government have the right, in the midst of political negotiations, to take yet another unilateral decision. Although any move to enhance gender equality is welcome, there could be a hidden agenda to woo the female vote (women constitute 53 percent of the population) and to buy international credibility

"I think it's a complete farce," said Democratic Party member Gill Noero, who just last week attended a UN conference on the condition of women and children in South Africa. "This is a government which can't even spell democracy and has an appalling human rights record. Signing these conventions is a gratuitously self-serving ploy which hasn't even been discussed by South African women. The government is using every opportunity to draw on itself the full light of international recognition

"This is the same government which asked to have it minuted at Codesa that it objected to the call for a gender advisory committee to inform negotiations"

Another theory about the timing is that government is hard-pressed to become more sensitive to women's demands because they are galvanising into a forceful lobby across party-political lines through the National Women's Coalition. This pressure group, which includes

Treaties won't end women's battles

W/May 21/8 - 27/8/92



It's not enough for the government to sign international treaties on women's rights — South Africans need an active approach to gender equality, reports PORTIA MAURICE

women from the African National Congress, National Party and Women's Bureau, is committed to a Women's Charter for Equality to secure constitutional rights and protection against discrimination. Activists are gearing up to a year-long campaign to elicit from women the length and breadth of the country their needs and desires

Frene Ginwala, who heads the coalition, reservedly welcomed the signing. "It is important that all UN conventions be ratified, but that is not sufficient to ensure effective equality for South African women," she said.

It does seem that, although useful, signing the compendium of conventions affords political mileage at little cost. They are more statements of intent than indications that a country is gender-sensitive. Said Kathy Albertyn, of the Gender Project at Wits University's Centre for Applied Legal Studies: "It's all in the sphere of politics. There's no real enforcement"

Although signatories are required to submit periodic reports to a 23-member UN monitoring committee, there is no time frame for them to meet the documents' expectations

These are many, and South Africa's gender track record does not really fit the bill anyway

"I think this is one of the most patriarchal societies around," said Albertyn. But, she maintains, discrimination lies less in the letter of the law than in dominant attitudes and values. Legal revision is necessary, but more important is the need for a proactive approach — which may include a Sex Discrimination Act and one ensuring equal pay for work of equal value between men and women

At the moment, a husband can still legally rape his wife in South Africa, men are still regarded as heads of households, women are still subject to marital power and men are still their children's legal guardians in marriage

The law has improved somewhat since the 1980s, but most provisions are prospective. This means, for example, that white women married before 1984 and black women married either under customary law or before 1988 still don't have full legal status. "They can't litigate or enter into independent contracts, and the husband still has full power over the joint estate," Albertyn explained. "If your child wants to open a bank account the wife cannot sign to okay it"

Customary law, she said, is particularly discriminatory as regards the family, property and access to inheritance. Although controversial, polygamy, the payment of *lobola* and rights of access to land through men generally prejudice women

Yet the Cedaw document accords men and women equal rights and responsibilities within the family

The convention leaves abortion open to interpretation, yet South African law bans it but for exceptional circumstances

Maternity provisions, Albertyn said, are extremely limited. Only workers included in the Basic Conditions of Employment Act and who pay for unemployment benefits are afforded 12 weeks' leave at 45 percent of salary.

Although sexual discrimination is defined as an unfair labour practice, there have been only a handful of test cases in this country. Sexual harassment at work needs to be taken up more vigorously by (mostly male) labour lawyers, Albertyn said

The "double shift" — women doing devalued housework as well as being economically active — is central. Women will not be equal to men until family responsibilities are shared. With sexual violence too, the ultimate answer lies beyond the law. "Women will not be equal to men until they are safe to walk the streets alone at night," she said

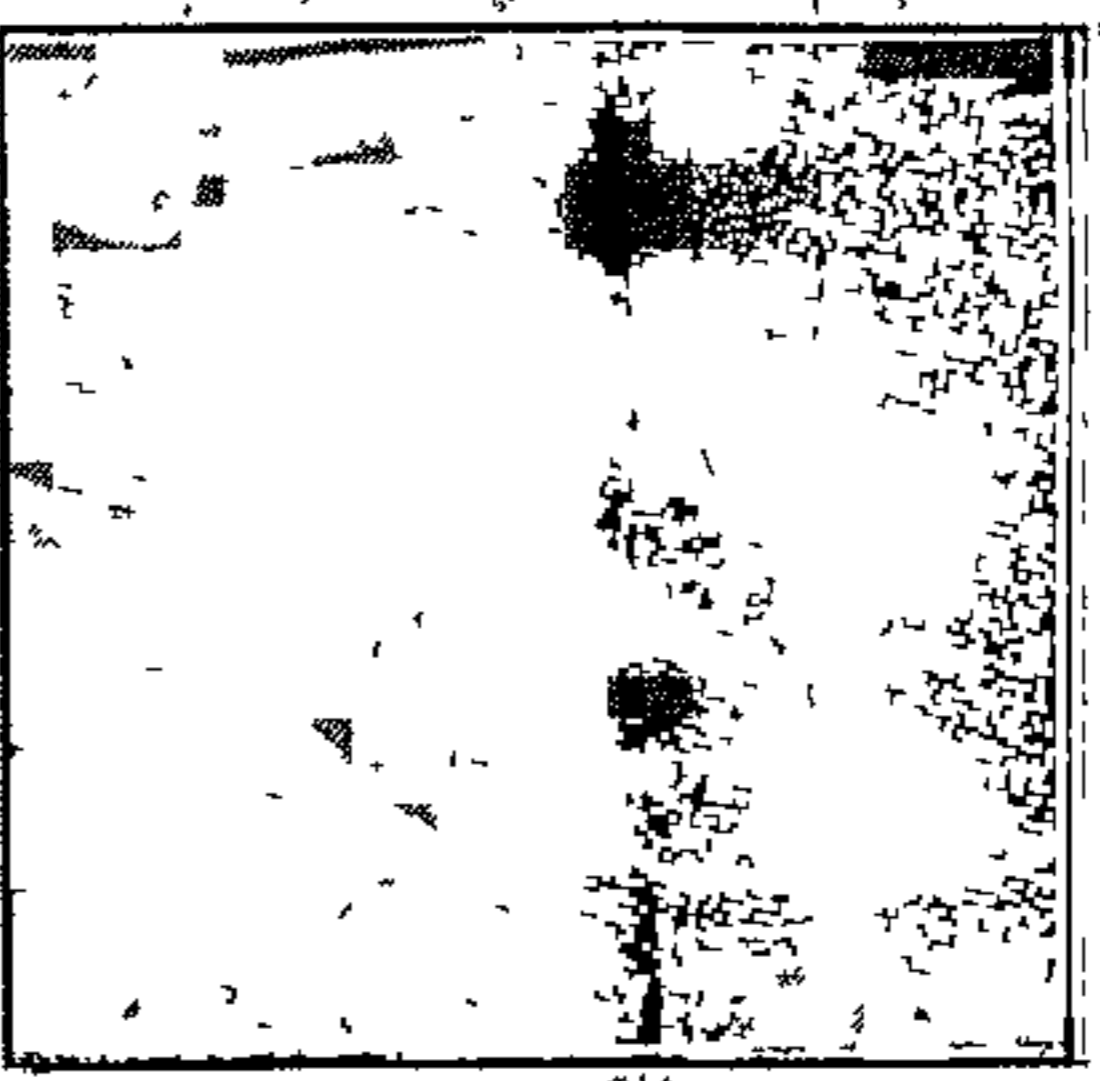
"Changes in the law have never changed people's lives. There are going to be hard choices in future, and we need a state which is going to be committed to putting money towards promoting gender equality"

Time 'to empower blacks'

Sowetan 21/8/92

Sowetan & Radio Metro

Talk Show



with Tim Modise

By Isaac Molele

THE Government had been asked to effect laws to ensure that affirmative action was felt by the people who had been marginalised, a guest speaker to Sowetan/Radio Metro Talkback Show said last night.

The chairman of the National Sorghum Brewers, Professor Mohale Mahanyele, said black South Africans had for a long time been denied opportunities.

He said his company was one of a few in the country that had opportunities for black empowerment.

Mahanyele appealed to the Government to enforce legislation that would force companies to provide opportunities to those who were denied them

"The Government should enforce a legislation that would ensure that the disadvantages of the past are addressed," he said.

He said the legislation was important because most businesses would not go against it.

"We cannot speak of economic opportunities in business while companies have not changed their old policies. We should create an environment whereby companies are forced to empower blacks."

Mahanyele, National Sorghum Brewer

"I think blacks should not play a window dressing role when it comes to affirmative action. If they fail they should fail because they cannot make it."

Leslie Ntlovu, Johannesburg

"There's never been a free enterprise system because of the market forces which are dominant."

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Mahanyele

"If you are black and get into a job, what you get is that you are told that you can't do this, you

can't do that. I know because it happened to me in one stage. I know how it feels. That's why this is changing. It will take a very long time."

Imrain, Johannesburg

"Companies should commit themselves to affirmative action. Without any commitment from the top, affirmative action becomes a talkshop. In this country, if you talk of affirmative action without empowerment, it is then, you are not doing anything."

Mahanyele

Affirmative action needs commitment

ATTEMPTS to change white male dominance of top business leadership can backfire if not handled carefully

Tricky obstacles face firms committed to creating an environment where oppressed sections of the population enjoy equal opportunities to scale corporate hierarchies

Speaking at a symposium on "Affirmative Action and Black Advancement" organised by the Cape Town Chamber of Commerce, Ms Linda Human of the Stellenbosch Business School spelled out possible ways for businesses to give women a fairer deal in the workplace

It is not enough, said Human, for employers to hire women and feel satisfied that their company escaped the "sexist firm" label. Addressing male bias went beyond filling quotas to employ a percentage of women

"Affirmative action programmes often fail because they are seen in terms of filling quotas in recruitment rather in terms of the development of the individual within the organisation after recruitment," Human said

"Well meaning as they may be, quotas in recruitment can easily do more harm than good. If positive discrimination means promoting inferior women over men, the company will suffer"

Human suggested that a "stringent people development system" within an organisation was vital where individual training programmes were mapped out to unleash the full potential of employees

Even this would be futile, Human argued, unless

managements addressed their prejudiced thinking

"An important, and possibly the most crucial, practical reason why affirmative action programmes fail is that top management is often not committed to them"

"In some instances, top management seems to want to appear to be making changes while retaining the status quo. In other instances, commitment is sorely tested by the predominance of other strategic objectives, particularly in times of economic downturn," Human said

Businesses were more often forced to adopt affirmative action schemes than an inherent determination to ensure equal access to boardroom power.

"In the absence of legislative pressure governing the employment and development of women, it is difficult to be anything but pessimistic about programmes to combat gender inequality," Human said

She called for a complete change of approach to the mindsets of management. Instead of thinking about "employees as lazy, demotivated individuals who will shirk work at every opportunity", Human would like to see firms "think of employees as people who are motivated, who want to grow and develop, who want to take on responsibility and do a good job"

According to Human, this "people-centric approach" would be a big step in taking affirmative action seriously — and to a less cosmetic conclusion

QUENTIN WILSON

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Southbusiness 11

'We must change the future'

SOUTH 22/8-26/8/92

176 (17) (18)

PATTERNS of economic control, ownership and management produced by the apartheid system will remain unchanged in a non-racial, non-sexist and democratic South Africa.

Professor WL Nkuhlu, of the Independent Development Trust, told a Cape Town Chamber of Commerce seminar on affirmative action something had to be done to change social relations and provide blacks with access to resources to overcome economic marginalisation.

"Meaningful implementation of affirmative action requires a national commitment to a policy of effective equal opportunity, and measures aimed at facilitating and supporting the participation of previously disadvantaged groups," he said.

Nkuhlu said South Africa was in a transition from apartheid to a non-racial, non-sexist democracy,

and as a result there was talk about affirmative action — but without a coherent policy.

It would be futile if the only aim of affirmative action was to compensate for the wrongs of the past.

"The past is gone and cannot be retrieved. It is the present and the future we can change," he observed.

"It must be aimed at making the future better, for this generation and for future generations as well."

Blacks constituted 85 percent of the country's population, and unless they were enabled to contribute meaningfully to economic development, South Africa's economic potential would not be realised.

"It is therefore imperative that steps be taken not only to create equal opportunities but also to enable blacks and women to make their fair contribution to economic prosperity," Nkuhlu said.

"Equal opportunity is no longer an issue — the real challenge is to

change the behaviour of people."

Nkuhlu added that South Africans had been conditioned by apartheid over many decades to see people not as individuals but as members of different racial groups, ingraining racism in the minds and hearts of many.

This history and its legacy militated against blacks at the workplace and in the corridors of power in government and elsewhere.

The key to overcoming this problem was the removal of all forms of discrimination, formal and informal, and all obstacles to equality of opportunity.

But, Nkuhlu added, blacks should be afforded support to enable them to attain a higher level of technological and managerial capacity.

"All the efforts would be futile if they are not able to access positions of leadership and decision-making," he said.

LUCAS MATI

Damning 'dependency syndrome'

SJAAL 26/8/92

(176)

THE American journal, Commentary, is described as conservative, but is better understood as a conserver of traditional American liberal values rather than the radicalism that passes for US liberalism today.

A recent edition carries a series of articles which analyse the aftermath of the Los Angeles riots.

The charge that the riots arose from the "neglect" of the Reagan/Bush years is rebutted by figures indicating a continuing increase in black median incomes during the '80s and a decline in the official poverty rate.

Much backing is in fact provided for the widely ridiculed statement by White House spokesman, Marlin Fitzwater, that the failed social programmes of the '60s were to blame for the riots.

Far from a "decade of neglect", the welfare package for inner city blacks remains more generous than in the heyday of the '60s reforms, and their negative effects even more insidious.

The legacy of the permissive '60s was the pervasive tendency not to hold individuals accountable for their behaviour.

Prior to the '60s it was punishing, financially and socially, to have a baby without a husband, welfare reforms weakened the disincentives and encouraged the dependency syndrome and neglect of the male parent's responsibilities.

Arch Puddington, former aide to civil rights leader Bayard Rustin, says racism is not the whole problem, and certainly not the cause of the rocketing rate of illegitimate births and homicides among blacks, two-thirds of whom are now born to single-parent families.

He notes the negative attitudes of young blacks to the world of work and the means of economic advancement chosen by disadvantaged immigrant groups such as the Koreans, so prominently a target in the Los Angeles riots.

Black attitudes, in fact, are strongly conditioned by the repeated stress on the black community as the helpless victim of white society.

The remedy is beyond the reach of government — indeed, the efforts of government have done much to undermine the capacity to take charge of their own lives.

The lesson for South Africa is clear

South African blacks have been discriminated against in the past, resulting in the breakdown of family life. Therefore, the structures of community need to be rebuilt so as to optimally take advantage of the opportunities opening up in South Africa.

The politicised black churches in particular must abandon their structural, quasi-marxist definition of sin in favour of personal moral responsibility and integrity.

In this respect, the Zionist churches provide a clearer lead than the liberation theologians of the South African Council of Churches □

● *Councillor Jack Bloom is DP councillor for Highlands North and author of the book "Black South Africa and the Disinvestment Dilemma".*

BUSINESS Blacks can own swimming pools and have them serviced by a black firm

Richard is now his own boss

Sowetan

27/8/92

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and then set out to make it come true:

By Joshua Raboroko

MR Richard Modibedi Phaladi (44), owner of a business in Garankuwa, near Pretoria, is a man who concentrated on his dream and set out to achieve it

"I always wanted to be my own boss and have my own business after I left school," he said

He is the owner of the Odi Waterproofing, Swimming Pool Construction, Paving, Landscape, Fencing and Thatched Summer Houses Manufacturer in the small Bophuthatswana township

"We build new swimming pools of different sizes or to the owners' requirements, plus thatched summer houses, install vacuum cleaning units and pool lights, lay paving bricks around the pool, and erect safety or security fences around the pool with lockable gates
"We are using granite, concrete, steel and marble. We offer a guarantee on

all our work," Phaladi said

The company operates in the whole of Bophuthatswana, P/WV areas, Lebowa, Venda and Gazankulu

At last, Phaladi said, blacks in the townships can now own swimming pools and have them serviced by a black firm

Phaladi's business motto reads: "Our prices are very competitive. Quality job normally carries a guarantee. Why not ask for it?"

He obtained a Bachelor of Arts degree at Turfloop in 1976. He was detained under the Internal Security Act while a treasurer of the Students Representative Council

After graduating he worked for the Bophuthatswana National Development Corporation (BNDC) as a business development officer. It was while he was working there that he developed an interest in becoming an entrepreneur. He quit BNDC to do a BA honours



Phaladi (right) at his business in Garankuwa.

degree in 1982 and then worked for the Bophuthatswana government's department of economic affairs until 1990

The spirit of entrepreneurship was in his blood and he obtained a loan from a bank to start the waterproofing and swimming pool company

As money started pouring into his business, he expanded the trade to include paving, landscaping, building thatched shades and summer houses

He employs 10 well-trained people and is looking at the possibility of employing more next year.

Phaladi has entered into partnership with a friend who has a retail outlet.

During his spare time he listens to jazz and is an ardent soccer fan

This article will qualify Phaladi for the *Sowetan*/Sanlam Entrepreneur of the Month competition which is part of Nation Building campaign

Rands 'n sense

Profile. Richard Modibedi Phaladi (44).
Marital status. Married to school teacher, Matsheiso, and the couple have four children.
Education. Holds a BA degree in administration from Turfloop;
Name of business: Odi Waterproofing, Swimming Pools and Paving Contractors

BUSINESS 600 train in manufacturing

How you can run your own factory

Sowetan 27/8/92

(176)

(157)

■ Jobless people trained to manufacture a variety of products in the fight against rampant unemployment in South Africa:

THE African Business and Manufacturers Development Association (ABMDA) has trained about 600 blacks in manufacturing training programmes since its formation last year.

ABMDA chairman Mr Bradley Tshabalala said that the acute shortage of competent blacks in manufacturing inspired his organisation to start the training programme.

Unemployment was becoming a time bomb which could seriously damage society and the success of efforts to create a democracy, he said.

"We want to train jobless people to manufacture a variety of products which they can sell and earn a living," he said

Items on their manufacturing agenda include mixing floor polish, dishwashers, fabric softeners, orange juice, candles, perfumes, foodstuffs and aachaar, all of which they can sell in the townships and in rural areas

Skilled Individuals

These products are manufactured at the Small Business Development Corporation's (SBDC) Tower Hive in Industria. They can be contacted at (011) 473-2418.

He said that the organisation was formed by a group of skilled individuals who were operating mini-factories at the SBDC Tower Hive in Industria.

"We wanted to impart our knowledge and skills to black people who are in need

by starting a training programme

"This was initially with a small group of people. But the programme grew and there were more people who came for training. Our training projects grew from handicrafts, welding and polish making to baking and the manufacture of dish washing soap," he said.

Structuring of programme

Experts on management from big companies were called in to assist with the structuring of the training programme

Before training could start, prospective trainees for a particular project were encouraged to form consortium/stokvels to help with expenses and also raise enough money without going to financial institutions, Tshabalala said

During the training the association provides all the necessary machinery for the different projects.

After qualifying, members of different groups were encouraged to establish mini-factories in their areas and sell their products to local markets, including spaza shops and hawkers.

As a result of their programmes, people had realised the need to manufacture products. Raw materials were bought by the association.

The only problem that has emerged was the scarcity of mangoes because "we have to teach people how to manufacture aachaar" he said.

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Funding of small man a big issue

Sowetan 28/8/92 176

■ The existing banking and financial structures are hopelessly inadequate, says Gaby Magomola:

THE financing of small business is one of the subjects expected to evoke a keen response from delegates at the Business and Entrepreneurial Conference to be held on September 13-15

Mr Gaby Magomola, executive chairman of the Inter-Africa group and a director of Future Bank, will be one of the speakers

He believes that existing banking and financial structures are "hopelessly inadequate" for small black businessmen

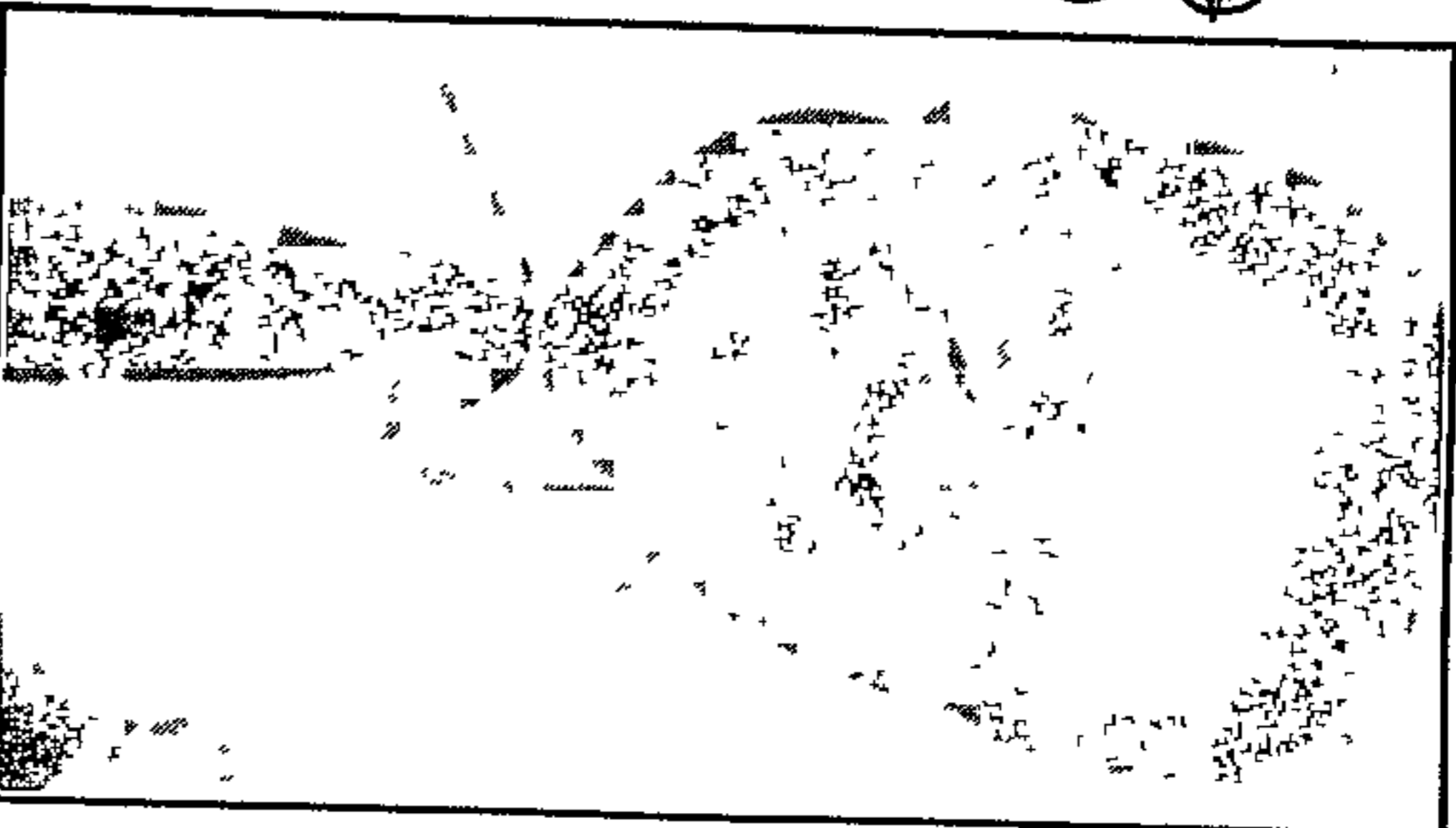
"Years of apartheid and exclusion from economic activities have prevented potential black businessmen from securing the type of collateral required by existing structures in order to

obtain financial assistance," says Magomola

There had been little attempt to create specialised financial deals geared specifically for small businessmen found so readily in economically sound countries, he said

Both the public and private sector need to come together and reorganise financial structures to ensure a facility which provides greater credit to this group

Their economic success would have a domino effect on the rest of the economy and their participation in the economic activities must be encouraged and nurtured, Magomola said



Gaby Magomola ... a speaker

Business sense & brains

Venue:

Eskom Training College, Midrand.

units,

- Officials of development agencies;

Who should attend:

- Executives of major companies and those managers dealing with small business and entrepreneurial development.

- All interested in getting an insight into the challenges ahead, and how some of these can be overcome.

- Officials of business associations;

Themes:

- Officials of chambers of commerce and industry;

- Role of Government in transforming small business into medium sized enterprises;

- Officials of financial institutions and funding organisations;

- Financing of small business; Role of big business in developing small business;

- Small businessmen from all sections of the community who want to grow into sizeable

- Women in business;
- Looking into the future.

Internationally famed two to speak at our conference

■ Africa Development Facility chief discusses the continent:

TWO officials of the International Finance Corporation will take part in our business and entrepreneurial development conference

The two are Mr Alexander Keyserlingk, general manager of the Africa Development Facility, and Mr Omarr Issa, regional manager for

Southern Africa

The two experts have been involved in entrepreneurial development in many parts of the world, including the now booming Far East. They will cite many examples of the success story of the East in their presentations at the conference

speaker, will speak on Entrepreneurial development - lessons from Africa. He will discuss what has succeeded in Africa and what has not

Another of the overseas speakers will talk on the development of external trade

Local speakers are Dr Nthato Moltana, Sipho Shabalala, Professor Jakes Gerwel and Gaby Magomola

Sowetan Day Editor Thami Mazwal ... organising the conference.

NEW ARGUS - DAILY

award to encourage black advancement

DALE KNEEN (176)
Weekend Argus Reporter

ARG 28/4/92

CAPE businesses which actively promote black advancement are to be honoured by a new award

The Argus-Black Management Forum Corporate Awards were launched last night at a gathering of top black managers and other dignitaries.

The Black Management Forum (BMF) is a country-wide professional body for black managers which offers its members training courses and support.

BMF communications director Mr Morakile Shuenyane said the award would make businessmen more aware of opportunities for black advancement in their companies

"When the BMF was first launched in 1976, there was a sudden flood of black managers," he said.

"These people had been placed in these positions out of fear following the riots which threw blacks into a highly reactive mode."

But many black management positions were seen as token appointments.

"In the next decade blacks had lost faith in the corporate world and business as a whole was perceived as part of that problem.

"The business world was seen to be doing the right thing, like equal employment and affirmative action

They were doing it, however, for the wrong reason. Their motivation seemed only to further attract the so-called black market.

The black community began to mistrust the business world and many blacks mustered their energies to fight big business.

Mr Shuenyane said black managers felt "positive, encouragement approaches" needed to be adopted following recent political and social changes.

"We feel we should support and reward companies that are doing the right things for the right reasons in the right manner.

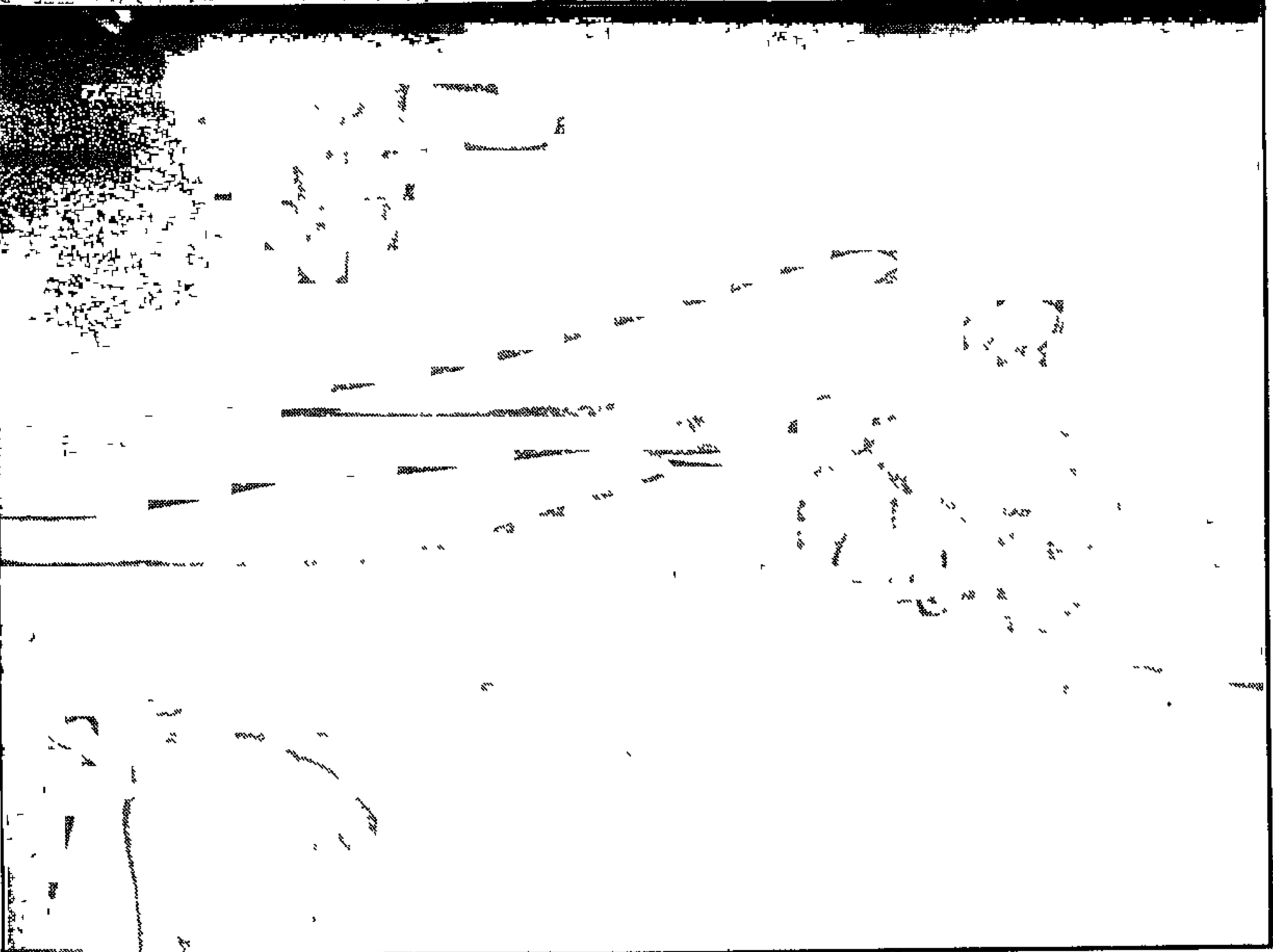
"We still hear a lot about companies that adhere to yesteryear's attitude of racial exclusion and limited potential for black development and growth.

"However, there are many companies that have been putting their money where their mouths are and addressing the concerns of all employees."

Mr Shuenyane said those were the companies The Argus and BMF would like to honour, support and showcase in a bid to acknowledge their efforts.

BMF members would assess black advancement and opportunities in Western Cape companies throughout the year and the award would be presented in December. The awards were likely to be extended nationally next year.

BUSINESS World Bank arm linked to conference to build economy of South Africa



Mr Ruel Khoza

Meetings looks at business skills

Soweran 31/8/92

EXPERT VIEWS Conference

focuses on the development of

entrepreneurial skills for businessman:

It is all systems go for the Soweran and Development Bank of Southern Africa conference on business and entrepreneurial development

"Apartheid has successfully excluded Black businessmen from the economic environment. Consequently our forthcoming conference focuses on the development of entrepreneurial skills and is specifically aimed at the black businessman," says editor Aggrey Klaaste

The Business and Entrepreneurial Development Conference offers a line-up of top local and international speakers who will present a variety of expert views on local situations

The keynote address 'Entrepreneurial Development - Lessons from

Africa' will be given by Mr Alexander Keyserlingk, general manager of the Africa Project Development Facility (APDF)

He will be accompanied by Mr Omar Issa, Southern Africa representative of the APDF.

The APDF is a development programme run by the International Finance Corporation, an arm of the

World Bank. Keyserlingk and Issa also hope to develop an infrastructure in the country in the long run and their visit is thus the testing of the water

The IFC has projects all over the world and they specialise in entrepreneurial development

Issa and Keyserlingk were in the Far East when Singapore, Korea and Taiwan transformed their economies



Black Management Forum announces new award plan

ST Times (Cape metro) 26/4/92

By FRED ROFFEY

THE Western Cape branch of the Black Management Forum (BMF) has announced a corporate award scheme for companies "doing the right things for the right reasons".

It will be a pilot scheme for BMF branches countrywide, and companies will be assessed on a wide variety of factors conducive to black advancement including:

- The existence of an affirmative action programme
- Training and development programmes for

blacks

- The scope for black promotion within the company
- Sensitivity to cultural norms and values which may not be similar to Western culture

- The existence of black directors with executive powers on the company's board, and the number of non-executive directors

Outside the workplace, the company will be assessed on the extent to which it adds its voice to broader issues, such as the

recent referendum, and the degree to which it employs sub-contracting in recognition of black-managed enterprises

"It will no longer be acceptable for companies to carry on business as though they are in London, Amsterdam or Hong Kong. They will have to be much more African related," said the chairman of the BMF Western Cape, Mr Humphrey Khoza

"However, we are not so naive as to think that the lack of black advancement at corporate level can be redressed immediately

Soweto developers unite to fight whites

By JOSHUA RABOROKO

THE Soweto Developers and Builders Forum was launched last week to end the monopoly of white established companies

This was confirmed by the forum's secretary, Mr Chris Jiyane

He said the forum would ensure that black entrepreneurs obtained their rightful share of land allocations and building contracts in the townships

He said local authorities always claimed that there was no land available to build homes, yet white companies that normally operated on the periphery of the townships, obtained land easily

"This practice has resulted in white-built properties being vandalised - apparently because they are

associated with 'foreigners' in the townships," he said

The forum disapproved of the vandalism of property, however, it felt that black developers and builders were unfairly treated by the authorities

Other aims include

- Overcoming the historical obstacles in the way of the growth and development of black builders and developers and allied traders,

- Becoming for the local and other authorities the channel of land and building contract allocations in so-called "black" areas,

- Providing the training and education necessary to

enable the black entrepreneur to take his rightful place in the construction industry;

- Educating the people in all aspects of home ownership,

- Fostering black economic empowerment and wealth in the black property market, and

- Generating employment and business opportunities for black builders, developers and allied traders.

He said that over the years the black developer and builder had been at a disadvantage in competing against established developers, even in those areas designed for black occupation and ownership.

As a result of these circumstances, he said, the black builder had not possessed the necessary skills, experience or financial resources to be able to tender successfully against his corporate counterpart

He said that the forum would ensure that potential home buyers were not ripped off by "fly-by-night" property developers by advising them on how to obtain new homes

Many blacks were ignorant about how to obtain a home - the reason they were being exploited and ripped off millions of rand by "foreigners" in the townships

"We will also ensure that they get affordable financial help in the wake of money lenders being reluctant to do so," he said, adding, "the forum is a vehicle blacks can use to eradicate large scale swindling"

The forum would hold regular seminars where blacks would be advised on property development.

SDBF's secretary Mr Chris Jiyane.

Awards for 'doing the right things'

South 25/4 - 26/4/92

The Black Management Forum hopes to ring in the changes with its push for affirmative action



COMPANIES ARE to fall under the scrutiny of the Black Management Forum (BMF) when it launches its push for more black managers in the Western Cape.

"We are at a stage where corporate South Africa cannot do without black managers," said Mr Humphrey Khoza, chairman of the Cape branch and national deputy president of the BMF, at a press conference this week.

And at a function on Friday, the BMF will announce its new corporate awards scheme for companies "doing the right things for the right reasons".

Mr Khoza said the BMF's role was to redress the imbalances created by apartheid — both in political terms and at the workplace. This could be done by developing black leadership in the community.

"Affirmative action is the creation of a conducive environment for committed and able incumbents."

SOUTH marketing director Mr Hilton Veldsman attended the press conference this week. "This is perhaps the most pro-active role the



SHOWING THE WAY FORWARD: From left, the BMF's Mr Roger Ellick, Mr Arthur Mashlatsidi, Mr Kenneth Mqamqo, Mr Humphrey Khoza and Mr Morakile Shuenyane

BMF has played in its 15 years of existence. It wants to ensure that committed and able people are placed in senior management posts, regardless of ethnic or racial background," said Veldsman.

The BMF will launch its strategy for the new initiative in Cape Town this week.

Sounding a note of warning in an interview after the conference, executive director Mr Lot Ndhlovu said

major companies could face intervention from a future democratic government if the level of black people in key management positions did not improve.

The forum has initiated a study into this aspect, which forms part of a national BMF aim to create a workplace "reflecting the demographics of the wider community".

Ndhlovu said it was unacceptable that blacks managers were present

in three percent of SA companies and five percent of multinationals.

The research, titled "The New Management Generation", will be conducted over two years with the Portchefstroom University Graduate School of Business.

Ndhlovu said a 16-member affirmative action task group had been set up to produce guidelines which would be presented to companies in six months' time.

Black forum calls for management changes

MARC HASENFUSS
Business Staff

(176) Mar 22/4/92

SOUTH Africa's corporate profile needed to be redressed to reflect the demographic structure of the country, Black Management Forum (BMF) Western Cape chairman Mr Humphrey Khoza said at a media conference yesterday

He said that although many company's staff profile matched the country's demographics, close scrutiny revealed that black employees were mainly situated at the base of the corporate hierarchy

Mr Khoza said the BMF was not insisting that management profiles transform immediately to reflect current demographics, but stressed that rapid and significant developments were essential

It would not be business as usual for South African businesses until the issue was redressed, he said

In line with this the BMF was set to announce a new corporate award scheme at its Western Cape branch dinner on Friday Awards would be made to companies perceived to be "doing the right thing" to advance black economic empowerment

The Western Cape branch's award scheme would be copied by other BMF offices throughout South Africa

Mr Khoza believed that attempts by white management to introduce a policy of advancing black managers would fail

"What is needed is a change in the business environment and corporate culture so that competent and qualified blacks can advance themselves"

It was also unacceptable for local companies to continue operating like European or Far East concerns South African business conditions would require businesses to adapt an "African" business style

Southbusiness 11

Cultural keys can unlock SA's business kingdom

South 18/4 - 23/4/92

1M6

'White' and 'male' seem to be requirements to enter the world of business dominated by western culture. But what is needed is adaptation of these cultural values, argues **Moralike Shuenyane**

UNIL FEBRUARY 2, 1990, the South African corporate world in general was perceived to be eight years ahead of the government's ossewa pace and its out-of-sync adaptation to the dynamics and demands of the day

Today the business world finds itself wobbling far behind the government's strides, and without the excuses of yesterday

The reason is simple. There is an obvious absence of blacks in key corporate positions. The front door may be open, mainly because companies' mission statements and chief executive officers say so. But inner doors are firmly locked with chains made out of cultural values etched out of only one cultural base — western culture. And middle management keeps the keys

The access phrase is simply "white and male", not necessarily in that order. Blacks and women are still spectators.

Boardrooms of the corporate world are full of so-called affirmative action experts. All they have to say is a combination of the following phrases: "We would love to include them, but there's a risk of dropping standards"; "They are not yet ready, experience takes time"; "Bantu education has crippled their thinking capabilities"; "They have unrealistically high expectations"; "Their culture has not prepared them for the cut-throat challenges of business"; "We should make sure

they fit in otherwise there will be more damage caused", and so on. When one analyses those points phrase by phrase, they are found to be contradictory nonsense. If the cornerstone of sound business is to be customer driven, and black people continue to be a force in that area, a question automatically follows: who should fit in where?

What is needed is the adaptation of some current cultural values which drive the wheels of industry to some of the ubuntu-botho qualities (of African culture) which can lubricate the effectiveness of business.

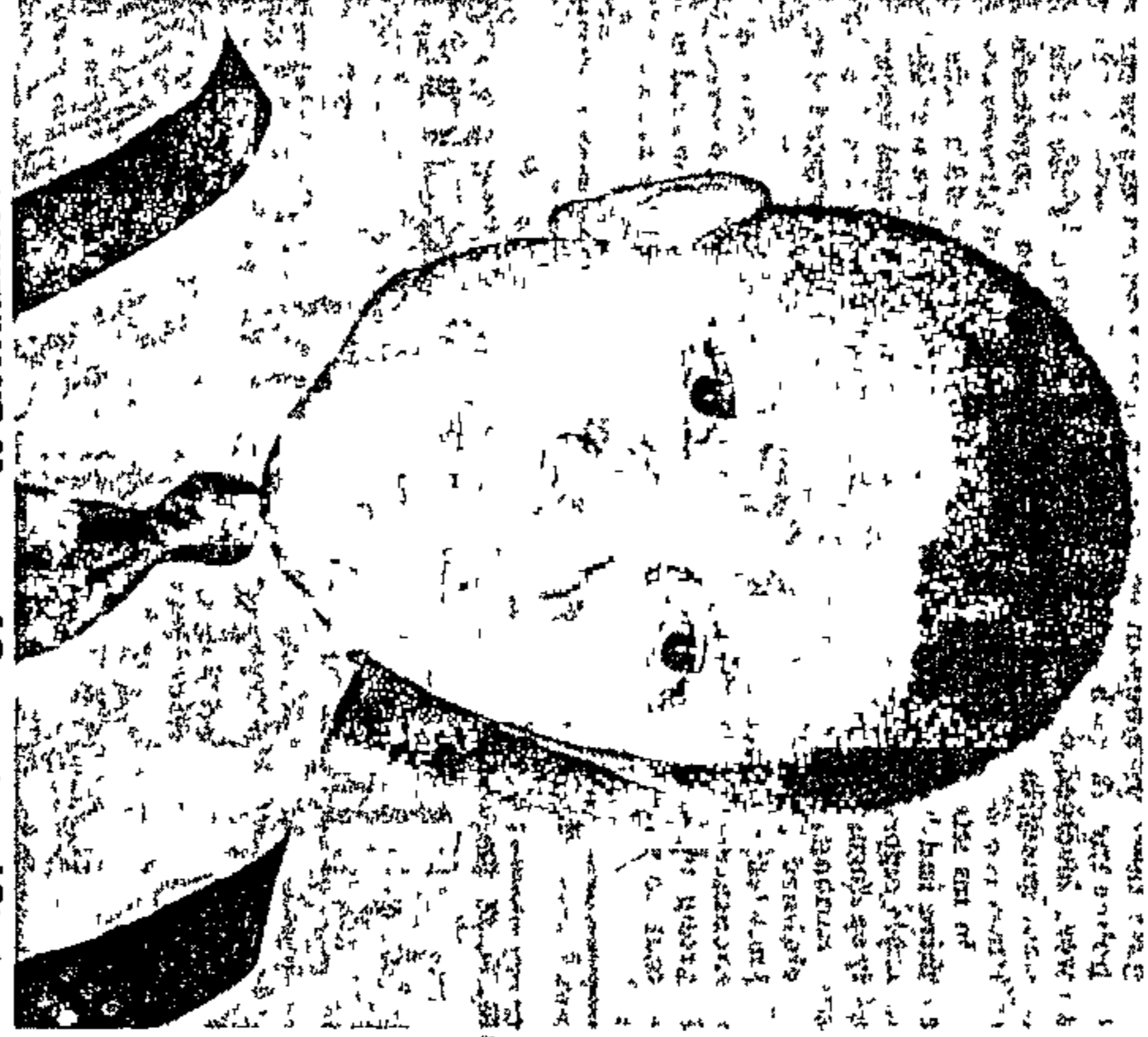
A major problem with South Africans is our strange culture that wastes a lot of energy highlighting areas where we differ rather than solving problems and building on commonalities

When we look at Japan, for example, we tend to ignore all the lessons from their ubuntu-botho manner of doing business and make a mountain out of their monolithic culture, in the process giving reasons why we should not learn from their experience.

There's a tendency to equate Japanese small business to our small business. The irony is that the Japanese classify their small business in terms of the number of employees and not the turnover.

That angle automatically triggers a people-orientated approach to business, and it becomes the employees' responsibility to ensure the growth of their companies to make more room for other work seekers. In the African culture that is called the ubuntu-botho approach.

Affirmative action in subcontracting should be seen in this light. It is not about a drop in standards of acceptance of inferior work. It is about giving races which have been kept out by laws and prejudice a chance to play a role in the develop-



MORALIKE SHUENYANE: Manager of Corporate and Strategic Affairs at Engen

ment of the economy and to address the unemployment situation.

There is nothing wrong about holding the hand of a person who can't walk on his own, but there is a lot wrong in hanging onto that hand when he is ready to run on his own. It takes a non-paternalistic instinct to know when to let go.

The creation of an environment healthy for growth requires strong partners to acknowledge that there are things they can learn from financially weaker partners. This is the natural humility that is embedded in ubuntu-botho philosophy.

nesses experience financial problems during the initial stage while the focus is still on building relations, sometimes at the expense of the bottom line

Thus gives critics of the ubuntu-botho approach to business sufficient reasons for shooting down practices which have diverted from western norms

Throwing people in at the deep end is different to allowing them to swim at the deep end. Often those who are not ready to tackle the deep end are thrown in, and their failure is then used to discourage those who are ready to swim there.

Unfortunately this has been the culture of the corporate world. And anecdotes doing the rounds in boardrooms are always about those who drowned rather than those who succeeded.

In Japan one hears many stories about unions which pushed for a cut in wages because their companies were running at a loss, and about those who opted to go without pay until the companies were out of the red.

That is also an ubuntu-botho approach. The fact that it is not practised in South Africa does not make it a foreign ethic to blacks

The problem is that we have shed many of our ubuntu-botho qualities to fit in with the western mode of doing business

The traits we display as blacks are largely influenced by the dominant western culture, and what we have assimilated are the essential qualities for survival. Of course, with whites giving the cue.

It is for those reasons that the success of affirmative action should not be viewed in isolation.

(Moralike Shuenyane is Manager of Corporate and Strategic Affairs at Engen. The article was published in the latest edition of Die Suid-Afrikaan in a focus on black business)

Judge wants racial imbalance rectified

THE Chief Justice, Judge M Corbett, has expressed concern about SA's judiciary being dominated by white men — but has ruled out "positive discrimination" as a way of bringing about a different racial mix

8/10/92 13/4/92
Speaking at a conference on SA's Bill of Rights at the University of Potchefstroom at the weekend, Corbett said he would dearly love to see the imbalance rectified "But unfortunately I see no quick and ready solution."

The two-day conference was organised by Lawyers for Human Rights and the university's applied legal studies department

Judging was not an easy task and required a blend of experience and a range of abilities, said Corbett

"It will inevitably take time before suitably qualified men of other race groups and women of all race groups are available for judicial appointment," he said

The problem was not unique to SA, and he quoted a notice by the Lord Chancellor of England, Lord Mackay of Clashfern,

TIM COHEN

who stated that he appointed candidates who seemed qualified to fill judicial posts, regardless of party, sex, religion or ethnic origin

Lord Mackay said although he would like to see more women and more members of other ethnic groups on the bench, there were not enough candidates from these groups who were suitable for appointment

"Nothing would be worse for the reputation of the judiciary in this country than for me to lower the standards for appointment to the judiciary simply to ensure a different racial or sexual mix," said Mackay

"It is worth stressing that it is not a function of the judiciary to be representative of the population as a whole. What is important is that judges should be appointed from among those best qualified to do the job and that they should be appointed on merit alone"

In 10 or 20 years' time the British Bench should look very different in terms of racial and sexual composition, said Mackay

Affirmative action 'must be legalised'

8/10/92 13/4/92
AFFIRMATIVE action, applied by law under a new constitution, would be a major guarantee that majority rule operated fairly to the benefit of everyone, ANC constitutional affairs committee member Albie Sachs said on Friday

Speaking at a conference on a Bill of Rights for SA at Potchefstroom University, Sachs said the inequalities produced by racist legislation would not go away simply because the laws

SUSAN RUSSELL (176)

which enforced them had been repealed

The main beneficiaries of affirmative action would undoubtedly be those who had suffered most under apartheid

However, affirmative action should not be seen as a punitive or retributive measure against those who benefited from apartheid, nor should it be seen as being "anti-white"

"At the same time," said Sachs, "the whites cannot use the principles of non-racism to enable them to hold on forever to the 87% of the land which they obtained by racist methods"

"Nor are they entitled to monopolise for all time the commanding heights of business, and the foothills as well."

Whites would have to forgo their privileged status as the beneficiaries of government policies

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I DO NOT go along with those who claim President F W de Klerk has a double agenda His agenda is clear It was once again spelt out in his "bottom lines" in the run-up to the referendum In general, we can expect his regime to fight tooth and nail to retain the maximum amount of racially accumulated privileges for the white constituency in a new dispensation

How do they do this in the new era? They know they cannot win a majority in a truly democratic election Since they cannot win politically they have to look elsewhere.

They use the principle of majoritarianism as a swear word Everything must be cut and dried before the disenfranchised enter Parliament so that their representatives are constitutionally paralysed from implementing their will.

The main areas targeted to achieve these objectives are: enforced political coalitions; a second chamber with veto powers dominated by minorities, the prevention of affirmative action, and preventing a future Parliament from adopting economic measures in the interests of the overwhelming majority

Negotiations cannot take place without a degree of give and take But we, too, have bottom lines.

We stand for a unitary state whose constitution will not permit any form of secession by regional enti-

We, too, have bottom lines

21/05/92 27/3/92

JOE SLOVO

Every square metre of SA territory must be fully reincorporated We reject federalism and any of its variants which would derogate from the ultimate sovereignty of the central legislature Subject to those qualifications, we support the constitutional entrenchment of defined powers for regional and local entities which should be delimited according to demographic, geographic and economic factors — and not determined by ethnicity. Nor must regional power become the camouflage for minority vetoes

Apart from the short period of transition, we totally reject the constitutional entrenchment of enforced political coalitions as a permanent feature of the political system Such a provision would, at best, undermine multiparty democracy by a tendency to suffocate one of its essential ingredients — a political opposition At worst, enforced coalitions are designed to bring in by stealth the discredited notion of group vetoes This would paralyse a future executive from acting in accordance with a popular mandate

The system of voluntary coalitions has many precedents and in our di-

vided society a future government might well consider it advisable to include all or some elected political minorities in the executive in voluntary coalitions and under mutually agreed conditions. But there is no single example in the world of a constitution which makes power-sharing compulsory.

In saying all this we do not advocate a system of simple majoritarianism, nor are we impervious to the need for the protection of the rights of political minorities. But we draw the line at the suspect device of enforced coalitions in the executive

The rights of political minorities will find protection in a system of proportional representation, a justiciable bill of rights, special majorities for adopting or amending the constitution, and in an entrenched multiparty democracy which will enshrine the right of a political minority to become a majority through a democratic electoral process

There can be no end to racism unless the future legislature is em-

powered to begin redressing the racial imbalance in every sphere of social and economic life. Without affirmative action this is impossible

We are told that all we need is the entrenchment of equal opportunities and equality before the law for racism to begin to evaporate. Such provisions are obviously necessary for democracy. But on their own, without affirmative action, they become mere platitudes for the majority

Of the 2 885 top income positions in the central state departments and provinces, only 14 are black Without affirmative action the state administration will remain in the same hands for generations to come There are endless examples

Our sick society spawns a sick logic The air is thick with cries of allying the fears of the privileged minority. We hear few appeals for the dominant race group to recognise their accumulated privileges were obtained at the expense of black deprivation It is surely they that must allay the fears of blacks that this state of affairs will continue

The future of the economy is another vital area which the regime does not want to entrust to a future

majority. Again, the reason is clear — 98% of productive property and 85% of personal income are held by the white minority And they want to maintain this status quo

They insist the bill of rights should entrench a so-called free market economy, and everything should be left to business with virtually no economic role for the state

From the early 1920s, massive state intervention in the form of affirmative action made it possible for white Afrikaners to climb the economic ladder. For this purpose they nationalised industries, created parastatals, redistributed land and took many other initiatives. Now that all this has served its purpose they want to prevent an elected Parliament from having democratic control over the country's economy

We will contest every attempt to undermine the economic neutrality of the constitution We stand for a mixed economy in a true multiparty democracy We support the constitutional entrenchment of those economic rights which are universally accepted as part of basic human rights But the balance between private and public interest is the business of people's representatives, and not just the business of business

This is an edited version of a talk delivered by ANC and SACP leader Slovo on Wednesday at the ML Sultan Technikon in Durban.

LETTERS

More black graduates are moving into better paid jobs

176

STAR 10/3/92

By Derek Tommey

Black, coloured and Asian men are moving into senior jobs, a survey by the Human Sciences Research Council (HSRC) shows.

But the number in these posts is still small when compared with the total non-white population and the number of whites in these positions.

The survey, conducted last April, was aimed at determining the incomes, occupations and positions occupied by non-white male graduates and women graduates of all races.

White male graduates were excluded from the survey

Survey sample

Postal questionnaires were sent to 95 921 graduates. 29 109 completed questionnaires, equal to 30,3 percent of the sample.

The HSRC says the response rate was relatively good for a postal survey in which data concerning income were gathered.

It can be accepted with a reasonable degree of confidence that the findings give a good indication of occupational income, says the HSRC

Altogether, 21 283 Asian, black and coloured men were invited to participate in the survey, of whom 4 616, or 21,7 percent, responded.

The survey found that about half of them were employed in education-related jobs.

Another nine percent were in medicine, five percent were accountants and auditors and eight percent managers

The survey (see table) gives the median income of the various

types of employment, which indicates that half those surveyed earn less than this figure and half earn more.

Although the median salaries of employees in the public and private sectors do not differ much overall — R49 300 for the public sector and R49 800 for the private sector — there are fairly large differences among occupation groups

The median annual salary of the self-employed was R84 000, which was considerably higher than that of employed people.

But the HSRC says self-employed graduates mostly worked longer hours and that there was an element of risk attached to their occupations.

It could also have added that the self-employed seem slightly older than those in private or government employment, suggesting that they are rather more experienced.

This brings up a notable aspect of the HSRC survey, which is that most of the participants were in their late 30s

The median age of government employees (Gov) was 39. It was 33 for private-sector employees (Pvt) and 41 for the self-employed (SE)

This would seem to reflect that the public and private sectors only recently opened their doors to blacks and others

But it holds the promise that median salaries for non-whites in the various occupations could appreciate considerably in real terms as they advance up the career ladder

The incomes of non-white graduates run reasonably parallel with those of white graduates

The biggest earners were the 49 medical specialists, with a median income of R140 000 and 25 percent earning above R177 400

Then came chartered accountants, with an income of R100 000 and 25 percent earning more than R150 000

Company directors were next, with a median income of R114 000 and 25 percent earning more than R140 000.

Occupation	No	Employer	Median income	25 percent earn more than
Engineer, technician, architect, etc.	25	Gov	48 000	57 800
	79	Pvt	59 800	73 100
	15	SE	76 000	96 000
Engineer	20	Gov	54 300	58 500
	63	Pvt	61 100	75 100
Electronic engineer	15	Pvt	62 000	81 000
Civil engineer	12	Gov	56 600	58 600
	13	Pvt	66 500	76 200
Computer programmer	14	Pvt	40 800	50 200
Comp systems analyst	20	Pvt	54 100	65 400
Chemist	22	Pvt	46 200	61 000
Medical practitioner	72	Gov	66 400	79 300
	213	SE	100 000	130 000
Medical specialist	19	Gov	86 400	99 100
	49	SE	140 000	177 400
Dentist	10	Gov	69 000	78 100

NEW TRANSPORT ACADEMY WILL IMPROVE BLACK MANAGEMENT

A NEW transport academy aimed primarily at training blacks for management and entrepreneurial opportunities in transport has been established in Newtown, Johannesburg. The National African Federated Transport Academy (Nafta) opened its doors this month at the National African Federated Transport Organisation (Nafto) College in Newtown. *SITimes 8/3/92 (Touch Times)*

The academy, which will be run on a non-profit basis, offers Nafto members and the community at large a variety of multi-modal transport training programmes, both full-time and part-time.

Permanent employees are catered for with after-hours classes and there are semi-correspondence courses for those requiring limited tuition.

Taped audio and audiovisual courses will be available for students with a low level of literacy. These will be in English initially, with other languages following.

The courses cover four main areas at varying entry levels of advancement:

- Fundamental business processes and tasks;
- Business skills;
- Management development; and
- Strategic management.

SKILLS

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The courses are designed effectively to counter the lack of formal education among adult employees, entrepreneurs and prospective entrepreneurs, and are geared to provide a high level of usable, transferable knowledge and skills in the short-term.

Among the specific courses offered are:

- Diploma in Road Transport Management — three one-year courses designed for effective road transport management;

- Owner-driver course — a self-paced course at four levels providing the necessary skills to start a business or improve skills of employees;

- Passenger transport management — a short correspondence course to equip businessmen with business skills to operate a small-scale passenger transport undertaking;

By MAX BRAUN

- Personal development course — a four-level course for personal development in management skills and behaviour; and

- Road transport technical management — a two-year course to provide for effective management of technical functions in transport.

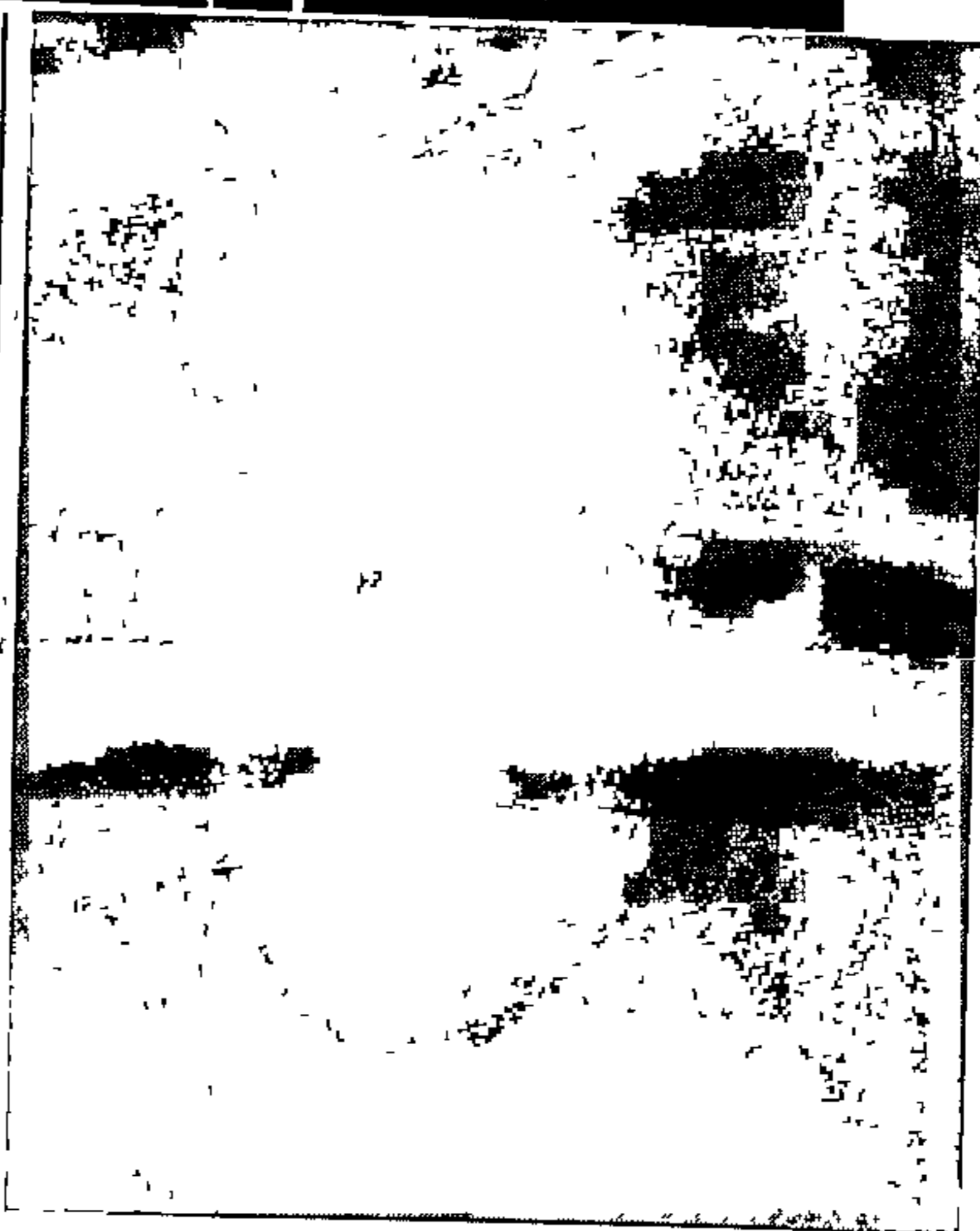
Other programmes and courses deal with security management and basic economic principles.

Full details can be obtained from Nafto (011) 492 1304, or the Research Unit for Transport Economy at RAU (011) 482 1877.

Nafta's acting principal, Natise Matlhoko, gives an example: "Prospective entrepreneurs can be equipped with basic business processes and tasks (level one), and then be provided with business skills (level two) in order to start their businesses."

Professor Wynand Pretorius, of the Research Unit for Transport Economy and Physical Distribution at RAU, has been appointed project manager of the academy. He has been involved in developing and managing road transport management training for the past 12 years.

The establishment of Nafta is seen as an important step in providing facilities and effective training for Nafto members and anyone already employed in, or interested to start, a career or business in the transport industry.



ANDREW LUKHELE ... thrives on challenges.

From stokvel organiser to top bank post

By ZB MOLEFE

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CIP/MS 8/3/92

IT'S been quite a leap from the world of stokvels to the world of high finance for Andrew Lukhele.

But the National Stokvels Association of South Africa president takes his recent appointment to the board of Future Bank in his stride.

To him the the language of money is familiar. It saw him organise the township stokvel movement into a respected form of generating wealth

What does it mean to be on the board of Future Bank? And, perhaps, more crucial, making this leap at a time of a declining South African economy? Added to this the bleak economic picture marked by the number of failed black economic efforts.

"It's true that there has been unfortunate (black) business failures. But that does not mean blacks are incapable. There are quite a number of impressive (economic) initiatives coming from the townships at the moment," he retorts.

"The lack of a well-rounded business education for blacks is an obvious handicap. That is why the fledgling black business is faced with a legion of problems which seem insurmountable."

But Lukhele believes all that is changing. A number of black economic efforts have at last realised that expansion and increased business knowledge is the name of the game.

He should know. He cut his teeth in the tough financial school of the informal sector as organiser of stokvels. It was this education that saw him voted into the boards of the Urban Foundation's Group Credit Company and the Foundation for Entrepreneurship Development.

He is also founder and executive member of the Foundation for African Businesses and Consumer Services

This, more than anything, explains why he leapt at the chance of serving on the Future Bank board.

"Anything carrying the label 'informal' has a stigma," says Lukhele

Lukhele reasons that the informal business sector is essentially a survival activity for the majority of blacks. A changing South Africa is presenting blacks with opportunities. It is a South Africa without all those laws which stifled and controlled meaningful black economic activity.

"That is why we need to venture into the country's mainstream economy. The Future Bank is one example of this. It's a big challenge.

"We have to prove to the man-in-the-street that we have what it takes," Lukhele says.

But he adds a note of caution. Because blacks have been denied skills which have led to business failures in the past, they must guard against history repeating itself.

"We must be careful not to buy skills that will encourage our dependence on others," he said

Affirmative action urged by chief executive

Pressure is needed on Big Business

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Sowetan 10/2/92

AFFIRMATIVE action should be a voluntary process based on addressing the inequalities in the business area.

In the South African context seemingly some form of pressure needs to be exerted

The big corporations have been warned so many times in the past for unjust practices presently existing in their administration and all these messages have fallen on deaf ears

White business has never for once believed that blacks have great potential and can ad-

Following articles on affirmative action in Sowetan last week PHIL KUMALO, chief executive of Business Challenge, says the practice is acceptable, but should not be enforced.

equately alleviate the skills shortage we have in this country

I have noticed many companies bypassing blacks only to promote whites, who at times are trained by the blacks whom they have to control

The politics of the country of apartheid are

actively alive in many companies and organisations

For example, I cannot for once reconcile the fact that we still see many whites in posts which should have been suitable for blacks Think of hospitals in our townships - why can't we see a black superintendent in places like Katlehong hospitals, Baragwanath, Kalafong, Kagiso, etc?

Think of black pilots or hostesses - we know that there are some qualified exiles who can be pilots today and do an excellent job Some come from places where the best pilots have been trained, like Ethiopia, etc

But their skin is the wrong colour

Only today the DET thinks of promoting blacks above the inspectorate level This is long overdue

Every Sunday we read about "People on the move," yet you are lucky to see any black faces on the move This is not a true reflection of the society of our country

We need to correct this as a matter of urgency. Companies must be colour-blind

My opinion is that

companies must adopt an affirmative action policy whereby they spell out the objectives which they have to achieve in the next five years

When we talk of the new South Africa, we are talking integration in totality

My suggestion is that we see blacks (say 30 percent for now) on company boards I know the usual cry is that they are not there This I vehemently dispute I know of many blacks who can fill these positions today

Referring to companies which produce products which are predominantly consumed by blacks, even services used by blacks, such companies have no excuse for not having 50 percent blacks on their boards

I can foresee in the near future most companies receiving a directive from the powers-that-be

to have a certain quota on their boards, and I want to believe that this might not be that palatable

Hence it is far better to do this voluntarily while time is still on your side

When one looks into the future, this problem is bound to escalate since the present youth currently studying in technikons and universities will qualify and look for jobs which have to be genuine and proportionate to their qualifications

We cannot afford to talk of a shortage of skilled labour when we have millions of people at our disposal - much cheaper than the expatriates

It is very costly to bring in skilled foreigners

I therefore appeal to the chairmen of companies to put affirmative action on the agenda for their next meeting.

PHIL KHUMALO . . . "Companies are bypassing blacks in favour of whites for promotion."

Train blacks for top jobs - callers

Sowetan 5/2/92



By IKE MOTSAPI

BIG business should train and promote blacks to senior management positions if they hoped to correct the imbalances caused by apartheid, listeners to the *Sowetan/Radio Metro* Talkback show heard last night

Dr Sylvia Moeno, who has written several articles on affirmative action, said this was a way of opening "up doors that have been previously closed to a section of our community by apartheid laws."

She said affirmative action was one of the ways of redistributing wealth to "politically disadvantaged" people

Moeno said, however, that affirmative action would only succeed if there was a total transformation of the political situation in the country

Suicidal

Lucky from Modderfontein said big business was dominated by white males in the country.

He added: "This has to stop if affirmative action is to be a success

David from Rosebank warned that it would be suicidal to "just appoint blacks to positions in senior management even when they did not have the skills and qualifications to handle the job"

Monty from Maritzburg said blacks had to be properly trained before being considered for senior management jobs

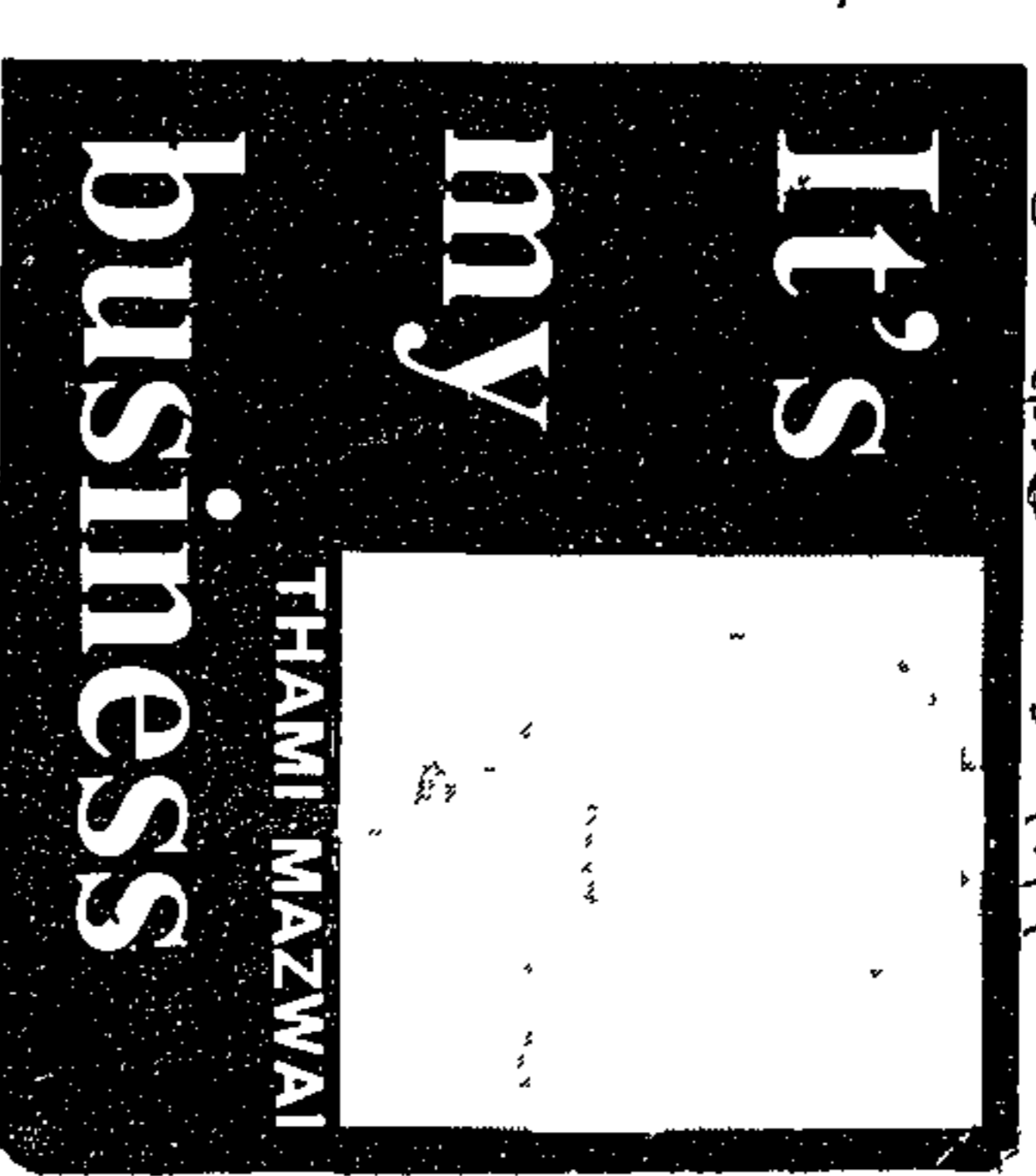
A LITTLE empathy could help the white business community understand Dr Sam Motsuenyane's suggestions on black economic empowerment.

He wants what they want - redistribution through growth - but he wisely links this with continuous black advancement at all levels of the economy

Motsuenyane says: ● 30 percent of board members of JSE-listed companies should be black, ● 40 percent of shareholding at these companies be black, ● 50 percent of purchases should come from black businesses and, ● 60 percent of managers should be black

This would apply to companies listed on the Johannesburg Stock Exchange and be attained over 10 years
Big business responds,

Plan will spark economy



exports and the manufacturing industry

A leading development economist says. "Countries which dominate the global economy are those which can manufacture goods most efficiently, develop technology for new products and processes the fastest, and win the biggest share of other countries' markets for their exports"

Disadvantage

Our major companies are thus forced to be cost-effective, and will hire experienced managers and buy from seasoned suppliers. This puts blacks at a disadvantage

However, Motsuenyane still has a case
Firstly, as the white electorate voted for apartheid, and this policy is

responsible for our lack of technical and management expertise, why punish us for not having these skills?

Secondly, as a lot of companies, for instance Anglo American, Barlow Rand, Anglovaal and others, have already started on the route suggested by Motsuenyane, why the outcry?

Thirdly, we are not talking *accepted market principles, sensible economies or any of those nice sounding terms*, we are talking of basic survival and our development as one nation

Western countries are deadlocked in the GATT talks, an international forum regulating trade between nations
Some insist subsidies to farmers must be retained, others see them as an unfair trade practice, while

others want them scrapped altogether. In short, countries are looking at their own interests.

Our national interest is to bridge the economic gap between black and white. Furthermore, all things being equal, Motsuenyane's formula will stimulate the economy to some extent

Bolster

An increase in black managers and the purchasing of supplies from township entrepreneurs will bolster black incomes

An increase in the sales of cars, furniture, white goods and other upper bracket goods will follow the increase in consumption that spontaneously happens when incomes go up.
In turn, factories for

these items become busier and jobs are created

Buying from township suppliers also attracts more blacks who will want a piece of the action - this time as producers

Keener competition will develop between township entrepreneurs and some will now want more skilled people, and more advanced capital equipment will be bought to get an edge over rivals.

As Motsuenyane's formula has a 10-year time frame, companies can plan over several years to achieve these targets

The sting is that stereotypes in management levels who are determined to keep the economy all white, will now be forced to consciously seek out black managers, or select and develop from the staff they have, and will also tap the townships for entrepreneurs who will supply some of their needs.

'Do not be scared of a future govt'

SV B/pay 29/1/92
SHERIDAN CONNOLLY

THE business sector has a major role to play in assisting in the creation of medium-sized black business and should begin making in-house efforts to redress current inequalities, Rand Merchant Bank executive director Rudolf Gouws said yesterday. (176)

Addressing the Johannesburg Junior Afrikaanse Sakekamer, Gouws said the business sector should be cautious but not scared of a new government in SA.

Socio-political stability would be a prerequisite for economic growth but there was now growing consensus that both policy targets were mutually interdependent, Gouws said. The ruling government in a "new SA" would need to achieve a suitable balance between the two targets. (177) (178)

Commenting on economic policy issues in a "new SA", Gouws said it would be important for a new government to attract higher levels of foreign investment.

Gouws said to do this a new government would have to ensure internationally competitive after-tax returns in order to build investor confidence and attract foreign investors.

ANC plan to train its 'lost generation'

B/Day 24/1/92 (176)

B/Day

PATRICK BULGER

THE ANC has launched a scheme to train the "lost generation" of its young lions — the teenage street fighters of the 1980s, the exiles and Umkhonto we Sizwe soldiers.

ANC programme co-ordinator of human resources Papie Moloto said yesterday the ANC had recognised that a generation of South Africans had lost out on skills development and that they were "people with problems".

As a start, a seminar on skills development would be held next month to explore the options available in the development of skills that would be vital regardless of who constituted the next government.

"We are looking especially at those who were involved in the struggle as activists. They can toyi-toyi today, but we need the skills to produce," he said. The ANC realised it was not enough to criticise "The criticism has to stop and it is time to look at what has to be done," Moloto said.

The seminar will focus on education through production programmes in Africa and South America. It will be addressed by Zimbabwe Federation for Education with Production director M Fungati and a skills development specialist from Latin Ameri-

ca, Palmari de Lucena

Other speakers include ANC secretary general Cyril Ramaphosa and a speaker from Cosatu who will be asked to explain the trade union federation's approach to skills development.

Moloto said the ANC had recognised that regardless of the gains it may make at Codesa, it would not be in a position to turn them to advantage unless people possessed skills that would enable them to improve their standards of living.

The ANC envisaged skills development being undertaken in the fields of mass electrification and squatter settlement.

Moloto said the first seminar of this sort took place in Harare early last year. The ANC realised that skills could not be developed in isolation and that it was important to tap into existing structures. The ANC was anxious to learn from the experiences of other developing countries and to avoid making their mistakes, Moloto said.

The seminar is entitled Shaping the Future and will be conducted for three days at the Braamfontein Hotel from February 14

Azap
yest



Exhume Motsuenyane's plan

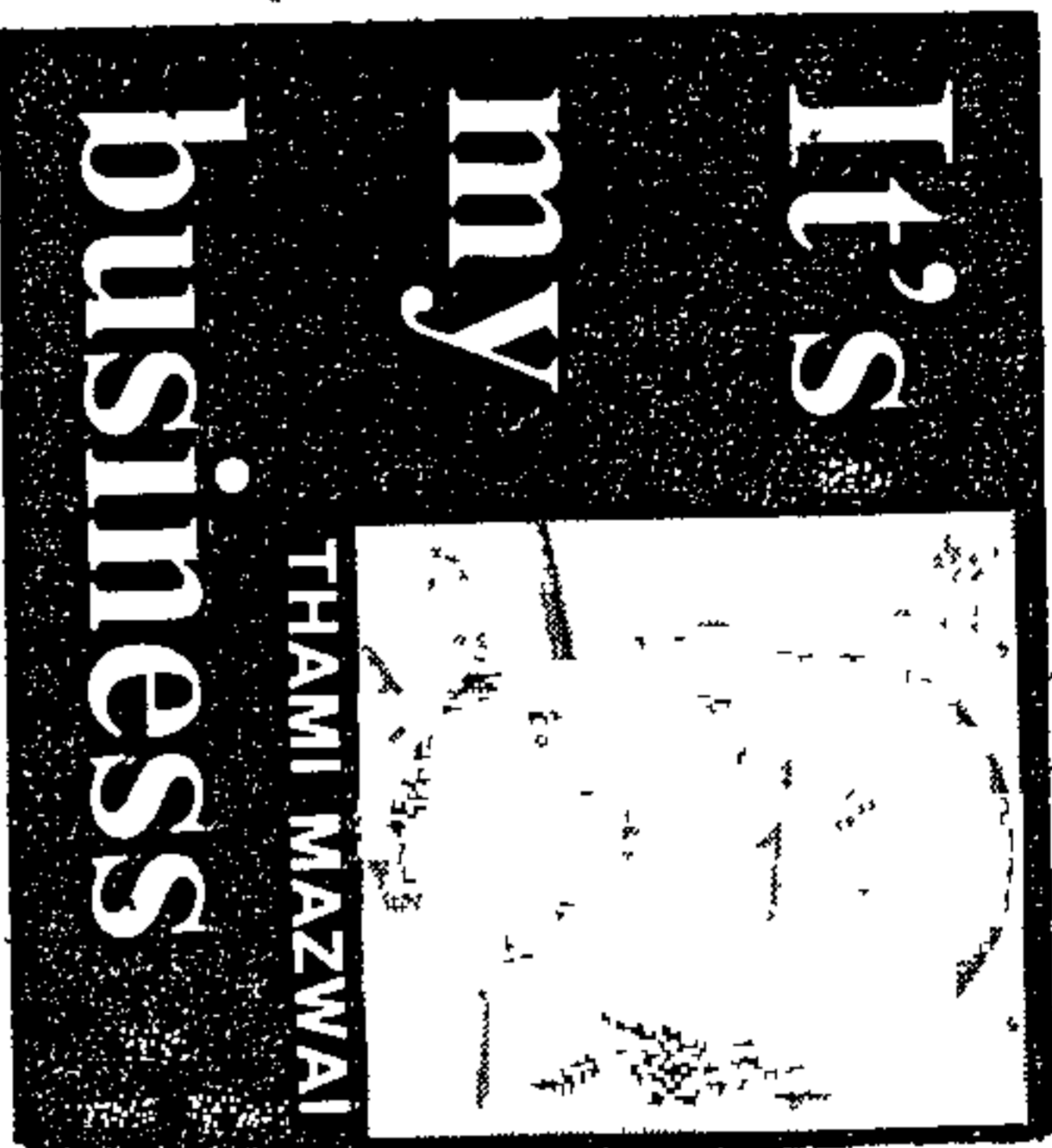
Sauerstein 23/1/92

THE Sam Motsuenyane document on black economic empowerment must be exhumed and placed on the table as the economic Codesa continues.

Obviously at this stage the parameters of socio-economic restructuring are being discussed, but the Motsuenyane document needs to get a closer look in one of the working groups

Two years ago Motsuenyane incurred the wrath of white business when he said

All companies listed on the Johannesburg Stock Exchange must have about 30 percent of their board members chosen from the black



community.

Forty percent of their shares must be in black hands,

At least 50 percent of their purchases must be from black suppliers and contractors, and

At least 60 percent of their top managers must be

from the black community

All this, he said, must happen over a period of 10 years. As usual, and despite the time frame, the bulk of the white business community was enraged. Only the white Institute of Directors supported the scheme.

Blacks rallied behind

Motsuenyane

Looking at what he said, I wonder what the fuss was about, and why a leading white financial weekly contemptuously called this "corporate dreams".

This is not the only time that the white business community has come out smoking when our leaders speak about economic reconstruction.

Last year an ANC workshop suggested, - mind you, merely suggested - that the "haves" be taxed and there was an outcry. Then Mr Nelson Mandela talked about nationalising some major institutions - and we had another outburst.

Every time the PAC, SACP and Azapo have opened their mouths, the white business community has gone into convulsions. Is this community suggesting, as the finance weekly

did, that things are now near normality? What about the fact that blacks still languish at the bottom of the scrap heap while whites live in luxury?

The education system and other apartheid laws have ensured that we are denied business acumen and knowhow, and whites are thus always on top.

A look at income differentials published by the SA Institute of Race Relations shows that in 1990 blacks on average earned R12 660 a year, and whites R43 332.

This is the sad story of apartheid and the system is now so deeply ingrained that it no longer needs legislation. It will need major surgery, and for that matter without an anaesthetic, to ensure apartheid dies. And the Motsuenyane strategy, simple and pragmatic, is nowhere

near that type of surgery.

If whites oppose the Motsuenyane plan, can they just say what they are doing to benefit blacks on a grand scale as Motsuenyane's plan would?

Even this year, programmes to develop managers run by universities have a white intake of more than 90 percent. This shows that white organisations are just not prepared to absorb blacks into positions of control and influence.

Instead of lambasting Motsuenyane, white businesses should be queuing outside his office, asking him when and how to start. Motsuenyane deserves a medal, for he has come up with a programme which will give the hilly-white corporate world a South African face. What I suspect is that

white business wants to maintain that much vaunted market system without us first agreeing to it, and then saying how it should be adapted to benefit blacks.

Privatisation and the introduction of VAT are two examples of this general ploy to impose an economic system on the next government. What we must not forget is that the economic Codesa deals with the basic necessities of life, what the struggle was about in the first place.

Solutions such as the one suggested by Motsuenyane must be encouraged because - as I will show next week - they will stimulate the economy while uplifting blacks.

Affirmative action needed

THE years of burying our heads in the sand are over.

Companies must graduate from talking about affirmative action to implementing the ideas

Changing attitudes and behaviour in a company is not an easy task, but freeing the work environment from discrimination is the only road for South African companies to follow

Affirmative action restructures or equalises society. It takes time, money and conscious effort to have an affirmative action policy that works!

Although reverse discrimination has always been a contentious issue, affirmative action programmes do not exploit white workers, and they are not used to the detriment of the company

On the contrary, they aim to create better tolerance between the various races within the organisation, address the differences and show how these can be used to enhance the workforce

Equal opportunity begins when discrimination is eliminated from the organisation's policies and procedures, and this change will determine a company's future

A major problem facing black workers is structural discrimination which includes selection criteria, employment conditions, and salary and benefit scales

No matter how educated

Mr Gideon Malherbe is the affirmative action consultant at the training branch of Anglo American. He facilitates affirmative action processes in the organisation by looking at it from the political, social and economic angles. In this article he tells why his organisation supports affirmative action.

sovefen 14/2/92

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practices from their corporate cultures

The consultants assist the companies in identifying its problem areas and developing solutions. The process is ongoing and takes place over a period of three to five years

Another mistake that many SA companies make is in comparing affirmative action in SA to the failures of the process in the United States. The severe criticisms received in the US do not apply to SA due to the vast differences between the two situations

In addition, the US has no existing affirmative action laws, whereas SA will certainly implement various laws to enforce the system

The ANC and Nafoc are recommending legislation which stresses that 30 per cent of all executives throughout the country must be black within 10 years

The legislation talks of quotas, but it is important to consider the alternative, the Best Endeavour theory, which should not be perceived as "selling out"

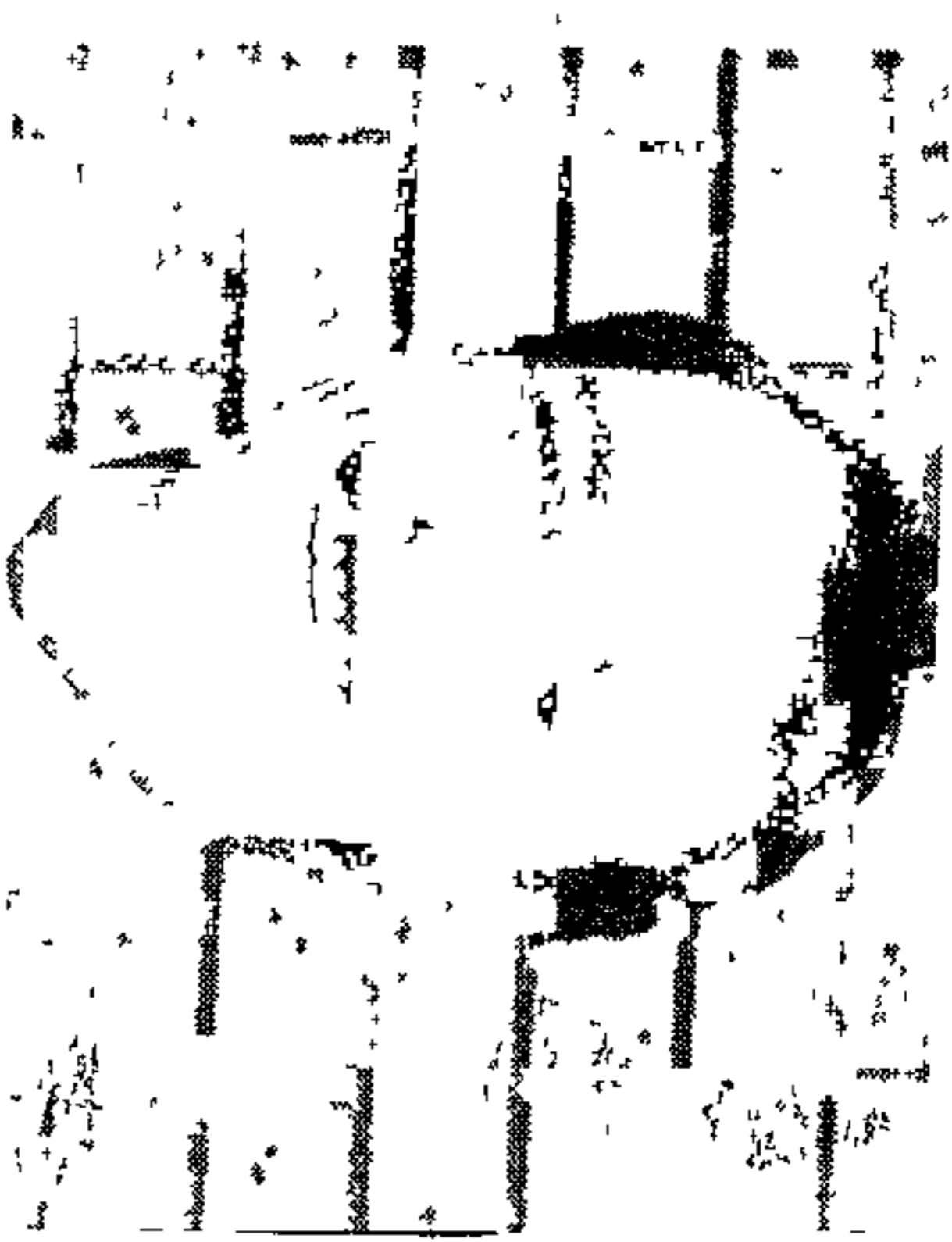
This concept agrees to a time limit for black

blacks and whites will exploit or support the system. Will blacks use it to their own advantage to compensate for the "wounds of racial oppression"?

will whites simply "pay lip service" to the idea continuing to discriminate in the workplace? People are the most essential part of any organisation and, as soon as management realises that all people, including the non-dominant groups, are equally responsible for the success or failure of the company, the country will forge ahead and place itself in a position to compete with the rest of the world

South Africa must wake up to a discrimination-free society, so that we can reap the benefits from our diverse population. The potential for success is enormous

Gideon Malherbe of Anglo American



14/2/92

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structures discriminate against the black employee.

Problem

Although this is changing slowly, it is important to remedy this problem with a more concerted effort so that individuals can be confident and secure in their jobs, and thus can perform to the best of their ability

Black advancement cannot take place without affirmative action. But SA organisations need to address the complexities associated with the lack of business experience and recognise that it is as important to prepare an individual for the workplace as it is to enhance his skills and techniques

This is where training is essential to the success of affirmative action. The absence of training when implementing this process is counter-productive and works against the process of change

No organisation needs to attempt these changes without assistance. There are various ways of encouraging and implementing affirmative action, and any organisation, large or small, can use the assistance of impartial and professional affirmative action consultants

Anglo American has created an affirmative action programme based on a considerable amount of research and experience. This programme was established to help companies eliminate discriminatory

difference is that it measures the effects and decisions and the "best endeavours" of each company over that time scale, and does not force a "quota of blacks" into the company at the end of the time limit.

South Africa should not fall into the trap of affirmative action as a systematised and legal process where the court determines what happens in industry instead of management and individuals

Companies should be measured by the strength of their conviction and the methods they use to implement the process - not by their "token" blacks, but by the efforts in training and encouraging their black employees

Breaking barriers through active participation is the only way to ensure SA's survival. Although it is essential to educate the youth of tomorrow before we suffer another lost generation, the key to economic survival lies within the organisation

Only those companies which are willing to use the key to open the doors to a new way of life will strive ahead of their competitors economically, socially and, more important, ethically

One question, however, remains unanswered by affirmative action: The extent to which South African businesses and industry will commit to affirmative action and equalisation. Successful affirmative action depends on whether

Affirmative action vital for peace, says judge

STAR 24/4/92

By Michael Sparks

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Affirmative action was needed — even at great financial cost — to ensure lasting peace in South Africa, Mr Justice Pierre Olivier, vice-chairman of the SA Law Commission, said in Johannesburg yesterday

"Affirmative action may be discriminatory, but it is in a sense healthy, because the elimination of inequality will bring peace ... which makes these sacrifices a small price to pay," he said.

"If we have respect for human rights, it must not just be those rights which suit our pockets."

The judge, who headed the Law Commission's report on a Bill of Rights, was the

main speaker at a Bill of Rights seminar, organised by the Department of Justice, at Goudstad Teachers' Training College

He said that if South Africa was earnest about the need for a Bill of Rights to protect all its people, then the "haves" would need to make great sacrifices for the benefit of the "have nots".

Since groups competed for political dominance as a means of protecting themselves, they needed to be given the assurance that their rights would be protected in the form of a Bill of Rights.

It was necessary to educate and prepare all citizens to understand their rights and obligations in terms of such a Bill

ANC sticks to affirmative action

THE ANC refuses to reverse its commitment to affirmative action for blacks. (176)

This emerged this week in a draft document, entitled "ANC Policy Guidelines for a Democratic South Africa" *Clpnen 3/5/92*

"Affirmative action has been proposed with a view to establishing a law-governed, progressive and equitable way of ensuring advancement without, on the one hand, freezing present privileges or, on the other, going over to arbitrary compulsion and self-help," the document notes.

The ANC said it does not support giving positions to unqualified people simply on the grounds of race or gender, but insists that highly meritorious people who have been "unjustifiably kept out of jobs, denied advancement in their careers and excluded from training, be given their due".

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Affirmative action supported

B1 Day 29/5/92

(176) (176)

SUSAN RUSSELL

MOST urban blacks support affirmative action in the employment field, according to a survey published by Market Research Africa this week

The survey found two out of every three urban blacks were in favour of blacks being offered jobs rather than whites, even if black applicants were less qualified

The findings are based on interviews with 2 000 urban black over the age of 16, representing over 7-million people

The largest groups in favour of affirmative action employment policies were in sales (52%) and office workers (49%)

Next came students and skilled blue collar workers, 38% of whom felt blacks should be given a chance even if they had fewer qualifications, while 34% of unskilled blue collar workers were in favour of the concept

Market Research Africa found that fewer people in professional and managerial positions believed employers should discriminate in favour of blacks when taking on or promoting staff

People whose home language was Sotho (51%) were also more likely to en-

dorse the concept than those whose home language was Zulu (37%) or Xhosa (31%)

Market Research Africa chairman and MD Clive Corder said it was simply a matter of time before SA followed the US example of instituting an affirmative action programme to level the playing field as far as employment was concerned

"However, it should be recognised that while this may please one sector of the community, it will upset another

"Reverse discrimination could well have negative social and economic repercussions," said Corder

Meanwhile, the results of a similar survey published by Market Research Africa last week revealed that two out of five urban blacks supported a programme of redistribution of wealth by law

That survey showed that 38% of urban blacks in the Cape favoured redistribution while 37% in Transvaal, 31% in the Free State and 25% of those living in Natal supported the idea

● See Page 7



Curfew greets royal return

B1 Day 29/5/92 . Business Day Reporter

LESOTHO's deposed monarch King Moshoeshe II returns to Lesotho this weekend from exile in London

He was exiled in 1990 by Lesotho's military government and replaced by King Letsie III Moshoeshe is demanding the reinstatement of executive powers to the monarchy ahead of a general election this year

Sapa-AP reports that police imposed a nighttime curfew and set up roadblocks outside the capital ahead of his return, citing public safety as a reason for the measures

Moshoeshe is scheduled to fly into SA on Friday and to drive to the royal village in Lesotho on Saturday



Support for ⁽¹⁷⁶⁾ ~~(120)~~ Affirmative action

TWO out of three urban blacks are in favour of blacks being offered jobs rather than whites, even if less qualified, according to a survey conducted by Market Research Africa. *Sowetan 29/5/92*

Sales (52 percent) and office (49 percent) workers were most likely to feel blacks should be given the chance of a position, even if they had fewer qualifications, followed by students and blue-collar skilled (both 38 percent) and blue-collar unskilled (34 percent), Market Research Africa said in a statement

However, fewer people in professional and managerial positions were supportive of the opinion that employers should discriminate in favour of blacks when taking on or promoting staff

The results were based on personal interviews conducted in the second half of 1991, with a representative sample of 2 000 urban blacks aged 16 and over representing 7 million people

"It's simply a matter of time before South Africa follows the example of the United States in instituting a positive action programme to level the playing fields in terms of employment," said Mr Cliver Corder, Market Research Africa's managing director

"However, it should be recognised that, whilst this may please one sector of the community, it will upset another. Reverse discrimination could well have negative social and economic repercussions" - *Sapa*

18 Southbusiness

NEARLY all major employers in South Africa claim a commitment to affirmative action but the larger part of the business community sabotages and undermines it, says Mr Gilad Stern of Eden Africa, the only exclusively black recruitment agency in the country.

Stern says employers use subtle and largely unconscious mechanisms to avoid implementing affirmative action.

Even with job reservation abolished some years back, blacks found entry into the corporate/executive workplace virtually impossible. Only a few companies and some large mining companies made space for the few young black executives who could not be kept down.

With a new dispensation on the cards and the possibility of an ANC government, affirmative action is an option for a future government to force business to redress inequality.

There will be affirmative action in this country, because business is resisting it — because it is not being done voluntarily," says Stern. He believes business could avoid the trauma of a radical and forced implementation of affirmative action by voluntarily embarking on it.

"Companies talk a great deal about employing blacks, to present a progressive approach," says Stern.

"But we found from our experience that behind the progressive façades are the same old biases and prejudices. They just want to show that they are trying while in fact they were never committed."

Stern describes some complex systems to keep black people out. "Companies claim to be 'colour-blind', offering 'equal opportunities', taking 'the best person for the job'," he says. "But a policy based on 'taking the best person for the job' will inevitably take the whites, who went to the best schools, had the best education and speak the languages most used in the business community."

"Essentially the opportunities are never equal."

"Because blacks have had fewer opportunities and because white experience of blacks has often been in menial positions, blacks are perceived to be incompetent. That of course is not true. But as a consequence blacks are often employed as tokens and brought into 'soft' areas, like personnel and human resources, where they are perceived as able to do less damage, or as trainees, another way of perpetuating the apartheid paradigm."

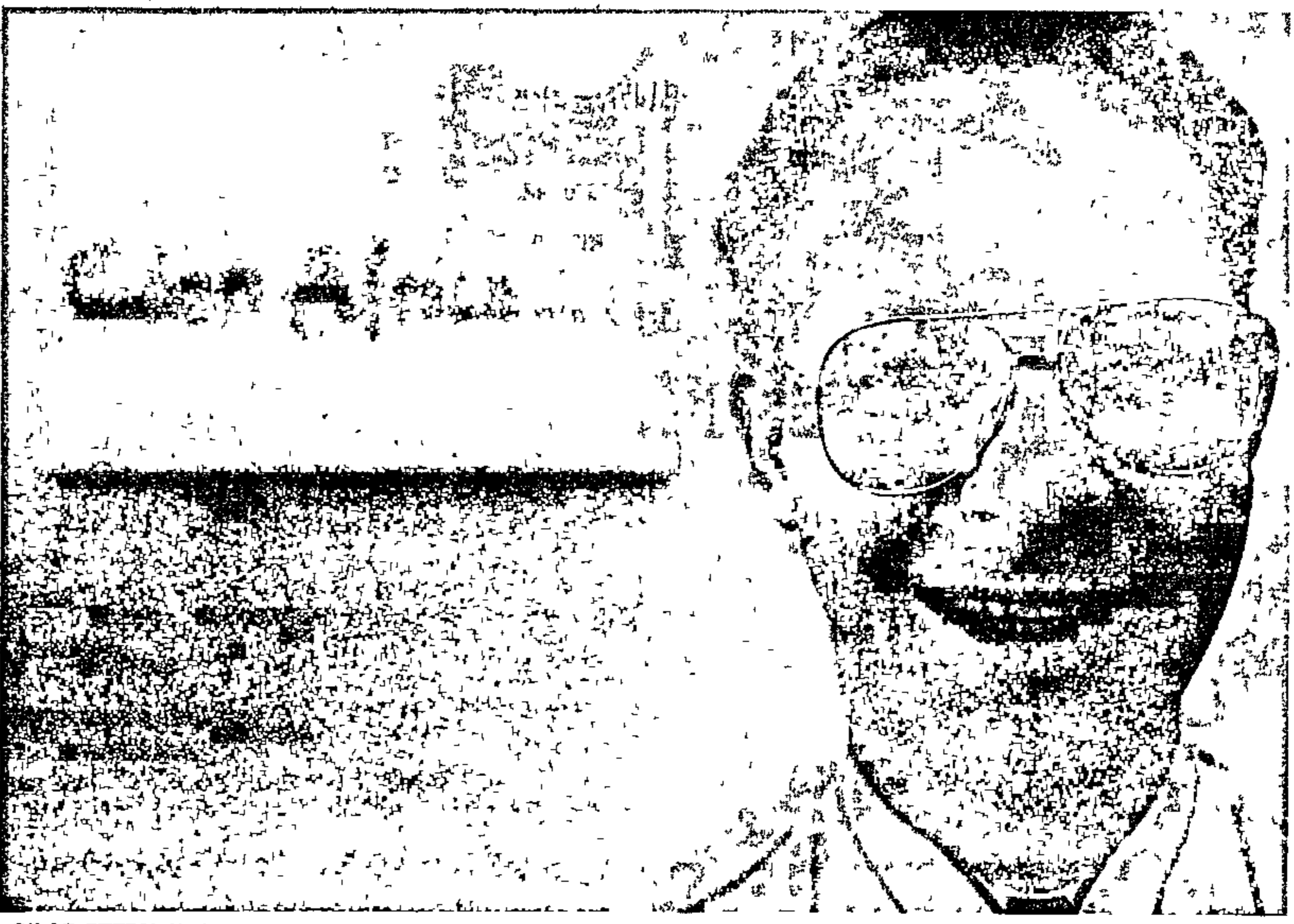
An example is Jabu, a graduate chemical engineer, who in his third job went into his third traineeship.

He says "I'm always in training. It's my third traineeship. They see me, they want to train me."

Many companies want to test job applicants, either by quantitative forms of testing, like psychometric and IQ, or by personality testing. Stern is opposed to these, claiming they are inherently prejudiced.

"The best companies we deal with don't use them because they have a racial bias," he says.

"Blacks will obviously score poorly because the tests are designed by whites for whites — they quantify things which come with white cultural knowledge. Companies which are using quantitative testing are using what we regard as an unfair practice — a form of assessment which has racism at its basis. They fancy-dress it, but companies are



GILAD STERN He believes business should avoid having affirmative action forced on it by implementing it voluntarily

Photo Yunus Mohamed

'One client said: Give us a black who can walk on water'

Affirmative action being tripped up by business (176)

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I'm always in training. It's my third traineeship. They see me, they want to train me'

using testing to keep blacks out"

Stern describes the recent phenomenon of companies taking on what they call "fantastic blacks" and asking for more of them. "One client once said 'Give us a black who can walk on water'."

"Another said 'We've got a fantastic black, give us another', as though we could produce a clone. An ordinary white can get a job, or even an ordinary coloured. Fantastic blacks can get jobs, but ordinary black people cannot."

Monde is a Zoology honours graduate who cannot break into the business world. He described the feeling of being looked at curiously during interviews, as though under a microscope, and regarded as a

"new kind of animal" coming into the organisation.

"You have to be squeaky clean," he said. "Anything which might raise an eyebrow might start working against you."

Can white employers relate to young black executives who want a piece of the action? The "fantastic" black is the one who somehow manages to fit in socially with his business peers. He has to be the rare species of "white-encultured" black who has given up his roots to imitate his white business peers. Then he is "fantastic" and they clamour for more of this novelty.

"The amazing thing is the double-talk," Stern continues. "Prestigious, large and important companies have policies that claim, 'black recruitment', 'affirmative action', 'black advancement' — (there are a number of phrases), but there are tremendous obstacles put up by line people, who are being allowed to succeed."

"So while you have a company policy which says, 'we must bring in the black people', the line people inevitably block that by saying that they cannot find the people or that what they found was not good enough. Or they keep on moving the goalposts, asking for a B Comm graduate with one year's experience and then, when you produce three such candidates, they claim to have found a 'better' candidate with three year's experience, who happens to be white."

"The mission statements are

there. The goals are there, the targets are there. But in truth, the supply of black candidates exceeds the demand."

"What we are saying to companies is 'You can't just be colour-blind, you actually have to practise affirmative action. The number of firms actually practising affirmative action voluntarily is very small, but they are outstanding companies,' says Stern.

So what is affirmative action? According to Stern, affirmative action is giving the job to black applicants in all cases except where they do not meet minimum requirements.

"Sure, the company might be able to get a 'better' white employee," he says, "but the white candidate might be over-qualified. And as long as the black candidate is competent for the position, the company is not losing out — it's time to provide the opportunities where they are long overdue!"

But Stern doesn't believe business should just employ blacks for altruistic reasons. He believes blacks are "good for business." Companies have, in fact, good, self-interested reasons for wanting to employ blacks.

In a new South Africa, blacks can be expected to enter a cross section of institutions and organisations and the first of these will probably be the civil service and government structures. Therefore, companies

wanting access to top-level people would want to be representative.

"There are companies in South Africa which are totally non-black, which have no opinion-makers or any voice representing the communities affected by their decisions. They have no representation of the people whose labour and exploitation created the wealth on which the country has been built."

"Without blacks, companies will not be able to communicate with top-level structures. When companies try to persuade a future democratic government that it is important to spend money on oil exploration, housing or education, a pure white team arguing their case will not make much progress."

"If they have a few black people with integrity (not just window-dressing), who can argue the needs of the people, the community's needs, they will have more of a chance."

The growing class of black consumers will also demand products catering for their specific needs, so companies will need black people who understand these needs and who can develop products specially suited to these markets, as well as people to liaise with black consumers on issues of customer services.

"People should employ blacks, not only because there have been inequalities, but because they perceive that, in terms of their markets, it's good for business."

— TED MAGILL

Redressing discrimination through affirmative action

South 31/11-5/2/92

(176)

By Anthony Ndlovu

ANY WHITE South Africans, specially those who have been beneficiaries of affirmative action programmes adopted by successive white minority governments, now complain such programmes are discriminatory or exploitative

However, disadvantaged black communities see affirmative action as redressing economic imbalances caused by decades of discrimination and exploitation

According to Mr Asbjorn Eide, director of the Norwegian Institute of Human Rights, affirmative action is a process of advancing equality in the enjoyment of human rights within societies where there has been systematic discrimination.

Despite criticisms of affirmative action by whites, the South African civil service has historically been the preserve of Afrikaner males, said Um-

iversity of the Western Cape economist, Mr Job Mokgoro, at a recent conference on affirmative action

The service has been used to provide employment for unskilled and uneducated Afrikaners to address the "poor white" problem, to implement the ideologies of the apartheid state, to distribute resources so that major beneficiaries were and continue to be privileged white communities

Thus, Mokgoro argued, the public service had over the years experienced serious legitimacy problems, specially among blacks

There have been demands that the inclusion of blacks in public management be accelerated through affirmative action programmes.

Mokgoro said, however, that affirmative action within the present state structure would be extremely difficult to achieve without any effective process of transformation.

"Only if there is fundamental change taking place in the public service will

affirmative action have any meaning at all

"This will have to happen soon, otherwise we might find ourselves faced with the same problems that some African countries are still experiencing," he said

The future democratic, non-racial state, therefore, will have to back up affirmative action not only by removing discriminatory laws from the statute books, but also by creating laws that encourage equality

Until recently the South African statute books were filled with legalised discrimination and the law was aimed at making whites perpetual masters over blacks, Mokgoro said.

The attitude of the disadvantaged group itself played an important role in promoting affirmative action. For their own promotion, disadvantaged citizens had to take advantage of the positive atmosphere created by government.

However affirmative action may be enforced, enforcement may take different forms, Mokgoro added.

"Commissions could be set up to monitor the advancement of the different types of disadvantaged persons," he said

"These commissions may on their own carry out investigations on the progress of affirmative action in different establishments or they may receive and adjudicate upon complaints by disadvantaged persons"

It is possible that under an ANC government, refusal or failure to either adopt or follow an affirmative action programme may be declared an unfair labour practice and the ordinary procedures designed under the labour law may be followed.

Stronger versions of affirmative action are aimed at an accelerated creation of a balanced society, a society where there is equality in participation at all levels, in political

life, in professions, in the economy and other fields.

A typical version of this is the establishment of quotas for access to education at higher levels, to civil service, to professions to employment opportunities

Affirmative action should not lead to the maintenance of separate rights for different racial groups, the ANC warns.

Mokgoro also cautions that "affirmative action can lead to group conflict since it is based on belonging to a definable group, and gives preference to such members over members of other groups"

"This is why it should not be continued beyond the time when the purpose of equality has been pursued, and measures adopted for affirmative action should not have more harmful consequences for the members of the other group than what is necessary in order to achieve its purpose."

Creating a pool of skills that SA needs

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Sowetan 4/2/92

AFFIRMATIVE action underpins equal employment opportunity and the equalisation of opportunities at the work place becomes an ongoing process and commitment

It is only when we have equality, or the gap has been reduced, in skills and performance that merit can then be used to appoint, promote or appraise performances

Unfortunately, while there is agreement that opportunities must be equalised, there are heated debates regarding the meaning and effects of affirmative action This explains why Mr Sam Motsuenyane was criticised for calling for affirmative action at a business conference in Cape Town

It was argued that it was difficult to reconcile Nafcoc's desire for economic growth, backed by an efficient allocation of resources through the free-market, with its willingness to see both processes impaired at obvious cost to black job creation, by the application of racial quotas

Secondly, one of the many arguments against affirmative action is that it originates from the USA and may not suit our local conditions The two situations are historically and demographically apart

Instead, this strengthens my view as local blacks were damaged by years of discrimination more severely than those in the US

Thirdly, there is a general tendency to say affirmative action programmes are deliberately designed to replace well-qualified, experienced and skilled white South African workers with blacks

As these are in general not properly trained for such positions, they are paid less and thus attractive to penny-pinching bosses This is not so, for any country that pursues such a policy would be committing economic suicide

South Africa is currently experiencing a critical skills shortage, which will continue well into the

FOCUS

Affirmative action has been touted as an effective method to widen the job market for blacks in South Africa. The myths and prejudices against affirmative action are dispelled by DR SYLVIA MOENO, a human resources manager with a leading company. She is a visiting lecturer, who argues that the market place opens quicker and equal opportunities become a reality under this scheme.

21st century, and the next government is therefore not in any position to choose and discriminate between green, khaki, blue or navy skills

How does affirmative action help to equalise opportunities at the workplace? Equal employment opportunities means that all persons, without regard to race, gender, nationality, origin, disability or age, must have an equal opportunity for the job, hire, promotion, benefits, training, and all terms and conditions of employment

Appointments and promotions are therefore based on job related requirements and an individual's qualifications

Affirmative action is then the process that opens up previously closed doors for certain groups of people, for example, blacks, because they were in the past denied educational, economic, occupational and social opportunities

They were thus not able to develop and participate fully in the mainstream economy Taking this background into account, specially designed training and development programmes are to be put in place

These will

Upgrade and assist members of these groups to acquire skills and qualifications that will help them to perform their duties effectively,

Help them to compete successfully for vacant positions and promotions at work, and

Help them advance upwardly in their careers, and in society in general

Emphasis is therefore on education and training (or retraining as the case may be) in order to acquire skills and develop abilities in the financial, technical, scientific, marketing and managerial fields

Opponents of affirmative action programmes deliberately hire or appoint unsuitable people, and these candidates are then used to justify views that members of disadvantaged groups are inherently inferior

Actions like these also promote tokenism as well as reverse discrimination A friend aptly defines tokenism as someone who does not have the necessary skills and/or potential for a particular job

Accordingly, he or she gets thrown into the deep end, and is then watched by his uninterested seniors as he struggles to swim, until he drowns. This was in fact the intention, to prove his inferiority and unsuitability and then draw generalisations

It is unfortunate that myths and assumptions still, to a large extent, affect South African business Factors like race, culture or gender still play a significant role in business decisions

As these biases are harmful, they should be put in their proper perspective An attempt must be made to clearly identify biases and to sort

DR SYLVIA MOENO

them out honestly

A favourable and supportive working environment has to be created for all employees, to enable them to develop to their full potential And, for a manager to do this job properly, (ie, that of managing and developing his staff), such concerns and biases should be discussed, challenged and got out of the way

Avoidance of such issues, or avoidance of confronting such an employee, only stands in the way of business priorities and decisions, and in effect, results in poor management performance, which will sooner or later surface, leading to, serious repercussions

Whereas, preparing his/her subordinates for success and superior performance, ie "grooming for success", will also benefit the manager, as he/she will receive credit for his/her staff's performance and successes

Tomorrow Why it is imperative to have equal opportunities at the workplace

Firms in the black sector have to go extra mile

By JOSHUA RABOROKO

BLACK managers are excluded and have never wielded power in the boardrooms of big businesses because of apartheid, the managing director of Afsure Insurance Brokerage, Mr Kehla Mthembu, said yesterday

Addressing a conference of the Institute of Marketing Management on the theme "How to succeed in the black insurance market", Mthembu said apartheid had over the years dictated to the corporate world not to practice principles of equal opportunity.

He said there was a "glaring absence" of blacks in management structures and obvious exclusion from the boardrooms of most companies

While big business pleased "the apartheid masters" by implementing vexatious laws, it also had a fair share in the economic exploitation of the black majority.

"This state of affairs has seriously disadvantaged a number of blacks in terms of acquiring skills and resources in order to get into business, especially the insurance market," he said.

An extra mile

He added that any company that would like to get into this market must of necessity accept that it was a development process. It must appreciate that running an extra mile was prescribed more than being voluntary.

"It is like going to Heaven. We all want to get there, but we do not want to die. So there is a price you have to pay," he added.

He urged companies to develop infrastructures that involved all sectors of the community. By so doing, he added, they might be ready to tackle the developing markets.

"Gone are the days of companies having a black marketing department manager, a white man, by virtue of his being able to speak Zulu becoming the black market guru."

"Let marketing be the cornerstone of the culture of the business, then that concern will reap good fruits," he said. "I need to stress that black people must be in all sections of the company, not just marketing."

Insurance companies operated in a hostile environment in the developing markets. This market, had over the years developed certain institutions which made it to survive apartheid.

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