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**Nelson Mandela's capture site in Howick, KwaZulu-Natal.**

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### Dear Reader

Let us all unanimously agree on this - no other element has brought together and unified each and every South African in the unique way that Nelson Mandela's legacy has, regardless of the multitude of divisions, polarities, and segregations that we as the human race have overcome and still continue to encounter. This July not only do we as South Africans celebrate Mandela Day, but specially mark the centenary of his birth. In keeping with the magnitude of his legacy, the entire planet is paying tribute to our beloved Tata Madiba. It is no wonder then that this issue is dedicated to the centenary of Nelson Rolihlahla Mandela.

In this issue, we introduce you to Mr Sandile Boyi who recently took up his appointment as Skills Development Manager at CBE, and keep you abreast with stakeholder news. Interesting events to look at for are the forthcoming BEPEC's Show Me the Money workshop and SACQSP's Fourth Industrial Revolution conference.

**Enjoy your read,  
Evelyn Bramdeow**

***"For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others."***

*(Nelson Mandela: Long Walk to Freedom)*



**#ACTION  
AGAINST  
POVERTY**



# Remembering Nelson Rolihlahla Mandela: A Perspective on Ethical Leadership



**Mr IM Nkosi**  
**Chairperson: CBE Council**

## 1. Introduction

**W**e all know that 2018 has been earmarked as the year of celebrating the 100th anniversary of Nelson Rolihlahla Mandela, Madiba, the true icon of the struggle for the liberation of our country from colonial and apartheid rule. He is and will remain our reference point when it comes to ethical and selfless leadership in our country. This year also marks the 100th anniversary of one of the leading women of the struggle for the liberation of our country, Mama Albertina Nontsikelelo Sisulu. Mama Sisulu should also be equally celebrated for the tremendous contribution she made to the emancipation and empowerment of women in our country. These great leaders epitomize the true meaning of ethical leadership. Despite the pressures of the time in the form of political, security and economic on their lives, families, political formations,

communities and the broader society, they stood by what they believed and led, with many others, the struggle for the liberation of the majority in this country. That is an epitome of ethical and selfless leadership. If we are to successfully defeat the four evils of poverty, unemployment, inequality and corruption in our society, we require Ethical Leadership in Government; the business sector; and in our communities at large. This is what Madiba and many other great leaders in our nation stood for and even died for. This is attested to when Madiba states that: *“Real leaders must be ready to sacrifice all for the freedom of their people”*. Madiba further states that: *“What counts in life is not the mere fact that we have lived. It is what difference we have made to the life of others that will determine the significance of the life we lead.”* This is a remarkable leadership maxim that Madiba lived for; for which we should always remember him; and by which we should all aspire to live and sustain as ethical leaders in government; the business sector; and in our communities at large.

Lest I digress, this article focuses on Remembering Nelson Mandela from the perspective of Ethical Leadership, which I believe strongly is what we require in our country, among other things, for us to succeed politically, economically and socially. Former United States of America President Barack Obama stated the following in delivering the 16th Nelson Mandela Annual Lecture recently in support of Madiba’s leadership and his vision, including the positive contribution this made not only to South Africa,

but to the rest the world: *“Madiba’s light shone so brightly ... that in the late seventies he could inspire a young college student on the other side of the world to re-examine my own priorities – to reconsider the small role that I might play in bending the arc towards justice”*. (Nelson Mandela Foundation, 2018). Former President Obama, in appreciation of Madiba’s leadership and vision, states that: *“Let me tell you what I believe. I believe in Nelson Mandela’s vision, I believe in a vision shared by Gandhi and King. I believe in justice and in a premise that all of us are created equal.”* He further states, in appreciation of the positive contribution of Madiba’s leadership and vision, that: *“And now an entire generation has now grown up in a world that by most measures has gotten steadily freer, healthier, wealthier, less violent and more tolerant during the course of their lifetimes. It should make us hopeful.”* (Nelson Mandela Foundation, 2018). Former President Obama concludes that *“This leads me to my final point: we must never abandon Madiba’s persistent struggle for hope, the long walk to freedom, justice and equality.”* (Nelson Mandela Foundation, 2018).

Professor Patrick Loch Otieno Lumumba, in presenting the Nelson Mandela Annual Lecture at the Walter Sisulu University in Mthata, alluded to the following in summing up the ethical leadership questions Madiba would have asked of our leaders in South Africa, in particular, and Africa in general: *“He would have asked whether the unity proposed by Kwame Nkrumah and his compatriots had*



been achieved; .....He would have asked whether Africa exploits her resources for the benefit of her sons and daughters; .....He would have asked whether the cradle of human civilization protects her sons and daughters; .....He would have asked whether the men and women who preside over Africa as her leaders consider themselves trustees of their people or their overloads; .....He would have beseeched the leaders of Africa to take a solemn vow that they would govern selflessly to create comfort and opportunity for young Africans to dissuade them from running away to Europe and America to become latter day slaves; .....He would have dissuaded African leaders from engaging in primitive accumulation of material wealth; .....To drive the point home, he would have reminded them of deathbed directions of Alexander the Great on futility and vanity of power and riches; .....He would have told us Africans in our diversity that we should focus more on 'what unites us rather than what divides us.'; .....He would have told Africa and the world to remember him not only through speeches, festivals, symposia and transient activities but instead to give value to his long held vision that the world can be made a better place when words and actions are wedded". (National Heritage Council, 2018).

President Cyril Matamela Ramaphosa gives credence to the continuation of the ethical leadership and vision of Madiba as expressed by the 16th Nelson Mandela Annual Lecture presenters both Former President Obama and Professor Lumumba, thus: "we must never abandon Madiba's persistent struggle for hope, the long walk to freedom, justice and equality"

and the need for "wedding of words and action" (paraphrased) in delivering his maiden State of the Nation Address in February 2018 in which he states that: "In just over 150 days the world will unite in celebrating the anniversary of the birth of Nelson Rolihlahla Mandela. It is a day on which we, as South Africans, will remember the life of one of the most remarkable leaders this country and this continent – and indeed, the world – has known. We will recount Madiba's long walk to freedom, his wisdom, his unfailing humility, his abiding compassion and his essential integrity. We have dedicated this year to his memory and we will devote our every action, every effort, every utterance to the realisation of his vision of a democratic, just and equitable society. Guided by his example, we will use this year to reinforce our commitment to ethical behaviour and ethical leadership. ....We are continuing the long walk he began, to build a society in which all may be free, in which all may be equal before the law and in which all may share in the wealth of our land and have a better life. ....We should honour Madiba by putting behind us the era of discord, disunity and disillusionment. We should put all the negativity that has dogged our country behind us because a new dawn is upon us. .... It is a new dawn that is inspired by our collective memory of Nelson Mandela and the changes that are unfolding. The President concludes by making a call to himself and every one of us as South Africans, in the words of one of our greatest musical icons, the late Bra Hugh Masekela, that: "As I conclude, allow me to recall the words of the late great Bra Hugh Masekela. In his song, 'Thuma Mina', he anticipated a day of renewal, of new beginnings. He sang: "I

wanna be there when the people start to turn it around; When they triumph over poverty; I wanna be there when the people win the battle against AIDS; I wanna lend a hand; I wanna be there for the alcoholic; I wanna be there for the drug addict; I wanna be there for the victims of violence and abuse; I wanna lend a hand; Send me." We are at a moment in the history of our nation when the people, through their determination, have started to turn the country around. We can envisage the triumph over poverty, we can see the end of the battle against AIDS. Now is the time to lend a hand. Now is the time for each of us to say 'send me'. Now is the time for all of us to work together, in honour of Nelson Mandela, to build a new, better South Africa for all. This is clearly the rallying call and commitment of the President of the country to all and sundry to join in the building of our nation socially, economically and politically in continuation of Madiba's leadership and vision for "a democratic, just and equitable society". This calls, not for only any type and standard of leadership, but for ethical leadership in government, the business sector and in our communities at large.

### 2. Ethics, Leadership and Ethical Leadership

I state, categorically, that there has been a lack or, in some instances, the lapse in ethical leadership in government, the business sector and in our communities. There are numerous examples of this in our country for me to fit in this article. It should be accepted that this is one of the biggest dilemmas faced by Africa in general and our country in particular in the sectors of government, business and communities at large. We are required to learn from Nelson Mandela and the ethical leadership standard



he set as attested to by some of the prominent leaders of our times cited above. Therefore, I will look at Ethical Leadership in broad terms because I believe it applies in any sector of the society be it in government, the business sector and the community at large. My premise is that to achieve a truly non-racial, non-sexist, equal, incorruptible and progressive society, we need nothing less than Ethical Leadership at all levels of government, the business sector and communities. There is a famous African saying that goes like: *“A fish rots from the head”* or to paraphrase – *“Keep the head of the fish clean and fresh, you will have a fresh fish”*. What I am emphasizing in this narrative is that indeed without Ethical Leadership, we are all lost in whatever endeavor we are pursuing be it service in government, the business sector or our communities. It is an exercise in futility. We have learnt from Nelson Mandela’s example and should continue on that trajectory.

I thought it would be helpful to unpack the meaning and some of the best-adopted definitions of Ethics, Leadership and Ethical Leadership.

**2.1 Ethics**

Ramani Naidoo, in her best seller *“Corporate Governance: An Essential Guide for South African Companies”*, states that one of the leading international ethicists, Rushworth Kidder, *“was asked what he considered the central ethical issues of our time, he replied: “The continuity of the human race. I am concerned that we may not survive the twenty-first century with the ethics of the twentieth”*. Naidoo further states that: *“The need for a moral compass, enabling people to establish with some certainty what is*

*right, what is more right and what is wrong becomes more pressing”*. Now what is the definition of Ethics from various perspectives?:

Naidoo defines Ethics as: *“... in the business sense, it generally relates to knowing what is right for the company’s products or services and in relationships with stakeholders. Broadly defined, a company’s ethics are the principles and standards that guide it in its day-to-day business activities and its relations with internal and external stakeholders in accordance with its established corporate values”*..... *Rushworth Kidder suggests that “all human beings around the world aspire to five core values, namely, honesty, fairness, responsibility, respect and compassion.”*

King IV Report on Corporate Governance for South Africa 2016 defines ethics as: *“Considering what is good and right for the self and other, and can be expressed in terms of the golden rule, namely, to treat others as you would like to be treated yourself. In the context of organizations, ethics refers to the ethical values applied to decision-making, conduct, and relationship between the organization, its stakeholders and broader society.”*

It is clear from the above that the two definitions are applicable in a government, business and community setting for the following reasons:

- Ethics have to deal with what is right or wrong or *considering what is good and right for the self and other;*
- Ethics provide a *moral compass enabling people to establish with certainty what is right, more right and what is wrong;*

- All humans around the world aspire to five core values: *Honesty, Fairness, Responsibility, Respect and Compassion;*
- Ethics deal with those principles and standards which guide internal dealings within an organization (government, business or community) and its relationship with those outside the organization including the general population served by the government; customers and other interested parties served by a business; and community members served by structures within the communities or each other;
- The ethical principles and standards are normally codified and agreed upon in the form of the Constitution, Legislation, Regulations, Policies, Rules, Plans, Codes of Practice or Conduct and many other forms of codes and are to be adhered to by all affected parties; and
- Ethics relate to the golden rule: *“to treat others as you would like to be treated yourself”*; i.e. with Honesty, Fairness, Responsibility, Respect and Compassion by the government; business sector and community at large.

**2.2 Leadership**

Iszatt-White, Saunders, Botha, Ladzani, Rudansky-Kloppers and Strydom define leadership, simply, *“as a process by which an individual influences a group of individuals to achieve a common goal.”* (Leadership Principles and Applications for Africa, 2017)

Alan Keith states: *“Leadership is ultimately about creating a way*



## Remembering Nelson Rolihlahla Mandela: A Perspective on Ethical Leadership (continued)

*for people to contribute to making something extraordinary happen.”* (The Leadership Challenge, 2002).

John C. Maxwell states: *“I love the leadership proverb that says, “He who thinks he leads, but has no followers, is only taking a walk.” If you can’t influence people, then they will not follow you. And if people won’t follow, you are not a leader. That is the Law of Influence. ....If you don’t influence, you will never be able to lead others. ....True leadership cannot be awarded, appointed, or assigned. It comes only from influence, and that cannot be mandated ..... The main difference between the two (leading and managing) is that leadership is about influencing people to follow, while management focuses on maintaining systems and processes.”* (The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You, 2007).

Kouzes and Posner state: *“What we have discovered, and rediscovered, is that leadership is not the private reserve of a few charismatic men and women. It is a process ordinary people use when they are bringing forth the best from themselves and others. What we’ve discovered is that people make extraordinary things happen by liberating the leader within everyone.”* (The Leadership Challenge, 2002).

The above definitions and descriptions of leadership underline the following characteristics of leadership:

- Leadership as a process;
- Leadership as a process ordinary people use when they are bringing forth the best from themselves and others;

- Leadership is about influencing others to follow in order to achieve a common goal. If you can’t do that, you would have failed as a leader; and
- Leadership is about creating a way for people to achieve extraordinary things.

Kouzes and Posner in their extensive work in the study of leadership “uncovered five practices common to personal best leadership experiences. When getting extraordinary things done in organizations, leaders engage in these Five Practices of Exemplary Leadership:

- *Model the Way – Exemplary leaders know that if they want to gain commitment and achieve the highest standards, they must be models of the behavior they expect of others, Leaders model the way;*
- *Inspire a Shared Vision – The dream or vision is the force that invents the future ..... Leaders inspire a shared vision ..... To enlist people in a vision, leaders must know their constituents and speak their language. People must believe their leaders understand their needs and have their interests at heart;*
- *Challenge the Process – Leaders venture out ..... All leaders challenge the process. .... Leaders are pioneers – people who are willing to step out into the unknown. They search for opportunities to innovate, grow and improve;*
- *Enable Others to Act – Grand dreams don’t become significant realities through the actions of a single person. Leadership is a*

*team effort. Exemplary leaders enable others to act. They foster collaboration and build trust ..... Leaders make it possible for others to do good work;*

- *Encourage the Heart – The Climb to the top is arduous and long. People become exhausted, frustrated, and disenchanted. They’re often tempted to give up. Leaders encourage the heart of their constituents to carry on. .... It’s part of the leader’s job to show appreciation for people’s contributions and to create a culture of celebration.”*

(The Leadership Challenge, 2002)

In looking at how we can use Madiba as an example in the building of our nation socially, economically and politically in continuation of his leadership and vision for “*a democratic, just and equitable society*”, I will apply the above leadership practices to demonstrate what Madiba had shown us through his life as an Ethical Leader.

### 2.3 Ethical Leadership

What then can we say is Ethical Leadership? The answer to this should be found in the narrative above. In simple terms, Ethical Leadership could be described as *leading in government, business and community sectors with Integrity (Honesty), Fairness, Responsibility, Respect and Compassion for and in the best interest of the respective constituents within and outside the sector or organization; based on established and agreed-upon principles and standards of decision-making, conduct and accountability. The principles and standards are normally codified and provide a clear moral compass enabling people to*



*establish with certainty what is right, more right and what is wrong.* This definition of Ethical Leadership forms the basis of the Lessons to be drawn from the life of our icon and ethical leader, Madiba.

### 3. Ethical Leadership Lessons from Nelson Mandela

The following are the Ethical Leadership Lessons every leader responding to the call of President Cyril Ramaphosa for each one of us to stand up and be sent to serve in government, business or community should aspire to and practice if we are to effectively continue building a *“a democratic, just and equitable society”* in our country:

#### 3.1 Madiba modelled the way for the Nation

Madiba was a role model to many people who believed in a non-racial, non-sexiest and democratic South Africa. He demonstrates this, in his sentencing speech, as follows: *“I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die.”* —Rivonia trial, 1964. (Long Walk to Freedom: The Autobiography of Nelson Mandela, 1994).

This came from Madiba the selfless and ethical leader who wanted to go all the way doing the right thing despite the impending threat of death. He was prepared to die for the freedom of the country from racist, unequal and undemocratic rule. He went to spend 27 years in prison. Upon being

released from prison, Madiba set out to reconcile the nation and states: *“For to be free is not merely to cast off one’s chains, but to live in a way that respects and enhances the freedom of others.”.....“No one is born hating another person because of the color of his skin, or his background, or his religion. People must learn to hate, and if they can learn to hate, they can be taught to love, for love comes more naturally to the human heart than its opposite.”* (Long Walk to Freedom: The Autobiography of Nelson Mandela, 1994).

Madiba exemplifies the type and level of commitment and ethical leadership that is required in our society, which is currently short on ethical leadership. Leaders in Government, Business and the Community at large ought to emulate this selfless example of leadership by responding to the call for *“Thuma Mina”* as made by President Cyril Ramaphosa. Madiba set the tone, hence leaders should respond and do their part.

#### 3.2 Madiba inspired a vision

Madiba’s actions and words inspired a vision in South Africans from all walks of life. His vision of a non-racial, non-sexist, equal, just and democratic society with the government, business and the community at large being led by ethical leaders who took the needs and aspirations of the people at heart.

*“It can be said that there are four basic and primary things that the mass of people in a society wish for: to live in a safe environment, to be able to work and provide for themselves, to have access to good public health and to have sound educational opportunities for their children.”* (Nelson Mandela Foundation, 2007).

*“I am not the only one who did not want revenge. Almost all my colleagues in prison did not want revenge, because there is no time to do anything else except to try and save your people.”*

This understanding and sincere belief in the needs and aspirations of our people is a clear demonstration of the ethical leader Madiba was. This type of leadership is what is required in government, business and at community level for us to see the complete eradication of poverty, unemployment and inequality in our society. Have-hearted commitment to serving constituents is not only stalling progress in terms eradicating these evils in our society, but also is highly unethical. Every leader is required to be fully committed to the agenda of its constituents whether it be in government at all levels, business and the community.

#### 3.3 Madiba challenged the process

Madiba and many other leaders of the struggle for liberation challenged the *status quo* in their fight against racism, inequality and oppression. It was their vision of a just, free and democratic society that led them to challenge the apartheid regime. Despite the mighty weapons of war, which the apartheid government possessed, Madiba and many others provided the required resolute and ethical leadership. They were the *“pioneers – people who are willing to step out into the unknown. They search for opportunities to innovate, grow and improve.* Madiba and many other leaders set out to see the improvement of the masses of our people, i.e. the emancipation of the masses from poverty, inequality and unemployment. Madiba states the



following on the consequences that he and others faced for challenging the process: *"I was called a terrorist yesterday, but when I came out of jail, many people embraced me, including my enemies, and that is what I normally tell other people who say those who are struggling for liberation in their country are terrorists. I tell them that I was also a terrorist yesterday, but, today, I am admired by the very people who said I was one."* (Nelson Mandela Foundation, 2000).

Madiba states the following in respect of the courage it took for him and his comrades to challenge the process: *"I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear."* (Long Walk to Freedom: The Autobiography of Nelson Mandela, 1994). The country is currently in need of more ethical leaders with the courage and resolute conviction to deal with the *status quo* of poverty, inequality, unemployment and corruption in government, business and communities. With these four evils still looming large over the country, it is impossible to achieve the vision of a *just, equal and truly democratic* South Africa. Madiba further states: *"Like slavery and apartheid, poverty is not natural. It is people who have made poverty and tolerated poverty, and it is people who will overcome it. And overcoming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life. .... While poverty persists, there is no true freedom."* (Nelson Mandela Foundation, 2006).

### 3.4 Madiba enabled others to act

Kouzes and Posner state: *"Grand dreams don't become significant realities through the actions of a single person. Leadership is a team effort. Exemplary leaders enable others to act."* (The Leadership Challenge, 2002). Madiba did believe in letting others act as an ethical leader. Madiba states: *"A leader.....is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind."* (Long Walk to Freedom: The Autobiography of Nelson Mandela, 1994).

It is important that the current generation of leadership be it in government, business and communities should follow the exemplary ethical leadership of Madiba by enabling their constituents to act. This is the empowerment that is required across the demographics and genders to ensure a just, equal and democratic South Africa. Ours is a participatory democratic system, which ensures that the masses of our people are given the (political) right to have a say in the governance of the country. This is a right enshrined in our Constitution. Ethical leadership, is therefore required to ensure that the constituents of Government, Business and in Communities are not short-changed and denied their rightful place in getting involved in leadership. Madiba states: *"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership."* (Long Walk to Freedom: The Autobiography of Nelson Mandela, 1994).

### 3.5 Madiba encouraged others

Kouzes and Posner state: *"The Climb to the top is arduous and long. People become exhausted, frustrated, and disenchanted. They're often tempted to give up. Leaders encourage the heart of their constituents to carry on."* (The Leadership Challenge, 2002). We are in a state of exhaustion, frustration and disenchantment in the country at the moment. There are very few exceptional pockets of excellence especially in the public sector when it comes to delivery of services and infrastructure, which contribute to the alleviation of poverty; reduction in inequality; and reduction in the levels of unemployment especially among the youth and women. Madiba states: *"I have walked that long road to freedom. I have tried not to falter; I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come ..... The greatest glory in living lies not in never falling, but in rising every time we fall. .... Difficulties break some men but make others. No axe is sharp enough to cut the soul of a sinner who keeps on trying, one armed with the hope that he will rise even in the end".* This is the spirit of leadership that is required to move the country forward. Despite the lapses in leadership in government, business and at community level, there is still an opportunity for ethical leaders to step up to the plate, clear the space and continue on a new trajectory.





President Ramaphosa states in the State of the Nation Address: *“During the course of the next few months, I will visit every national department to engage with the senior leadership to ensure that the work of government is effectively aligned. I will also find time to meet with provincial and local government leaders to ensure that the state, in its entirety, responds to the pressing needs of our people. Fellow South Africans, our country has entered a period of change. While change can produce uncertainty, even anxiety, it also offers great opportunities for renewal and revitalisation, and for progress. Together we are going to make history. We have done it before and we will do it again – bonded by our common love for our country, resolute in our determination to overcome the challenges that lie ahead and convinced that by working together we will build the fair and just and decent society to which Nelson Mandela dedicated his life.*

Indeed, it is a new dawn in our country and that requires transformation in the leadership within government, business and communities one which is based on an ethical foundation. We need ethical leadership and we need it now.

**4. The Ethical Leadership Lessons for the Council for the Built Environment and the Councils for Built Environment Professions**

The Ethical Leadership lessons outlined above apply equally to the governance of the Council for the Built Environment (CBE) and the Councils for the Built Environment Professions (CBEP). These are critical institutions mandated to protect the

public in respect of the practice of built environment professions, and among other things, agents of transformation of built environment professions regarding demographics, gender and practices. The lessons for successful ethical leaders, over and above what we have learnt from Madiba are briefly presented as follows:

- Understanding of Mandate and Governance Responsibility as prescribed in the enabling Acts; the Public Finance Management Act; King IV Report on Corporate Governance 2016; and the Companies Act 2008 as amended;
- It is very important for the members of the Governing Structures (Councils) to focus on serving to achieve their respective mandates with Integrity, Responsibility, Fairness, Respect and Compassion. Working within the political environment of the day is unavoidable, but part-taking the politics of the day is what causes a loss of focus on the member’s role as servants;
- Humility and Selflessness as a Servant – It is not about the egos and ambitions, but about service to the public, the entity, employees and all stakeholders of the entity;
- Team Work – Consultation and Co-operation are key factors for success in current leadership. The Governing structure needs to take the team in its stride with confidence. Together, more can be achieved than when acting independently. Two or three are better than one. Harnessing the power of the team is critical to success;

- Listening more to each other than being listened to is key to successful governance of the entities;
- Diligence – Exercising care and being conscientious in discharging your duties is paramount to achieving the utmost your role as a Governing structure;
- Discipline – Keeping to the prescriptions despite the odds being stacked against the Governing structure. This requires making decisions and conducting oneself by doing right things, at the right time and in the right way. Remember the Mandate, Public and Stakeholders all the time. They are the ones who the Governing structure are there for.
- Hard work – Putting in the extra hour in order to accomplish the work as required. This will always help.
- Admit when mistakes are made or failure experienced: FAIL = First Attempt In Learning – It gives an opportunity to learn and correct the mistakes.

As the Governing structure of the respective entities, what you do, how you conduct and portray yourself sets the tone for those following within and outside the entity. It is important that as a leader, the Governing structure should set the tone that ensures adherence to ethical conduct by those following.



# (C)BE the Legacy

CBE demonstrated its corporate citizenship by observing Mandela Day at the Second Chance Recovery Centre in Mamelodi. Donned in their commemorative T-shirts, CBE staff and Council members, together with SACLAP, got down and dirty planting fruit trees in an effort to beautify and landscape the centre's surrounds. In his address to the twenty-odd in patients at the centre, Mr Isaac Nkosi, Chairperson of CBE Council drew on the principles that Tata Madiba lived by as strength and inspiration for their recovery process: "We are all in recovery from some condition or the other – be it physical, emotional or even financial. A second chance gives you the advantage of wisdom, hindsight and experience that you would not have if you did not err, to re-emerge as stronger and more wilful to conquer your challenges." Gardening tools were also handed to the centre to tend to their gardens. The Second Chance Recovery Centre was very appreciative of CBE's gesture, and likened the planting of the fruit trees to the rooting of a relationship that is sure to bear fruit over time.

The centre is an initiative of the Department of Social Development. Executing their motto of everyone deserves a second chance, the organization offers individuals an enabling environment where they can recover from substance abuse and re-integrate into their community and society.



**CBE, SACLAP and Second Chance show team spirit during the fruit tree planting at the Centre.**





**THE SOUTH AFRICAN COUNCIL**  
for the  
**QUANTITY SURVEYING PROFESSION**  
Established in terms of the Quantity Surveying Profession Act 2000 (Act 49 of 2000)

## Fifth Term of Office Council: 2018-2022



**Dr Deenadayalan Ruthensamy  
Letchmiah (President)**

*The South African Council  
for the Quantity Surveying  
Profession (SACQSP) recently  
inaugurated their Fifth  
Term of Office Council. More  
information on the council  
membership is available on  
[www.sacqsp.org.za](http://www.sacqsp.org.za)*



**Onwaba Tselane  
(Vice-President)**



**Elke Hefer**



**Gert Meyer**



**Lindelani Matshidze**



**Lucia Nomthandazo Ncalane**



**Martin Meiring**



**Mpho Mosing**



**#ACTION  
AGAINST  
POVERTY**





**THE SOUTH AFRICAN COUNCIL**  
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# Fifth Term of Office Council: 2018-2022



*Newton Baloyi*



*Dr Nishani Harinarain*



*Noninzi Qina*



*Phyllis Difeto*



*Nosiyabonga Mongane*



*Vusiwe Ngwenya*



*Vuyokazi Mjandana*



*Qinisani Mbatha*



*Pieter Kotzé*



# Skilled to Deliver



**Sandile Boyi joined CBE in June as the Skills Development Manager. Lulu Dube took time out to get us the low down on this game changer.**

**LD: Lulu Dube**

**SB: Sandile Boyi**

**LD:** Tell us about yourself - who is Sandile, where it all started, your achievements to date, and who or what inspires you.

**SB:** I have always been driven by bringing change and development to other people, especially the young who are the future of our country. I have always been passionate about education and human capital development. This is an ideal that was instilled in me by a teacher who not only taught me, but mentored me during my early years and who always went beyond the call of duty to produce excellence in his students. I have always wanted to be in education and training, so my first degree was in Education with the University of South Africa (UNISA). Apart from this, my tertiary

qualifications are in project management and human resources management (including a Postgraduate Diploma). Studying at a distance teaching institution nurtured the skill to be a self-starter in me and instilled a high degree of discipline. Upon completing my first qualification, I was appointed by UNISA's Adult Education Institute as a Tutor, Marker and Facilitator. This experience further ignited my passion for training and development, landing me my first permanent job as an Assistant Training Officer at the National Department of Education in 1998. Thereafter, these positions followed:

- Senior Training Officer (Department of Home Affairs)
- Assistant Director: Training and Development (National Department of Education)
- Skills Development Facilitator (Department of Public Works)
- Deputy Director: Skills Development and Training (Department of Minerals and Energy)
- Head: Human Resource Development (Department of Energy)

The Department of Science and Technology (DST) was my next port of call, overseeing the development of Workplace Preparation Programmes within the National System of Innovation (NSI). This portfolio further exposed me to research development and the support pillars of the NSI, which included support and oversight of the National Research Foundation and to advise the Minister of Science and Technology on the drivers of science, research and innovation on both the local and global spheres. My twenty year career in the public service that I bring to my current position will surely go a long way to ensuring that I add value in the operations of the CBE and the country at large.



**LD:** What drives your passion, not only in your job description, but the goals you hold personally?

**SB:** I derive my motivation from developing the human capital enterprise of the country. A strong and robust human capital is critical to our country's development to give it a competitive advantage. Human capital development is the mainstay of any growing economy, and this has always been a propeller of my passion and excitement in life. I believe that as a person you have a choice to get into the game and have value-add or stay on the side-lines. Those who stay on the side-lines are often the ones who tell the success stories about those who got into the game. I have always wanted to get into the game be a game-changer in my field.

**LD:** Did you have any life-changing experiences that put you on the path to what you're doing today?

**SB:** My strong-willed parents put me on a trajectory of not only believing in myself but also appreciating that no man is an island. They played a deep role and have impacted on me in more ways than one. The characteristics of self-concept and self-worth that they instilled in me at a tender age developed me into the person that I am today. Growing up in a township also taught me a lot about the values of interdependence and Ubuntu. The mentorship I received during my formative years went a long way to spark inside me a burning desire to develop others.

**LD:** What future do you envisage for your portfolio at CBE? Does it instil a sense of hope, or make you concerned and worried?

**SB:** I see value in the work of the CBE in that it is better placed to influence the direction that the

South African built environment should take. That the strategic direction of the organisation is changing, and changing towards the right direction gives me hope and comfort. My worry is the limitations in funding for strategic operational projects. Perhaps the organisation should look into how best it can create value by partnering with both public and private organisations to mitigate the limitations of funding. It has become critically important for management to think out of the box and look at value-adding propositions.

**LD:** What's next for you in your department? What are you looking forward to?

**SB:** The world has become a global village and this brings with it a wealth of opportunities. It has become important today, more than before, to form strategic partnerships with world players who have and are continuing to shape and change the future of the built environment. These international players are innovators in the built environment space and it is important to change notes with them with a view of improving our own environment. I think the CBE should transcend boundaries and become a global player in such a way to position and strategically equip itself to advise the Ministry on the global future of the built environment. What is next is to also create a robust platform of exciting the youth to see the built environment professions as professions of choice through career awareness, but also to identify strategic partners that can work together with the CBE to put the organisation on a world stage.

**LD:** In closing, describe yourself in one word.

**SB:** Game-changer



# Out-and-About

## Show Me the Money

**DOING BUSINESS IN AFRICA WORKSHOP: IDENTIFYING & FINANCING PROJECTS IN  
Cote D'Ivoire (Inc. AfDB), Djibouti; Ethiopia (AU & ECA), Kenya & Zambia  
1st August 2018 (Wednesday)**



<b>Final Agenda</b>		
<b>Time</b>	<b>Item</b>	<b>Speaker</b>
<b>08:30-09:00</b>	Arrival and Registrations	All
<b>09:00-09:15</b>	Welcoming and Introduction by all companies	Mr Con Korsten- BEPEC CEO Mrs Chiboni Evans- SAEEC CEO
<b>09:15-09:45</b>	Feedback Presentation following trade missions to: AfDB (Cote D'Ivoire), Djibouti and Zambia.	Mrs Chiboni Evans- SAEEC CEO
<b>09:45-10:15</b>	Feedback Presentation following trade missions to: Ethiopia and Kenya.	Mr Con Korsten- BEPEC CEO
<b>10:15-10:45</b>	Presentation by Export Credit Insurance Corporation (ECIC) on their risk assessment. Inputs on projects identified in these countries Kenya, Djibouti; Ethiopia (AU & ECA), Zambia; Cote D'Ivoire (Inc. AfDB)	Mr. Tommy Motau- Deal Originator ECIC
<b>10:45-11:00 TEA AND COFFEE BREAK</b>		
<b>11:00-11:45</b>	Trade Investment Africa's investment led strategy in Africa with specific reference Kenya, Djibouti; Ethiopia (AU & ECA), Zambia; Cote D'Ivoire (Inc. AfDB)	Mr. Thabang Mamaru - Trade Invest Africa
<b>11:45-12:15</b>	Presentation by Industrial Development Corporation on product offerings for Africa	TBC- IDC
<b>12:15-12:45</b>	Presentation by MAZARS on De-Risking trans-boundary infrastructure projects, case study on Africa	Taona Kokera - MAZARS
<b>12:45-13:00</b>	Closing	Mr Con Korsten - BEPEC CEO Mrs Chiboni Evans - SAEEC CEO
<b>13:00 LUNCH AND NETWORKING</b>		



**VENUE: 26 CHARLES DE GAULLE CRESCENT, THE GREENS OFFICE PARK,  
PECANWOOD BUILDING, HIGHVELD EXT 7, CENTURION**



**#ACTION  
AGAINST  
POVERTY**



# Out-and-About

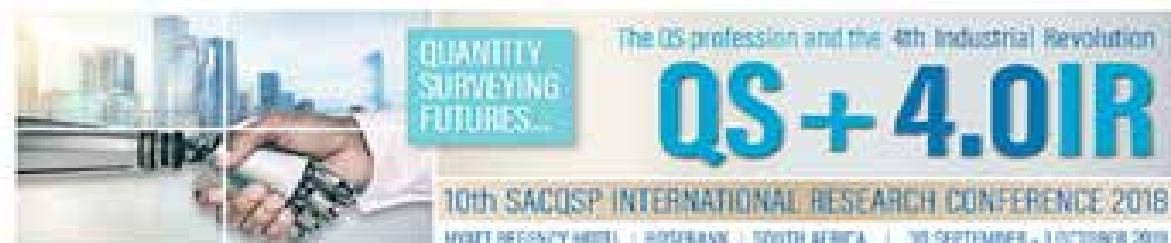
## Public Works Communicators Forum

The Department of Public Works launched its Communicators Forum for representatives of its offices throughout the country and its entities to come together regularly to discuss common issues and find innovative ways of addressing challenges. The first meeting took place in KwaZulu-Natal on 29 June, with future meetings expected to be hosted in rotation in the different provinces.



*DPW Communicators Forum*

## Fourth Industrial Revolution



### Council for the Built Environment (CBE)

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