



SACCI

ANNUAL CONVENTION

www.sacciconvention.org.za

SOUTH AFRICAN CHAMBER OF COMMERCE & INDUSTRY (SACCI)

14 - 15 OCTOBER 2010
SANDTON CONVENTION CENTRE

SOUTH AFRICAN BUSINESS: A VISION FOR GROWTH

PLATINUM SPONSORS



MEDIA PARTNER

BUSINESSREPORT
www.businessreport.co.za
SOUTH AFRICA'S NATIONAL FINANCIAL DAILY



We are building



Over the next five years, we will be spending in excess of R400 billion on electricity infrastructure. Some 12 000MW is already under construction (Medupi, Kusile, Ingula and the return-to-service stations). Since 2005 we have built two new gas turbine stations and 2825 km of high-voltage transmission lines.



Dear Delegate

The South African Chamber of Commerce and Industry (SACCI), being the largest national chamber in South Africa, are delighted to welcome you to the Chamber's Annual Convention. Our mission is to protect and promote the interests of business in South Africa across all sectors and sizes of business. SACCI has approximately fifty affiliated chambers, many uni-sectoral associations and a large number of corporate members across all nine provinces. We are also affiliated to the International Chambers of Commerce (ICC) through ICC South Africa.

Given the complexity and volatility of the local and global business environment, business people find it increasingly difficult to ensure sustainability while operating in isolation. SACCI's role is to provide representation, information and support to its members and the broader business community.

The theme of this year's Convention is, South African Business: Vision for Growth. This is a positive statement as the Convention occurs after what has been a highly successful FIFA World Cup™. South Africa was able to showcase the country's ability to compete on the world stage and the tournament showed the world what Africa is capable of achieving.

However, 2010 has come and is nearly gone and reality is slowly sinking in, exposing the challenges that await South African business to further grow and develop. Shortage of technical skills, electricity concerns, transport and logistics bottlenecks, poor service delivery, the SME's contribution to economic growth as well as government policy direction are all issues affecting both the government and corporate sectors. The SACCI Annual Convention aims to focus on and discuss these issues in greater detail involving decision and policy makers at the highest levels. This is not simply a conference but a policy and resolution-making initiative driven by SACCI with the purpose of providing a way forward to creating a growing and sustainable economy for our Country.

We wish you an informative convention and good networking.

Chose Choenu

President

South African Chamber of Commerce and Industry

SACCI would also like to thank the following Sponsors and Supporters

Dinner Sponsor



Lunch Sponsor



Media Partner



**Partner with us,
your preferred ICT
services provider.**



The network that makes South Africa work.

www.telkom.co.za

At the Telkom Group, we are constantly striving to provide cutting edge technology and high quality services to all of our customers. With data centre operations, MetroEthernet, digital video broadcasting, Virtual Private Networks, rich broadband, an evolving Next Generation Network and our soon to be launched mobile offering, we're always thinking ahead.

THE AGENCY P04471



08:00 – 09:00 Registration and Refreshments

Session: 1 Overview

Chairperson Clive Mancini, President, Durban Chamber of Commerce and Industry

09:00 – 09:10 Welcome & Introduction
Chose Choeu, President, South African Chamber of Commerce and Industry (SACCI)

09:10 – 09:30 Key-note Address: An Overview of South African Markets: Vision for 2011
Dr Monde Mnyande, Advisor to the Governor and Chief Economist, South African Reserve Bank

09:30 – 09:50 A Global Economic Overview
Colin Coleman, Managing Director, Goldman Sachs

09:50 – 10:40 Government Policy Direction and the Business Environment

Panel Discussion

1. Andrew Etzinger, General Manager, Eskom
2. Quentin Wray, Editor, Business Report
3. Dennis Dykes, Chief Economist, Nedbank

10:40 – 11:00 Tea/Coffee Break

Session: 2 Motions

Chairperson Hamlet Morule, Government Relations Executive, IBM

11:00 – 12:55 Technical Skills Development towards a National Vision
Jeffrey Hedberg, Chief Executive Officer, Telkom

The Legal use of Electricity
Ayanda Noah, Divisional Executive, Eskom

MOTIONS

Improving Transport and Logistics for Enhanced Competitiveness
Ebrahim Patel, President, Middelburg Chamber of Commerce and Industry

Successful Soccer World Cup Crime Prevention - Make it the Norm
Roy Panday, Executive, Roodeport Chamber of Commerce and Industry

Service Delivery Accountability and Transparency at Local Level
Les Holbrook, Director, Border-Kei Chamber of Business

Technical Skills Development
Ivan Israelstam, Chief Executive Officer, Labour Law Management Consulting & Chairperson of the Labour Affairs Committee, SACCI

Prioritising the Implementation of Regional Electricity Distributors (Reds)
Andrew Layman, Chief Executive Officer, Pietermaritzburg Chamber of Business

12:55 – 13h00 Address by Lunch Sponsor – Old Mutual

13:00 – 14h00 Lunch and networking break

Workshop: 1 The Role of Corporate Enterprises in providing Economic Leadership towards a National Vision

Chairperson Ebrahim Patel, President, Middelburg Chamber of Commerce and Industry

14:00 – 14:20 Attracting Investment and Fostering Business Confidence

Helmar Breytenbach, Investment Specialist, Old Mutual

THE SKY IS THE LIMIT



Over 4,4 million readers each week can't be wrong.



To advertise call THE inc: Gauteng: (011) 639 7100 ■ KwaZulu-Natal: (031) 308 2528 ■ Cape Town: (021) 422 1094

The Star PRETORIANEWS **DFA** *DailyNews* THE MERCURY GET A HEAD START **Isolézwe** **Cape Argus** CAPE TIMES

14:20 – 14:40	Balancing the Leadership / Skills Challenge with Empowerment Imperatives Ivan Israelstam, Chief Executive Officer, Labour Law Management Consulting & Chairperson of the Labour Affairs Committee, SACCI
14:40 – 15:20	Discussion
Workshop: 2	Growing the Contribution of SMEs to the Economy
Chairperson	Roy Panday, Executive, Roodeport Chamber of Commerce and Industry
14:00 – 14:20	Does the Enterprise Development component of the BEE Scorecard benefit SMME's in South Africa? Dionne Kerr, CEO, Siyakha Consulting and Chairperson, National Association of BEE Consultants
14:20 – 14:40	Harnessing Networks, Skills and Resources to Achieve Greater Productivity Justice Tshifularo, Senior Manager, Productivity SA - Workplace Challenge Programme
14:40 – 15:20	Discussion
15:20 – 15:30	Allow time for delegates to move to venue for closing session
Session: 5	A Common Vision for South Africa and Closing Remarks
15:30 – 16:00	Report Back: Moderator to guide delegates towards a common vision for business for 2011. Closing Remarks

Introducing our

Classic

Investment Collection

Designed by the Old Mutual Investment Group

THE DRIVER

The classic driver, or 1 wood, is all about distance and control – and if you want impressive tee shots, it makes sense to buy a reliable, top quality brand that you know has been engineered to stay the course.

The same principle applies to investing. Old Mutual Unit Trusts brings you our Classic Investment Collection – a range of five superbly crafted unit trusts expertly designed to suit your specific investment needs and managed to deliver impressive results time and time again.

To find out more, call 0860 INVEST (468 378) or visit www.investmentcollection.co.za
And, if one day you'd like to play a lot more golf, do it today.

Old Mutual
Enhanced
Income
Fund

Old Mutual
Stable
Growth
Fund

Old Mutual
Balanced
Fund

Old Mutual
Flexible
Fund

Old Mutual
Top
Companies
Fund



do great things



To invest, contact your Old Mutual financial adviser or broker.
0860 INVEST (468378) | www.investmentcollection.co.za

Old Mutual Investment Group (South Africa) (Pty) Limited is a licensed financial services provider. Unit trusts are generally medium to long term investments. Past performance is no indication of future growth. Shorter term fluctuations can occur as your investment moves in line with the markets. Fluctuations or movements in exchange rates may cause the value of underlying international investments to go up or down. Unit trusts can engage in borrowing and scrip lending. Fund valuations take place on a daily basis at approximately 15:00 on a forward pricing basis. The fund's TER reflects the percentage of the average Net Asset Value of the portfolio that was incurred as charges, levies and fees related to the management of the portfolio.



SACCI

SOUTH AFRICAN CHAMBER OF COMMERCE AND INDUSTRY

THE VOICE OF BUSINESS

SACCI IS THE LARGEST NATIONAL CHAMBER IN SOUTH AFRICA

Our affiliated Chambers are located across South Africa and collectively have a membership of 16000 businesses. SACCI has approximately 50 affiliated Chambers and a large number of Corporate Businesses and Associations as direct members.

We strive to be a leading advocate on behalf of business and support and advice business on relevant economic and regulatory trends and business opportunities.

- **Policy and Advocacy** - Policy Expert Committees, Development of business position papers for presentation to government
- **Business Support** - Networking and events, Business Development, Certificates of origin, ATA Carnets
- **Economic Publications & Analytical Tools** - Business Confidence Index, Trade Conditions Survey, Trade Bulletin, Monthly and Quarterly Reviews, Annual Economic Review and Forecast

Call us today to be a part of organized business.

Tel: 011 4463800

Email: operations@sacci.org.za

www.sacci.org.za

Chose Choeu is Director of Corporate Affairs at Eskom. Prior to joining Eskom, Chose held the position Director of Legal and Corporate Affairs at Microsoft which he joined in 2003 from Telkom SA where he spent five years as Executive of Regulatory and Government Relations and Public Policy at Telkom. Before moving to Telkom Chose Choeu served the South African Parliament as Undersecretary to both the National Assembly and the National Council of Provinces. Chose Choeu joined Parliament after sixteen years in the teaching profession. Chose Choeu, a Fulbright Scholar, has numerous degrees including a Masters Degree in International Relations (University of Denver) and a Masters Degree in South African Political Economy (University of Port Elizabeth). He also studied at the Graduate School of Business of the University of the Witwatersrand and the Graduate Institute of Management & Technology. In 1996 he won the British Council Chevening Leadership Award and as a result studied Parliamentary Administration at the Public Administration Institute and at the Royal Institute of Administration both situated in London. As part of the Chevening Leadership Award he also was seconded to the British Parliament. He is a Certified Director of the Institute of Directors. Chose Choeu also serves as a member of the following organisations: President of the Information Technology Association of South Africa, Board Member of the American Chamber of Commerce, Chairperson of the Audit Committee of the South African Parliament, Chairperson of the Free State Development Corporation, Member of the Board of the Centre for Policy Studies, Member of the Black Management Forum, Member of the Black Information Technology Forum and Former Chairperson of the Universal Service and Access Agency.

Colin Coleman is head of the South African office, a role he has held since joining Goldman Sachs in 2000. Colin was appointed to head the Investment Banking Division for Sub-Saharan Africa in 2008. He was named managing director in 2002. From the early 1980's, Colin was involved in South Africa's change process and, from 1989 until South Africa's first democratic elections in 1994, in its constitutional transition as an executive director for the Consultative Business Movement. Colin served in working groups of the multi-party talks, facilitated the International Mediation Forum and helped to negotiate the agreement to facilitate all parties' participation in South Africa's 1994 elections. In 1994, he was appointed senior consultant, public affairs at Standard Bank Investment Corporation (SBIC), where he was an advisor to the SBIC chairman and subsequently was also appointed director of public finance for SBIC's Standard Corporate and Merchant

Bank. In 1997, Colin relocated to London when he was appointed vice president of energy, power and oil, for JP Morgan's Investment Banking Advisory Department. Colin earned a BA in Architecture from the University of Witwatersrand in 1988. In 1996, he was nominated as one of the World Economic Forum's Global Leaders for Tomorrow. He was also a recipient of the Harvard Business School's "Business Statesman Award" in 1994 and was named one of Euromoney's World Top Ten "Financing leaders for the 21st Century."

Dennis Dykes joined Nedbank Group in December 1983. In May 1994 he was appointed as Group Chief Economist. He is a director of SACCI, Chairman of BUSA's Standing Committee on Economic Policy and a business representative on the Nedlac Public Finance and Monetary Policy Chamber. He is the author of many articles for in-house and external publications. In September 2003 Dennis won the Reuters Economist of the Year award. His qualifications include an honours degree from Bath University and a master's degree in economics from the London School of Economics. Dennis gives economic advice to all areas of the group and its clients and focus on the interaction between the real economy and the financial markets.

Andrew Etzinger has worked in the electricity industry for the past 20 years in a wide range of fields including power system planning, information technology, business planning and demand-side management. He is currently responsible for Eskom's integrated demand management programme which involves collaborating with business and society to reduce the demand for electricity through energy efficiency, whilst growing South Africa's economy.

Jeffrey Hedberg was appointed Acting Group Chief Executive Officer on 7 July 2010. He joined Telkom Group in November 2009 as CEO of Multilinks. From 2006 – 2009 Jeffrey was CEO of Cell C the third mobile operator in South Africa. In 1999, he joined the management of German Deutsche Telekom and became the chief of international operations. He also spent time at the Swiss national phone company Swisscom as head of international operations. His experience and expertise spans fixed and mobile telecommunications, mergers and acquisition, international expansion and vendor engagement. His leadership and people management skill is well respected by people who have worked with him.

Les Holbrook is a director at the Border-Kei Chamber of Business. Les spent ten years as general manager of a footwear factory, six years as Executive Director



Delivering on our commitment *to you*

Transnet Limited is a focused freight transport Company delivering integrated, efficient, safe, reliable and cost-effective services to promote economic growth in South Africa.

Transnet's key role is to assist in lowering the cost of doing business in South Africa. This is to be achieved by increasing the Company's market share of freight on rail, improving productivity and profitability and by providing appropriate capacity to customers ahead of demand.

Transnet Port Terminals manages 16 cargo terminal operations situated across seven South African ports. It provides cargo handling services for the **Container, Mineral Bulk, Agricultural Bulk and RoRo** sectors. The most recent addition is the flagship **Ngqura Container Terminal** in the Eastern Cape.

Transnet Port Terminals employs **5313 people** across the business.

Kingsmead Office Park
Masabalala Yengwa Avenue
Durban, 4001

PO Box 10124
Marine Parade
4056

T +27 31 308 8333
F +27 31 308 8323
Call Centre: 086 120 4485

of Transkei Chamber of Industries, three years as Director of Kei Chamber of Business and finally eleven years as Executive Director of Border-Kei Chamber of Business. Les is also involved as a trustee of Chamber Employee Benefits, trustee of Siyakhana Health Trust, Alternative Director of Community Chest of Buffalo City, Council member of HRD Council Eastern Cape, Council member of SACCI and a member of CIPS (Chartered Institute Purchasing & Supply). Les sits on a number of strategic Government bodies such as Provincial Anti-Corruption Forum and Mayors Business Advisory Forum. Les has travelled extensively representing Chambers and Provincial Government.

Ivan Israelstam is the Chief Executive Officer of Labour Law Management Consulting. He is known as a leading practitioner in labour law and pragmatic labour relations management with many years experience in corporate human resources management. He has an honours degree from The University of the Witwatersrand and an IPM diploma in Personnel Management and in Training. Ivan is a regular labour law columnist for a number of newspapers and journals including Professional Management Review and "The Star" newspaper's 'Workplace'. He is also the primary author of the "Labour Law for Managers Practical Handbook". Ivan was appointed in 1996 as a part time commissioner with the Commission for Conciliation, Mediation and Arbitration. He is currently the chairperson of the Labour Affairs Committee of the South African Chamber of Commerce and Industry and therefore on the cutting edge of business decision making on labour issues. Ivan Israelstam speaks frequently on television and radio and is a regular speaker at conferences and seminars on subjects including labour law, Affirmative action, discipline, dismissal, union negotiations and conflict management. In recognition of his contribution in this field Ivan has been featured in the book "Who's Who in Southern Africa".

Dionne Kerr is the CEO of Siyakha Consulting, a management consulting firm focusing on providing solutions to the private and public sectors in performance, productivity and people management, and the Chairperson of the National Association of BEE Consultants (NABC). She has advised companies on issues around Black Economic Empowerment (BEE), human resources, job creation programmes and organisational development for the past 10 years, and has spoken at seminars, conferences and events on BEE and transformation and has developed BEE strategies for South African and global companies across several industries. Dionne has also engaged with a number of trade missions from all over the world

on issues around investment in South Africa. An avid believer in community development, Dionne remains actively involved in entrepreneurial development, community development, job creation, disability support programmes and youth support. She is a past recipient of the DIVA Africa award for her involvement in SMME development, a lead advisor to UK Trade and Investment and presents widely on BEE for both inward and outward-bound trade missions. Her prestigious CV has also ensured Dionne's recent selection as a judge for both the Black Business Quarterly (BBQ) Awards and the Top Women Awards 2010. She has spoken for several of the Chambers of Commerce and Industry and is an ex-Board member of the British Chamber of Business.

Andrew Layman is the Chief Executive Officer of the Pietermaritzburg Chamber of Business, a post which he has occupied since October 1997. Prior to that date, he had a career in school education which spanned thirty years. In 1996, he was seconded to the KZN Department of Education, first as a superintendent and then as the person responsible for the right-sizing of the department and the redeployment of educators. Since entering the employment of the PCCL, now the PCB, he has joined numerous boards and committees as the Chamber or business representative. Among these is the Provincial Education Council of which he is the Chairman. He is also a member of the Advisory Board of the University's Centre for Entrepreneurship and a member of the Council of the Umgungundlovu FET College.

Mlungisi Clive Mancini has a Post Graduate Diploma-Business Management from Buckinghamshire Chilterans University in the UK, Mergers and Acquisitions from London Business School in the UK and Corporate Restructuring, Mergers and Acquisitions from Harvard Business School in the US. Mr Mancini is represented in the following capacities as Chairman - Enterprise Ilembe Development Agency, Board and Council - SACCI, President - Durban Chamber of Commerce & Industry, Board - SmartXchange, Council (ending June 09) - Mangosuthu University of Technology, Executive Chairman - OTEO Capital, Chairman - Oteo Construction and Board - Regent Factors. In 1996 Mr Mancini joined a property development facilitation company, African Projects as a Director. In 1996/7 he joined BR Hodgson Int (UK based), as a Director responsible for business development. In 1997 he started SA's first black owned asset disposal company - Isivuno, which specialized in asset valuations and auctions. In 2002 he started an investment holding enterprise, Intrepid Ventures, which has evolved to

what today is known as Ote Capital, a company he serves as its Executive Chairman.

Dr Monde Mnyande is an Advisor to the Governor and Chief Economist at the South African Reserve Bank, a position he was appointed to in 2009. His portfolio includes Head of the Research Department. He is a member of the Monetary Policy Committee, Governors' Executive Committee, and Vice President of the Economic Society of South Africa. He joined the Research Department of the South African Reserve Bank in 1995. Between 1996 and 2003 Dr Mnyande held a number of positions within the Research Department before he became Head of the Department and Senior Deputy Chief Economist of the Bank. In 2005 he was appointed as Executive General Manager and Chief Economist of the Bank. Among his responsibilities were managing the Financial Stability and Currency and Protection Services Departments as well as the Research Department. Dr Mnyande is 52 years old and matriculated at St Johns College in Umtata. He holds a BA and an MA (Finance) degree from Webster University in St Louis, Missouri; an MBA degree from St Louis University, as well as an MA and PhD (Economics) degrees from the New School University in New York.

Hamlet Morule joined IBM in January 2008 having served in the Government of South Africa for 14 years, 6 years of which were in a strategic leadership position of a Deputy Director General in the Departments of Public Safety & Security and Social Development in the Provinces of the Free State and the North West respectively. He holds a Master of Science Degree in Development and Project Planning from the University of Bradford in the United Kingdom, and further successfully completed the Senior Executive Program conferred by the Harvard Business School (USA). He also holds a Degree of Bachelor of Law awarded from the University of the North West (RSA). Hamlet serves as the Governmental Programs Executive responsible for Sub-Saharan Africa. He chairs the Information Technology Forum of the American Chamber of Commerce, is a Council Member of the South African Chamber of Commerce and Industry and is also a member of the Black Management Forum.

Ayanda Noah is the Divisional Executive (DE) for Eskom's Distribution Division. She has been in this challenging and exciting portfolio since July 2007. She started her career with Eskom 18 years ago, coming through the ranks while occupying various positions. Some of these positions are Regional General Manager (2005 to 2007) and Regional Engineering Manager (2004 to 2005), in Eskom's Western Region. As the DE

for Distribution, she is accountable for over 4 million customers across South Africa and is supported by a team of about 18,000 employees. In this time of economic growth and energy constraint, managing business leakages is very critical to Eskom. Hence, areas of energy efficiency and legal use of electricity are great opportunities that we have identified and are driving with a passion. Ayanda is a qualified electrical engineer, and also registered as a professional engineer with the Engineering Council of South Africa (ECSA).

Roy Panday has been involved in the Chamber movement for several years beginning with membership with the Durban Chamber of Commerce and Industry via Transatlantic Tobacco Company in 1983. He served the Rembrandt Group and later British American Tobacco SA for 11 years retiring in 2008 as regional manager for the West Rand in Gauteng. In 1994 he joined the Newcastle chamber and in 1997 was elected its President. He currently serves SACCI as a council member via the Roodepoort Chamber.

The country's Minister of Economic Development, **Mr. Ebrahim Patel**, is one of South Africa's most experienced negotiators. He has a rich history of both social activism and expertise locally and internationally in the tough world of enhancing employment opportunities. He was the Overall Convener for organised labour in South Africa in which capacity he led negotiations on social and economic policy matters at tripartite institutions. He served too as the global spokesperson on Employment and Social Policy for the Workers Group on the International Labour Organisation's (ILO) Governing Body. He has been a member of the South African national delegation on trade policy since the World Trade Organisation (WTO) Ministerial Meeting in Singapore in 1996. He led the labour engagement with government leaders as part of the preparations for the G20 Summit, when a small global labour team met with Presidents Motlanthe (South Africa) and Lula (Brazil), Prime Ministers Gordon Brown (UK) and Kevin Rudd (Australia) and the heads of the IMF (Dominique Strauss-Kahn) and WTO (Pascal Lamy). Following its deliberations, the Summit agreed to a combination of economic stimuli measures and greater regulation of financial markets. Besides his domestic role as overall Labour Convener at NEDLAC. Mr Patel has also served on the Board of the Commission for Conciliation, Mediation and Arbitration (CCMA), on the National Economic Forum (NEF - NEDLAC's predecessor), the Presidential Working Group, the University of Cape Town (UCT) Council, the Millennium Labour Council, the Proudly South African Board, the COSATU Central Executive Committee, Council for Higher Education,

the Clothing Industry Training Board, the Textile Industry Training Board, Chris Hani Institute, the National Bargaining Council for the Clothing Industry, the National Textile Bargaining Council, the Financial & Fiscal Commission and the Judicial Services Commission. He has strengthened the cabinet team assembled by President Zuma at a time when South Africa is faced with huge economic challenges. His efforts this past year will soon bring into being a New Economic Growth Path that will give maximum attention to job creation.

As Chairman of the Ezindaleni Group, **Ebrahim Patel** led the successful purchase and acquisition of Malcom Hydraulics & Engineering to make it the pre-eminent Company in this sector in the province. Initiated discussions with SASOL to become a priority vendor which resulted in been selected by SASOL as one of a select few companies in SA to partner in the Inzalo Share Offer. Mr Patel played the lead role in opening discussions with JOY of the USA. Lead coordinator in the successful acquisition by the GVM Metals Group of Australia in the Coal Mining Sector. Senior-Vice President of the "Middelburg Chamber of Commerce & Industry" (first person of 'Indian origin' to hold this position in the 107 year history of the MCCI). Consultant to the "Beijing Axis Group". Past Chairman of the Middelburg Institute of Learning. Past Chairman of the Middelburg Muslim Jamaat. Member of the Steering Committee of SAQA (South African Quality Association) to develop a national quality framework (NQF) for subjects in the field "Humanities". Member of the Board of Trustees and Media Coordinator and Director of the "Human Rights Foundation of South Africa". UDW (University of Durban - Westville) - 1976 to 1979, Enrolled for BA, Majoring in Philosophy, Psychology, English Literature and Poetics.

Since November 2009 **Karl Socikwa** has been at the helm of South Africa's national port operator, Transnet Port Terminals. His appointment coincided with the transfer of long-time chief executive Tau Morwe to sister division Transnet Freight Rail. Mr. Socikwa is a graduate of Rhodes University, South Africa, where he read for the Bachelor of Commerce (Economics and Accounting majors) and Bachelor of Laws degrees. He practiced as an attorney with Deneys Reitz Attorneys in Durban and Johannesburg. In 1995 Mr Socikwa joined Transtel as Head of the Legal unit. In 1999 he was appointed joint-deputy Chief Executive Officer and as Chief Executive Officer from 1 April 2001. In September 2005 he was invited to take on responsibility as Head of Restructuring for Transnet, primarily responsible for closure, transfer and disposal of all non-core businesses and investments of the

Group. With the successful conclusion of all the major disposals, closures and transfers he was appointed as Group Executive: Commercial charged with the establishment, launch and roll-out of this new unit which is a key enabler of Transnet's new growth strategy. He has authored research papers in topics covering the areas of business, business law and ICT. He has sat on numerous discussion and judging panels, and has delivered papers at conferences and seminars around the world. Mr Socikwa is a Governor on the Board of Governors of his alma mater, Rhodes University and serves as Director on the boards of listed and unlisted companies.

Justice Tshifularo is a Senior Manager: Value Chain Competitiveness at Productivity SA. Justice oversees the implementation of the Workplace Challenge Programme which seeks to improve productivity and competitiveness in South African Enterprises through implementation of various cluster projects across South Africa. He has been with Productivity SA since 2001 where he has performed many roles including: Productivity Advisor, Senior Productivity Advisor, Portfolio Manager and now in his current position. Justice was with Nissan SA from 1998 – 2001 as an Industrial Engineer. Justice has a Masters in Business Administration from the University of Stellenbosch (2010), Btech in Production Management (1999) from Tshwane University of Technology, Diploma in Production Management (1997) from TUT as well as several certificates from various universities and centres.

Quentin Wray is editor of BusinessReport, South Africa's largest financial daily newspaper. Prior to assuming the editorship in May 2009 he was economics editor, news editor and deputy editor. His main fields of interest include: fiscal and monetary policy, trade, industrial development, unemployment and the interrelationship between politics and economics. In his reporting career Quentin has covered major events such as the World Economic Forum's Africa summit, the annual IMF and World Bank meetings and has interviewed a wide range of top South African and international business and political leaders. Currently he writes a weekly column, entitled Take Your Q, which appears every Monday, and covers stories which interest him whenever his duties as editor permit. Before becoming a journalist, Quentin was an accountant having served articles with Deloitte & Touche in Zimbabwe where he grew up. He worked in accounting firms, non-governmental organizations and a museum. He was educated at Falcon College near Bulawayo, Zimbabwe, where he did A Levels, and at Rhodes University in Grahamstown, South Africa, where he read Economics.

Business Report is a contemporary publication which strives to provide value added reporting and analysis of current events and the stories behind the news. Business Report will continue to record the key financial news of the day anchored in its four pillars: Corporate Strategy, Governance & Company Results; BEE; Economics, Markets & Opinion. Business Report readers are loyal: "I read other news as well but I think I read Business Report more." Business Report has 1,112,000 readers daily.

Eskom generates approximately 95% of the electricity used in South Africa and approximately 45% of the electricity used in Africa. Eskom generates, transmits and distributes electricity to industrial, mining, commercial, agricultural and residential customers and redistributors. Additional power stations and major power lines are being built to meet rising electricity demand in South Africa. Eskom will continue to focus on improving and strengthening its core business of electricity generation, transmission, trading and distribution. In an effort to meet the rising demand for electricity, Eskom has embarked on a massive build programme of more than R400 billion (in nominal terms) over the five years to 2015. Since the build programme started in 2005, additional capacity of 4 905MW has been commissioned up to 30 March 2010. The Eskom Enterprises (Pty) Limited group, a wholly owned subsidiary of Eskom Holdings, provides lifecycle support and plant maintenance, network protection and support for the build programme for all Eskom divisions.

The Goldman Sachs Group, Inc. is a bank holding company and a leading global investment banking, securities and investment management firm. Goldman Sachs provides a wide range of services worldwide to a substantial and diversified client base that includes corporations, financial institutions, governments and high net worth individuals. Founded in 1869, the firm is headquartered in New York and maintains offices in London, Frankfurt, Tokyo, Hong Kong and other major financial centers around the world.

IBM Sub Saharan Africa is the region's leading IT services and solutions provider, operating in more than 20 countries in Sub-Saharan Africa. IBM believes that Africa holds enormous potential for economic growth and, as such, partners with companies and governments throughout the continent in an effort that helps position Africa as a major player in the global economy.

At the turn of the century local businessmen met to form an association for the protection and advancement

of business in Middelburg. This was the birth of the **Middelburg Chamber of Commerce and Industry**. From this small beginning of a handful of members the Chamber mushroomed to a business association with a membership of some 300 businesses. This Chamber is known and respected by its sister Chambers throughout South Africa. The original aim of being a watchdog for business by holding the local government bodies accountable for taxes received from business and of acting as an advisory institution to local businessmen, has remained the same throughout nearly 100 years of its existence. Through the many services offered by the Chamber, business information is distributed to the business community via email, sms and business guides.

Nedbank Group Limited, listed on the JSE since 1969, is South Africa's fourth largest banking group measured by assets. The principal services offered comprise business, corporate and retail banking, property finance, investment banking, private banking, foreign exchange and securities trading.

Old Mutual is the largest and most well-established financial services provider in Southern Africa. Our prominent position in the industry is reflected in our strong operating performance across all our businesses, our good balance sheet position, strong financial flexibility with demonstrated access to international capital markets and diversity of business. Our partnership with Nedbank and Mutual & Federal (two sister subsidiary companies under the Old Mutual plc banner in South Africa) enables us to offer a variety of financial products and services. These span investment, life assurance, asset management, banking, healthcare and general insurance. Our client base comprises of individuals, businesses, corporates and institutions. Old Mutual (South Africa) is a significant participant in the South African economy. We remain committed to addressing Black Economic Empowerment and were actively involved in the drafting of the Financial Services Charter. In addition, our social investment responsibilities indicate that we are as committed to serving South African communities as we are our investors. Our product and service solutions take into account what our clients need and deliver this through our collective skills, years of experience and our value-driven people. We are one of the leading financial services providers in Southern Africa. For more information browse at www.oldmutual.co.za

Pietermaritzburg Chamber of Business (PCB) is a voluntary association of business enterprises and came into existence on 1 August 2002 as a result of the unification of the Midlands Black Business Chamber, the

Pietermaritzburg Sakekamer and the Pietermaritzburg Chamber of Commerce & Industries, all of which disbanded to form the new body. The process is thought to be unique within the chamber movement in South Africa. The PCB stands alone as a comprehensively united business organisation enjoying wide credibility and the full confidence of government at all levels. The PCB is registered as an Association incorporated under section 21 of the Companies Act and is also a registered Non-profit Organisation. It is active within the national ambit of Organised Business and is fully committed to the unity of business at provincial and national levels.

Productivity SA is an institution mandated by Government, Labour and Business to enhance productivity in order to contribute to South Africa's socio-economic development and competitiveness, and to this end, focuses on the following areas as its strategic thrust areas: Enterprise productivity and competitiveness, Small and micro enterprise productivity capabilities, Public sector efficiency and effectiveness, Productivity Information and research and Promotion of Productivity. This is reflected in the range of programmes undertaken, as well as in a unique approach to addressing issues of productivity, by adopting a tripartite approach to productivity enhancement; setting targets regarding equity, efficiency and performance excellence.

The Roodepoort Chamber of Commerce and Industry's mission is to be the voice of business so as to create an environment in which the Business Community and its people can flourish and to promote a higher level of services to its members. It is our aim with this website to bring about a platform in which our chamber members can network and support businesses in the Roodepoort Region. Our Rocci Project Partners and members have the economy of the Roodepoort Region in mind with every event, function or network opportunity.

Siyakha Consulting designs and implements strategies that support sustainable transformation. The key to our success lies not in prescribed and formulaic solutions, but in identifying each organisation's individual requirements and designing best practice solutions to suit those specific needs. Our company has 4 specialist divisions - BEE Consulting, HR Consulting, Development Services Consulting and Siyakha Search and Selection. 011 706 9006 www.siyakha.co.za

South African Chamber of Commerce and Industry (SACCI) is the largest national chamber in South

Africa. Its mission is to protect and promote the interests of business in South Africa across all sectors and size of business. SACCI has approximately fifty affiliated chambers across South Africa and a large number of corporate members. SACCI is affiliated to the International Chambers of Commerce (ICC) through ICC South Africa. Given the complexity and volatility of the local and global business environment, business people find it increasingly difficult to ensure sustainability while operating in isolation. SACCI's role is to provide representation, information and support to its members and the broader business community. Visit www.sacci.org.za should you wish to register as a member of SACCI and learn more about the organisation.

The South African Reserve Bank is the central bank of the Republic of South Africa. The Bank was established in 1921 in terms of a special Act of Parliament, the Currency and Bank Act of 10 August 1920 (the Act) and was the direct result of the abnormal monetary and financial conditions which had arisen during and in the period immediately following World War I.

Telkom is a significant player on the African continent. The Company, which is listed on the JSE, has evolved into a highly competitive Group with its focus on servicing customers and creating value for stakeholders. Telkom is one of the largest communication services providers in Africa and a Forbes Top 2000 Company. We intend to increase our value proposition by extending our range of offerings to the mobility environment. We are determined to expand our broadband penetration by increasing the differentiation aspects of our broadband offerings and plan to introduce converged digital media and various devices to enable the "digital home". In the business market, we aim to become the provider of choice for connectivity. The technology backbone of Telkom is our Next Generation Network. We rank among South Africa's best employers in science, technology and engineering on the 2007 Magnet Graduate Survey.

Transnet Port Terminals (TPT), a division of South African freight and transport parastatal Transnet Limited, provides efficient and reliable cargo-handling services at terminals situated across seven South African ports – Durban, Richards Bay, Cape Town, Saldanha, Port Elizabeth, Ngqura and East London. TPT's customers including shipping lines, freight forwarders and cargo owners. Commodities handled include containers, mineral bulk, agricultural bulk and ro-ro cargo. For information, visit www.transnetportterminals.net

Issuing Association:



SACCI

International Guarantee Chain:



*Speed
through
customs
with*
**your
passport
for
goods**

**A Guide to the
ATA Carnet**

