### **GROWING GREATNESS TOGETHER**



THE AMERICAN CHAMBER OF COMMERCE IN SOUTH AFRICA 2019 IN REVIEW



"Just as the strongest steel is forged in fire, just as diamonds are forged deep inside the earth's crust under the most extreme pressure, let us turn adversity into opportunity. In doing so, let us each play our part, for upon the conduct of each depends on the fate of all. By working together towards the South Africa that we all want, sparing neither strength nor courage, we will progress and we will succeed."

- President Ramaphosa



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# AMCHAM'S VISION

Our vision is to be the representative body of U.S. business interests, in South Africa, that seeks to facilitate investment, bilateral trade and other business exchanges that contribute to economic and social prosperity and a better world.

### **OUR MISSION**

- We will represent collectively the interests of our members to respective stakeholders and policymakers;
- We will promote and showcase the crucial role that American business has in contributing to South Africa's economic and social prosperity;
- We will position Amcham as a public advocate to improve the competitiveness of South Africa as an investment opportunity, trading partner and tourism destination, and as the gateway to Africa;
- We will promote and co-ordinate sustained social capital investment to uplift communities and build civic institutions:
- We will build understanding for, and enhance decision making capability regarding key business issues through networking and special events;
- We will promote economic stability and social justice through good, effective, accountable and transparent governance in organs of state and business.

### **OUR OBJECTIVES**

- We represent the collective interests of our members to our respective stakeholders.
- We promote and showcase the crucial role that American business has in contributing to South Africa's economic and social prosperity.
- We position Amcham as a public advocate to improve the competitiveness of South Africa as an investment opportunity, trading partner and tourism destination.
- We aim at promoting and co-ordinating sustained social corporate investment to uplift communities and engage with society.
- We aim at building understanding of and enhancing decision-making capabilities regarding key business issues through networking and special events.
- We promote economic stability and social justice through good, effective, accountable and transparent governance in organs of state and business.
- We identify critical business issues facing American business in South Africa, and develop advocacy strategies which assist with these issues.

4 The American Chamber Of Commerce In South Africa

# PRESIDENT'S REMARKS



President:

Craig Arnold

President, Sub-Saharan Africa

Dow Southern Africa (Pty) Ltd

2019 will be remembered as a year of slow starts. With sluggish economic growth, the continuation of various commissions of inquiry, a shocking GDP shortfall, and the resurgence of the new South African catchphrase 'load shedding'; it felt like the year could not end any sooner.

All was not lost, however, as there were many positives to the year that was. Allegations of corruption at the State Capture Inquiry have brought many corrupt beneficiaries to light, and we are confident that our judicial system will uphold the great value of the South African judiciary system by ensuring that these perpetrators are held accountable. We had a successful year in terms of networking, hosting 12 events for the benefit of our members. Our 41st AGM was addressed by Political Analyst Aubrey Matshigi, who discussed the topic, South Africa: Where to Now? 2019-2024. Aubrey delivered an engaging address and definitely left the audience with food for thought. The board of directors for 2019 were elected, and I would like to take this opportunity to thank each member for their valuable contribution to AmCham during the year. It is only with the leadership, guidance

and expertise from such a high-calibre board that we continue to thrive. I'd also like to acknowledge our ex-officio U.S. representatives on the board too; we greatly value your partnership.

We were honoured to host government departments and ministers during the year. In May, we hosted a morning session—that was a smashing success—with the Gauteng Department of Economic Development (GDED) to gain a better understanding of the needs and priorities of both AmCham members and the GDED. Various entities from the Department of Home Affairs, the InvestSA One Stop Shop, and Brand South Africa all provided meaningful engagement in the room.

We also hosted the Honourable Dr Naledi Pandor, Minister of International Relations and Cooperation (DIRCO), who addressed members on how government and business can work together to create growth. Minister Pandor emphasised that U.S. investment into South Africa is vitally important to the country, and that, through collaboration with the Chamber, government hopes to achieve President Ramaphosa's goals and objectives of eradicating poverty, minimising job losses and improving access to quality education.

We hosted eight forums in 2019, with each forum meeting five times throughout the course of the year. The AmCham mantra that these forums are the 'engine room' of the Chamber cannot be repeated enough. It is through these meetings that we are able to highlight and address both the concerns and successes of American business in South Africa. Through the forums, we made submissions regarding the Draft Regulations on the Employment of Foreign Nationals, the Draft Expropriation Bill, and the much-contested National Health Insurance (NHI) Bill-amongst others. I thank all of our members who

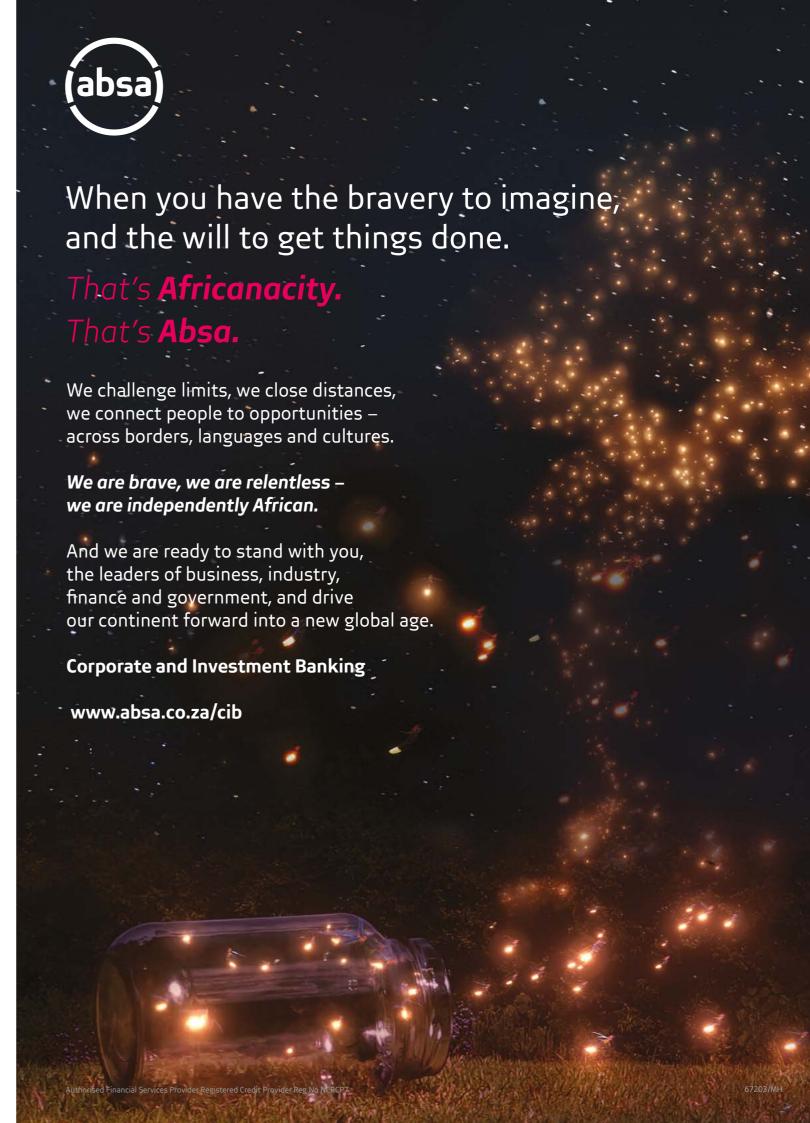
were involved in the working groups for these submissions.

Another highlight for the year was our biannual Stars of Africa Awards. The Stars of Africa Awards recognise companies' overarching and creative corporate social investment (CSI) initiatives. Good CSI programmes competitively characterise the success and footprint of American companies in South Africa, through their pursuance of sustainable development and by addressing socio-economic needs in the country. Entries to this year's awards demonstrated that investing resources into communities has become an integral part of business practice that benefits both business and society. Thank you to all our members who submitted their projects and congratulations to the winners. We are proud to have the members that we do.

2020 promises to be a great year. We are excited to host the first-ever Pan-African AmCham Summit in March and are looking forward to creating a mutual relationship with the various AmChams in Africa that have been invited. We are also hoping to increase our lobbying efforts to ensure that we have a constructive engagement with government and various elected representatives.

I would like to take this opportunity to encourage every CEO of our member companies to advocate their representatives to attend our networking events and forums as they provide invaluable networking opportunities, leadership engagements, and key takeaways for American businesses operating in South Africa. The forums provide an opportunity for engagement with topical speakers on relevant industry issues, as well as a platform for contributions to proposed legislative amendments.

My thanks go to the AmCham team—Angela, Avrille, Arlene, Annika, Karabo, and Julia—for the hard work that they put in to ensure that AmCham meets its goal. And finally, thank you to each and every one of our members. Without you, we do not exist



# LETTER FROM U.S. EMBASSY





Embassy of the United States of America Pretoria, South Africa

January 29, 2020

American Chamber of Commerce in South Africa P.O. Box 1132 Houghton 2014 Johannesburg

Dear Mr. Arnold

One of my very first activities upon arrival in South Africa in November last year was to attend the annual AmCham Thanksgiving Gala. Not only was it a tremendous event, showcasing some of the great talent of South Africa's youth, it was also an impressive demonstration of the vibrancy of AmCham and the great work that its members are doing here, contributing to both the country's economy and its people. Even while pursuing their commercial goals and creating jobs in the United States, AmCham members continue to contribute to achieving sustainable and inclusive growth in South Africa, adding quality jobs, developing skills, and transferring expertise. In 2019, American companies brought significant capital, cutting edge innovations, and proven solutions to South Africa, and we want to further these gains in 2020 as we facilitate the growth of the U.S.-South African trade relationship

A top priority of mine is to significantly increase two-way trade and investment. In my own journey from South Africa to the United States, I have personally witnessed the importance of a business environment that promotes entrepreneurship and a robust private sector as the key to a country's ability to achieve economic success. I count on AmCham and the U.S. companies it represents to be our partners in expanding U.S. and South African prosperity. together we can be a catalyst for economic growth and job creation in both the United States and South Africa and demonstrate the superior value of transparent, open markets and private

AmCham members are making tremendous contributions to the economies of both the United States and South Africa. I am committed, as is the entire U.S. Mission in South Africa, to working together with you to facilitate and build U.S.-South Africa trade and investment and thereby help South Africa grow and prosper in a global marketplace that gets more competitive with each passing day.

Thank you all for your contributions in South Africa and your continued partnership with the U.S. Mission in Pretoria and our consulates in Johannesburg, Cape Town, and Durban.

Lana Marks



# **Amway**

# TAKE CHARGE OF YOUR FUTURE

Imagine a future that puts you in control. Imagine being able to fulfil your ambitions, small or large, with the extra money you earn running your own business. Simply set your goal and then achieve it. Anything is possible.

Amway offers more than 400 quality beauty, wellness and home care products. Amway's range of brands includes the world's number one selling vitamin and dietary supplements brand, NUTRILITE™, the skin care and cosmetic products of ARTISTRY™ as well as the Amway HOME<sup>™</sup> range of cleaning products.

Imagine a straightforward, low-risk business model that can take you as far as you want to go. Amway provides the tools, you build the business. There are no special skills required to begin and operate your Amway Business. The only thing you need is hard work and dedication. The time to make it happen is now. It's your life, it's your future — the decision is yours.

For more information call 0800 203 772 or visit us on www.amway.co.za.

Join us on Facebook and follow Amway's breaking news on Instagram and Twitter @AmwaySAtweets.

















# **CEO** REPORT



**Angela Russell** American Chamber of Commerce in South AfricaNPC

aving worked for American multinationals for the last 21 years, joining the American Chamber of Commerce was a welcome change. Having heard about AmCham's activities but never really participating, the last 9 months have been an interesting journey of discovery.

Before joining, I cannot say that I fully understood the role of the Chamber and probably like me, many of our members' employees might think it is a place to have breakfast and listen to a really good speaker, and I often meet with people who ask me "what does the Chamber

In the past, a Chamber was a necessary place to conduct business, it provided networks and contacts, it helped to build a business reputation, offered advice and provided access to government officials.

The business world is however evolving, and I pose the question - are Chambers of Commerce still relevant in the modern business world?

Relevance is defined as the quality or state of being closely connected or appropriate. Relevance assumes a full understanding of needs and can mean different things to different organisations.

In today's economic times, organisations are re-evaluating their discretionary spend and asking the ROI question for all of their membership fees - therefore, are we relevant?

Something that I remind people of, it that unlike all the other Chambers of Commerce, AmCham does not receive any funding from the U.S. Government and we are therefore solely reliant on our membership fees and sponsorship.

On doing my rounds, talking to our member company's CEOs, I have sometimes seen a disconnect between what the company wants and what AmCham provides. The one-size-fitsall approach does not work in today's environment, and we are looking at ways that we can be more flexible in the services that we offer.

It is interesting to see that some members see AmCham as an "insurance" - we are there if they need us in case an industry issue arises. Other industries are actively involved with us in policy matters and government advocacy. The caliber of industry and subject matter experts who address our Forums is outstanding.

AmCham is always working behind the scenes to ensure the best possible resources for our members. A small, dynamic team consisting of Avrille, Arlene, Annika and Karabo churn out work. They plan the CEO and Networking breakfasts, organise our events and Forums, our Summits, they are connecting with the local and national government, working on relevant policy submissions, providing the necessary membership communication and feedback, as well as fostering relations with new and existing business resources. A big thank you to them for everything that they do on your behalf.

We are excited for the journey that lays ahead, and are looking forward to creating an AmCham 'force de jour' together with our stakeholders. The newly appointed U.S. Ambassador to South Africa, Lana Marks, is a keen partner to the Chamber, U.S. multinationals in South Africa, and South African government. With a partner such as Ambassador Marks, we look forward to elevating AmCham's relevance to ensure we remain a key stakeholder with business and government alike.

As we move into 2020, the new AmCham Board are going to relook at AmCham's purpose and value proposition and we will work together to ensure that we build a forward-thinking Chamber, that is attuned to the needs of its members, that is looking to engage not only with the current organisation leaders but also with the leaders of tomorrow. An AmCham that is relevant to today's business climate and that future proofs itself.

# IN A CHANGING WORLD, YOU CAN UNLOCK MANY MARKETS WITH A SINGLE KEY.





The bank for a changing world



# **MEMBERSHIP SERVICES**

### THE BENEFIT YOU RECEIVE FROM YOUR MEMBERSHIP IS ONLY BOUND BY YOUR CAPACITY TO ACT

### **OUR VALUE PROPOSITION:**

- An unyielding focus on Ethics and Governance.
- Unmatched market access to other members at our networking functions, to stakeholders, government officials (including US government officials) and to other binational Chambers.
- Business Networking Opportunities utilising the platforms we provide through our networking events, workshops and Forums.
- Collective anonymity to protect individual companies when challenging issues are debated.
- Representation for Policy and Advocacy submissions to ensure optimal representation of our members we have joined Business Unity South Africa which is the apex business body in SA.
- Bi-National co-operation is ensured to create a favourable business environment in South Africa.

### **OUR SERVICES:**

### - ADVOCACY

- Advocacy on proposed legislation compiled by Forums through their working groups.
- A monthly Parliamentary Report that is compiled by our Parliamentary Correspondent who attends parliament.
- A weekly report that summarises global economic activity of the past

### - NETWORKING EVENTS

 A programme of breakfast, lunches, and receptions to facilitate networking for our members.

- Training Workshops on topical business issues.
- Briefings for visiting senior company representatives and trade
- Intimate CEO Breakfasts with invited speakers.
- A Black-Tie Thanksgiving event every November to give thanks for the gift of another year.

### - FORUMS

We offer 8 Forums that are the engine rooms of Amcham. The Forums offer an expert guest speaker on recent topical issues, and are the vehicle for members to network, raise their issues, and to compose submissions on legislation. An unyielding focus on Ethics and Governance

- Brandholder Anti-Counterfeiting
  - addresses active engagement in fighting counterfeit trade through collaboration with stakeholders such as Customs, the Hawks, CIPC, and municipalities.
- Digital focuses on Industry 4.0 and how business can be an active participant through upskilling programmes, and commenting on critical legislation.
- Energy undertakes participation on energy issues such as the role of coal, gas and renewables, and engages with relevant players in the energy space for legislation and networking.
- Health and Wellness focuses on health-related topics for discussion, legislative issues such as the NHI, and networking with key players in the health industry.

- People Management addresses important topical issues such as youth unemployment, critical skills and engagement with labour stakeholders.
- Policy & Government Relations proactively responds to issues facing business, and addresses policy proposals and processes.
- Regional Trade overviews current, and African trade matters, logistics and customs issues. Provides trade news and updates through a Dashboard, and focuses on African regional trade agreements.
- **Transformation** monitors transformation through the implementation of the B-BBEE Codes of Good Practice and issues faced by multinationals in the country through commenting on legislation and engaging with the dti and BEE Commission.

### **WE LIVE OUR VALUES:**

### INTEGRITY:

UNCOMPROMISING RESPECT:

PEOPLE AND PLANET **EXCELLENCE:** 

WHAT WE DO. WE DO WELL

**ACCOUNTABILITY:** 

WE ARE ALL ACCOUNTABLE

**GOVERNANCE:** 

WE ARE A ROLE MODEL FOR GOOD GOVERNANCE

**INCLUSION:** 

WE INCLUDE ALL IN WHAT WE DO

Remember: You have to participate to benefit!





BUILDING THE FUTURE **TOGETHER** 

# **OUR 2019 ACTIVITIES**

### **NETWORKING AND KNOWLEDGE SHARING**

We hosted the following events for our members:

- A Parliamentary networking Reception in Cape Town to mark the 2019 budget speech and First Term Parliamentary Session with government officials, parliamentary leaders and captains of industry;
- Our 41st Annual General Meeting with Aubrey Matshigi, Political Analyst on "South Africa - Where to now
  - 2019 2024?";
- A Networking Breakfast for Cape Town members with Professor Richard Calland, University of Cape Town, on "Elections 2019 Scenarios: Will President Ramaphosa get the results he needs to sustain his reform agenda?";
- A Breakfast Dialogue on "The 2019 Election - What Now?" with Nic Borain, Senior Political Analyst, SSA, BNP Paribas South Africa and Jeff Schultz, Chief Economics, BNP Paribas South Africa:
- A morning session with The Gauteng Department of Economic Development (GDED) to gain a better understanding of the needs and priorities of AmCham members and the GDED;
- A breakfast panel discussion on "Travelling in Africa - how to assess the risks" with seasoned safety experts from different sectors on Business Travel in Africa and how safe it is for corporate travellers when travelling in Africa;
- A Roundtable Discussion with Google's Director for Law Enforcement and Information Security, Richard Salgado, on "Insights on how we think about and approach matters related to law enforcement and information security";
- A CEO Discussion Forum with

- Martin Kingston, Vice-President of BUSA and Executive Chairman, Rothschild and Co, on "South Africa - Where to Now?";
- A networking breakfast for Cape Town members with David Cohen, USAID/Southern Africa Regional Economic Growth Deputy Director, and Allan Hackner, USAID/ Southern Africa Senior Investment Advisor, on "Prosper Africa and Economic Growth":
- A networking breakfast with The Honourable Dr Naledi Pandor, Minister of International Relations and Cooperation, on "How government and business can work together to create growth";
- A networking breakfast with Mr Edward Kieswetter, South African Revenue Service (SARS) Commissioner, on "Eradicating State Capture";
- 2019 Thanksgiving Gala Dinner Celebration, featuring keynote speaker, The Honourable Mr Pravin Gordhan, Minister of Public Enterprises, the Ndlovu Youth Choir and Comedian Pieter Dirk Uys (Tannie Evita), and our "Stars of Africa" Awards.

### **ADVOCACY**

We sought our members' views through our Forums, and made submissions to the SA

- government on: The Draft Regulations on the Employment of Foreign Nationals;
- The Draft Expropriation Bill, 2019;
- The Draft Conformity Assessment Framework for Equipment Authorisation;
- The Notice of Intention to amend Annexure B of the Radio Frequency Spectrum Regulations, 2015 - September
- The National Health Insurance (NHI) Bill.

### WE SOUGHT OUR MEMBERS' **VIEWS THROUGH:**

- Doing Business in South Africa Your 5 Biggest Challenges;
- Concerns about violent actions impacting on business (on behalf of BUSA);
- Communications Survey

### WE BRIEFED INTERNATIONAL **DELEGATIONS ON DOING BUSINESS IN SOUTH AFRICA**

### Students from the U.S. Air War

- College:
- Business Professors from Darla Moore School of Business, University of South Carolina;
- Graduate students from Fordham University. New York:
- McCoombs School of Business, University of Texas;
- Students from Governors State University, Chicago.

### **BOARD STRATEGY PLANNING**

The Board met in March to develop AmCham's 2019 strategy.

### **FORUM WORKING GROUPS** (COMPILING SUBMISSION PAPERS ON TOPICAL ISSUES) **BRANDHOLDER ANTI-**

 A working group to form the basis for the Consumer Awareness Campaign;

**COUNTERFEITING (BAC):** 

- A working group to compile
- a Position Paper for the BAC Forum.

### DIGITAL:

- A Working Group on the Draft Conformity Assessment Framework for Equipment Authorisation;
- A Working Group to update the Digital Forum Position Paper.

### THE COCA-COLA COMPANY'S PACKAGING VISION

### HIGHLIGHTS OF OUR WORLD WITHOUT WASTE STRATEGY

Supporting recycling programs and Voluntary Extended Producer Responsibility (VEPR) schemes like the



Running around recycling





Funding partnerships

The Coca-Cola Company has established significant global partnerships with organisations such as WWF, Ocean Conservancy and The Ellen MacArthur Foundation to help achieve our

We grow and mobilise participation in

Through our bottling partner Coca-Cola Beverages South Africa, we have introduced in informal sectors and community recycling centres

Making our packaging



### **OUR JOURNEY TO A WORLD WITHOUT WASTE**



# **FAST FACTS** WORLD WITHOUT WASTE IN SOUTH AFRICA

IN SOUTH AFRICA, WE ARE TAKING ACTION ON SUSTAINABILITY BY USING OUR BUSINESS AND OUR BRANDS

We continue to make sure that



2025

We'll work with local and national partners to by 2030



We'll make sure that at least we use for our PET bottles comes from recycled plastic by 2030

We'll use the reach of our brands to

the **PET Recycling Company** (PETCO) in South Africa which

We are an active member of



in 2018, ahead of some developed nations.

Through the Coca-Cola Beverages South Africa Schools Recycling Program, we have invested over (to date) in the program. In 2019 more than was collected.

WE MINIMIZE ENVIRONMENTAL IMPACT

WITH OUR 3Rs PRINCIPLE:

#### **ENERGY:**

- A working group to comment on the proposed rules for the Carbon Tax;
- A working group to update the Energy Forum
   Position Paper.

### **HEALTH & WELLNESS:**

- A meeting with AmCham members of the private health
- sector to advise PEPFAR on their targets;
- A Working Group on the National Health Insurance (NHI) Bill;
- A Working Group to update the Health & Wellness Forum Position Paper.

### **PEOPLE MANAGEMENT**

- A Working Group on the Draft Regulations for the Employment of Foreign Nationals;
- A Working Group to update the People Management Forum Position Paper.

### POLICY & GOVERNMENT RELATIONS:

- A Working group on the Draft Expropriation without Compensation Bill;
- A Working Group to update the Policy & Government Relations Forum Position Paper.

### **REGIONAL TRADE:**

 A Working Group to update the Regional Trade Forum Position Paper.

### AMCHAM FORUMS (HELD BI-MONTHLY)

 The Forums are the "engine room" of AmCham. We hosted the following Forums (and provided expert speakers at each Forum).
 The presentations of the speakers, when available, are available in the log-in section of our website.

### BRANDHOLDER ANTI-COUNTERFEITING FORUM

- A discussion on the Brandholder
   Anti-Counterfeiting Forum in 2019
   where are we headed?;
- Amanda Lotheringen, Senior Manager: IP Enforcement, CIPC, on "Consumers and Awareness";
- Discussions on the framework for a Consumer Awareness

- Campaign;
- Major General Khana, Head of Commercial Crime Investigations at the Directorate for Priority Crime Investigations (DPCI), on "The role of the Directorate for Priority Crime Investigations (DPCI) and its role and strategy in the enforcement against counterfeit goods in South Africa";

#### DIGITAL

- Lionel Moyal, Director: Commercial Partners, Microsoft, on "Articulating the Digital Opportunity";
- Kevin MacKenzie, Conversations in Growth, on "What Stays Unchanged in a Digitally Transformed Business and Why it Matters":
- Leishen Pillay, Associate Director in Risk and Advisory Service Line, Deloitte, on "Managing risks in areas of Data Protection and legislation";
- Martin Meiring, Director and Co-Founder, QuidPro; Wesley Patrick, Co-Founder, QuidPro; and Paul Horsfall, AmCham Honorary Life and Board Member, on "Cryptocurrencies and the difference between Bitcoin and Libra"
- Barry Vorster, Partner, PwC and Bernice Wessels, Senior Manager, PwC, on "Skills Bridge – the Future World of Work".

### **ENERGY**

- A presentation by Eskom, on "Eskom's take on recent developments in South Africa";
- Piet van Staden, Alternate Deputy Chairperson, The Energy Intensive Users Group (EIUG), on "The Unbundling of Eskom – what does it mean? What are the implications and what would be the best approach to unbundling it: An EIUG Perspective":
- Kishan Pillay, Director, Up-& Midstream Oil & Gas, the dti, on "The dti's Gas Industrialisation Strategy";
- Dr Thabi Leoka, Economist and Presidential Economic Advisory Council Member - "An analysis on Finance Minister Mboweni's Economic Plan and what this

Happy Khambule, Senior
Political Advisor, Greenpeace

means for energy in the future";

Africa, on "The Just Transition – what it means, where we are, the transition to a low-carbon economy and the impact on industry and jobs".

#### **HEALTH & WELLNESS**

- Etienne Dreyer, Associate Director, PwC, on "Global Healthcare Issues and the NHI":
- Dr Nevilene Slingers, Executive Manager: Donor Co-ordination, SANAC, on "The impact of Budget Cuts and Restraints from funders (especially the U.S.) to HIV funds in SA";
- An update on the Presidential Health Summit and the NHI, led by Professor Alex van den Heever, Chair: Social Security Systems Administration and Management studies at the Wits School of Governance:
- Dr Brian Ruff, CEO, PPO Serve, on "Responses to the Health Market Inquiry (HMI) Provisional Findings";
- Dr Nicholas Crisp, NHI Fund
  Developer, Department of Health,
  on "The NHI and what you need
  to know".

### PEOPLE MANAGEMENT

- Tapiwa Tevera, Transformation Leader, Johnson & Johnson, on "The YES Programme and its solution to youth unemployment a J&J Perspective";
- Shane Kidwell, Principal, St.
   Alban's College, on "Equipping for the Future of Jobs";
- JC Nel, Executive Consultant, 21st Century on "Employment Equity";
- Tabea Kabinde, Chairperson, Commission for Employment Equity(CEE) - Feedback on the CEE's 19th Annual Employment Equity Report;
- Daniel Orelowitz, National Commercial Manager for Learnerships, Training Force, on "The benefits to your B-BBEE scorecard by running Learnerships in South Africa".

Our 2019 Activities continued on page 16



### **POLICY & GOVERNMENT RELATIONS**

- Ros Davey, Partner, Bowmans, on "Culture Dilemmas: A lesson in Risk Management and Governance";
- Mike Judin, Senior Partner at Judin Combrinck Inc Attorneys, on "The Social Ethics Committee and how it acts as a driver for ethical behaviour";
- Themba Dlamini. Commissioner for Development Economics at the National Planning Commission (NPC), provided an address on "Highlights of NPC Work and Priorities to 2020";
- Petrus de Kock, General Manager: Research, Brand South Africa, on "Key takeaways from WEF in Africa 2019 and South Africa's commitments";
- Pulane Kole, Chief Director, SEIAS, and Jan Magoro, Senior Specialist, SEIAS at the DPME, on "The role of SEIAS in the South African lawmaking process".

### **REGIONAL TRADE AND** INFRASTRUCTURE

- Dr Martyn Davies, MD of Emerging Markets and Africa, Deloitte, on "An Update on Trade Trends in Africa for
- Asmita Parshotam, Researcher: Economic Diplomacy Programme, SAIIA, on "The African Continental Free Trade Agreement (AfCFTA) unpacked":
- Beyers Theron, Acting Chief Officer: Customs & Excise, SARS, on "SARS' Vision 2024, the New Customs Act Program (NCAP), and the Customs & Excise Service Improvement Program";
- Juan Cammarano, Trade & Investment Officer, U.S. Embassy on "AGOA and U.S./S.A. Trade";
- Ashley Bubna, Southern Africa Desk Officer, U.S. Department of Commerce, on Prosper Africa.

### TAX

 Robyn Berger, Tax Executive, Bowmans, on "Common tax difficulties that multinationals face when trading in Africa".

### **TRANSFORMATION**

- Pippa Capstick, ECD & Founder, A Country for Jane, on "Youth Unemployment and what we can learn from Uber and Air B&B":
- Jacob Maphutha, Director: BEE, dti, on The B-BBEE Codes revisited;
- Martin Sweet, Managing Director, Primestars (Pty) Ltd, on "Business in education: A social compact";
- Claire Tucker, Head of Public Law & Regulatory, Bowmans, on "The recent developments in B-BBEE";
- Zodwa Ntuli, Commissioner, B-BBEE Commission on "The B-BBEE Commission and general compliance issues".



pendent advisor on matters ranging from customs and excise, carbon and energy strategy, green related funds, carbon tax and policies, renewable energy and corporate finance. Cova has set up a strong local network within the private and government sectors. To offer a comprehensive service, our team is made up of engineers, accountants and lawyers.

Cova Advisory is one of only a handful of inspection bodies accredited by the South African National Accreditation System (SANAS) to measure and verify energy savings (Certification number EEMV0007). Our team comprises of certified measurement and verification professionals to do this inspection work.

### what we do

Cova Advisory has unrivalled expertise in four key fields:

- The tax incentives and government grants which the South African Government has on offer for new projects, and the complex factors which must be considered by applicants.
- Measures to encourage firms to become more energy and carbon efficient.
- Customs and Excise advisory.
- Corporate Finance advisory.

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Directors | Duane Newman | Tumelo Chipfupa







# THANKSGIVING DINNER

hanksgiving is a time to reflect and express gratitude for the accomplishments of the year and look forward to the goals yet to be achieved. AmCham hosted yet another unforgettable "South Africanesque" Thanksgiving Gala Dinner on 20 November 2019 at the Sandton Convention Centre; where we celebrated another year of thanks with business leaders, government representatives, stakeholders, and our valued members.

Our CEO, Angela Russell, was Master of Ceremonies for the night, providing a sparkling opening to the evening and paying homage to our honoured guests and the youth present who will be the torchbearers of a flame that ignites sweeping change. A brief overview of the year's events was highlighted and those who participated were commended for their contributions. Comedian Pieter Dirk-Uys' alter ego Tannie Evita took to the podium to give a tongue-in-cheek recount of her experiences in South Africa's constantly evolving social and political climate.

Honourable Minister of Public Enterprises, Pravin Gordhan, addressed guests and thanked American business for their continuous endeavour for a cohesive society and strengthened public-private partnership. U.S. Ambassador to South Africa, Lana Marks gave a warming speech as she prepares to take on her new role. We are certainly excited for what the future holds.



The ceremonial Thanksgiving turkey carving was performed by Minister Gordhan, Ambassador Marks, AmCham Co-Vice President Lee Dawes, and Angela Russell.

Guests were dazzled by performances from the world-renowned Ndlovu Youth Choir, who had people on their feet with their rendition of 'My African Dream'. They took our breaths away and we can see how they won the hearts of many thousands of people across the globe.

AmCham's bi-annual Stars of Africa
Awards applauds companies for their CSI
initiatives. The awards were presented to
winners in the three categories of Health
& Wellness; Community Development &
Welfare; and Education | Training | Skills
Development. Congratulations to all
of the winners and we look forward to
future entries. We'd also like to extend
our thanks to all members who entered

submissions, through your support the awards demonstrate that American business is committed to uplifting South Africa while creating an inclusive, healthy, and fair economy. We encourage all our members to continue submitting their projects and look forward to the next awards ceremony in 2021.

As the evening drew closer to our raffle draw, excitement again filled the air as R34 500 was raised towards our bursary fund for HDI masters students furthering their studies in mathematics and accounting disciplines. Thank you to all who participated and a big congratulations to the winner of the R25 000 cash prize.

And finally, we thank our 2019
Thanksgiving patrons who, with their support, made the evening a memorable event for all in attendance. We hope to have you join us again next year!









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We thank our valued Patrons







































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### **ABOUT THE AWARDS**

The Stars of Africa Awards recognise the overarching and creative Corporate Social Investment (CSI) initiatives of companies. Good CSI programmes competitively characterise the success and footprint of American companies in South Africa through their pursuance of sustainable development and by addressing socio-economic needs in the country. Entries to this year's awards demonstrated that investing resources into communities has become an integral part of business practice that benefits both business and society.

The Stars of Africa Awards are presented bi-annually across the following categories:

- Community Development & Welfare
- Health & Wellness
- Education | Training | Skills Development

### **COMMUNITY DEVELOPMENT & WELFARE WINNERS**





KFC Mini-Cricket is a grassroots cricket development programme owned and administered by Cricket South Africa and sponsored by KFC. It aims to introduce children to cricket in its simplest form and impart valuable sport and life skills. This partnership is now in its 10th year.





Since 2016, HP has supported the Memeza Community Safety Project through CSI, skills development funding and support. Ensuring that high levels of crime, gender-based violence, hunger, and theft of educational ICT equipment are reduced through technology and a public-private partnership.

### **HEALTH & WELLNESS WINNERS**





Mothers2Mothers is an African NGO that unlocks the potential of women to create healthy families and eliminate paediatric AIDS. Mothers2Mothers trains, employs and helps empower local HIV-positive mothers as Peer Mentors—community healthcare workers who provide services in understaffed health clinics and communities.

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Add Hope is a social responsibility programme which unites KFC customers, staff members and other partners in the fight against child hunger in South Africa. Customers add R2 or more to their purchase, which is then added to donations from KFC, before being allocated to feeding schemes run by non-profit organisations around the country.





Silver Award
Microsoft South Africa
Phulukisa Health
Solution

KFC Mini-Cricket is a grassroots cricket development programme owned and administered by Cricket South Africa and sponsored by KFC. It aims to introduce children to cricket in its simplest form and impart valuable sport and life skills. This partnership is now in its 10th year.

### **EDUCATION | TRAINING | SKILLS DEVELOPMENT**





Gold Award
Microsoft South Africa
Microsoft Philanthropies –
Digital Skills Programme

Through Microsoft Philanthropies, a Digital Skills Programme has been launched which comprises a range of skills development initiatives designed to address the digital skills shortage within the country—from basic digital literacy to deeper technical skills. This is a job creation and skills development initiative where sustainable employment opportunities are created by empowering individuals with the 'in-demand' digital skills required for today's workplace.





Silver Award
Primestars
eduCate Matric Math &
Science Revision Programme

eduCate is a national Matric Math & Science Revision Programme that covers the entire math and science curriculum. The goal: to prepare matric learners from under-resourced schools for their final examinations. These revision sessions are presented in an educational yet entertaining manner; allowing learners to interact with subject experts who can help address their queries.

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# STARS OF **AFRICA JUDGES**

### **COMMUNITY DEVELOPMENT & WELFARE JUDGES**



**LESEGO MAFORAH** Project Manager, Nelson Mandela Foundation

esego Maforah is a Johannesburg based professional project manager. He is a graduate of the University of Cape Town and is internationally certified as a PRINCE2 Practitioner. Since completing his studies Lesego has worked as a project consultant in HR and Business Development Management disciplines. This allowed him an opportunity to be mentored by experts in different areas of human capital interventions. Among these are organisational diagnosis and transformation, performance management and project management. He was responsible for successful project management of the facilitation of the Employment Equity Strategy at University of North West.

He has been a contracted consultant for a number of credible development organisations and has successful completed technical reports and business plans for small and medium to large enterprises. Over and above a number of small enterprise activities, he championed the development of the Business Plan for the Mafikeng Diamond School submitted as one of the North West Industrialisation and Development Strategy (NWEDIS) Project and a Microfinance Business Plan for Premier Finance Enterprise to Khula. He was part of the team that contracted by the Department of Economic Development and Tourism on the "Analysis of the Provincial SMME Strategy".



**CARL BALLOT** Marketing and Communications Strategist and Coach Journey in Light

arl is a former senior partner of KPMG, where he led among the firm's biggest global consulting engagements and later was the Head of Marketing,

Communications and Corporate Citizenship for Africa for over a decade. With over 30 years of experience, today Carl consults as an independent Marketing and Communications Strategist. He works with individuals and businesses, from start-ups and aspirant professionals to the most senior executives and established entities seeking to move to a new level in telling their story.

Carl is a Chartered Accountant (SA), with additional qualifications in IT and Marketing. He is a member of Chartered Accountants Worldwide and of the Institute of Directors of South Africa.

A passion for wide-reaching change through the sustained development of human potential, inclusivity and meaningful social investment (by corporates and others) is a major driver for Carl, shaping his approach. Carl understands

the societal benefits married with the commercial imperatives of Corporate Social Investment, unapologetically, and has shared with and been influenced by among the top influencers in this regard - locally and abroad. He is constantly encouraged by the bold and welcome work that American and other international organisations and leaders do in South Africa - joining in the global vision of creating a better world for us all, starting 'at home'. This is Carl's second time as a judge of Amcham's Stars of Africa Awards, which he is proud and humbled to be associated with.



CEO, Raizcorp

Allon Raiz is regarded both locally and globally as a pioneer and maverick in the business-incubation industry. He is the founder and CEO of Raizcorp which, according to The Economist, is the only

genuine incubator in Africa and which currently supports over 500 businesses. Allon is the author of three entrepreneurial books including the best-selling Lose the Business Plan and What to Do When You Want to Give Up. He hosted the first national radio show on entrepreneurship in South Africa in 2004; wrote and hosted the first South African prime-time entrepreneurship reality television show; and created and published an ongoing entrepreneurial cartoon strip. Allon is currently hosting his eighth season of the popular The Big Small Business Show on Business Day TV, has been a regular columnist for Entrepreneur Magazine and has a weekly radio slot on Power FM.

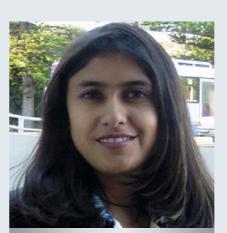
Allon is a co-founder of the Entrepreneurs' Organisation South Africa and Rural Roots, and is on the advisory and judging boards of numerous local and international NGOs and entrepreneurial awards. His

passion for and focus on the development of entrepreneurs attracted the attention of the World Economic Forum (WEF) which, in 2008, recognised Allon as a Young Global Leader.

In 2013, Allon received the Entrepreneur of the Year Award at the Oliver Transformation and Empowerment Awards. The following year, he became the country winner, regional winner and continental winner of the Titan Award for Building Nations.

Since 2014, Allon has guest lectured annually at Oxford University where he was recognised as the Oxford University Saïd Business School's Entrepreneur-in-Residence.

In 2015, Allon received an invitation from the White House, on behalf of President Barack Obama, to speak at the Global Entrepreneurship Summit held in Kenya.



PROF SHAHANA RASOOL Head of Department of Social Studies. University of Johannesburg (UJ)

hahana Rasool is a social worker who Oreceived her undergraduate degree at Wits University, before obtaining both a masters and doctorate from the University of Oxford's Department of Social Policy. Today, she is a professor of social work and Head of Department at the University

of Johannesburg; lecturing in research, social issues, theory and community development. Prior to her position at UJ, she lectured at the University of the Witwatersrand

Shahana has been an activist, researcher, trainer and academic in the field of gender for many years, with a particular focus on gender-based violence. She has a keen interest in social transformation, which began as an anti-apartheid activist in South Africa and continues through her work in the NGO sector, both in South Africa and Australia

In South Africa, she has worked in the field of gender-based violence as a social worker, trainer and researcher. While in Australia, she worked in the HIV and AIDS sector with women experiencing postnatal depression and immigrant women affected by domestic violence policies. Her research looks at the socio-cultural influences of help-seeking, as well as the responses from formal and informal

resources as they relate to abused women. Her current research is focused on the relationship between adolescent gender attitudes and exposure to genderbased violence.

Shahana is the vice-president of the Association of Schools of Social Work in Africa (ASSWA) and is the Africa representative on the International Association of Schools of Social Work (IASSW board). She is also chair of the Southern African Journal for Social Work and Social Development and on the editorial board for the Journal of International Women's Studies, In 2018 and 2019, Shahana was chair of the International Conference on Gender and Sexuality, held in Thailand. As a result of her involvement in this conference, she will be a guest editor for the journal Gender Issues. Shahan also consults in the areas of gender, leadership and transformation, and can be contacted at shahanar@uj.ac.za.

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### **HEALTH & WELLNESS JUDGES**



Chair: Social Security Systems
Administration & Management,
Wits School of Governance

Professor Alex van den Heever is the Chair of Social Security Systems
Administration and Management Studies at the University of the Witwatersrand.
He holds a Masters in Economics from the University of Cape Town and has

worked in the areas of health economics and finance, public finance and social security in various capacities since 1989. This includes participation in the Melamet Commission of Inquiry into Medical Schemes (1993-1994), the Taylor Committee of Inquiry into Comprehensive Social Security (2000-2002), and the Ministerial Task Team on Social Health Insurance (2003-2005).

Alex has also held positions in the Department of Finance (Central Economic Advisory Services), the Industrial Development Corporation, the Centre for Health Policy at the University of the Witwatersrand, and the Gauteng Department of Health.

From 2000 to 2010, he worked as an advisor to the Council for Medical Schemes, which he was partly responsible for establishing together with the regulatory framework, and in an advisory capacity to the social security policy

processes (including the Department of Social Development, the National Treasury, the Inter-departmental Task Team on Social Security) taking forward the recommendations of the Taylor Committee and the Competition Commission (regarding private health markets).

He has published extensively in the field of health policy, the implementation and review of public-private health partnerships, and the regulation of health systems.



Oee Tayag is an international expert in organisational design, healthcare marketing, health systems financing, and program management in emerging markets.

With the United States Agency for International Development (USAID), Mr Tayag currently manages a portfolio dedicated toward delivering health care services to marginalised communities in South Africa; specifically, to end the spread of HIV. Mr Tayag advises ministries of health on massive health system reforms and helps entrepreneurs grow health sector businesses.

Mr Tayag is trained in jungle survival techniques and improvisational theatre. He has his master's in Health Policy and Management from the Harvard T.H. Chan School of Public Health; and his undergraduate degree in Rhetoric from the University of California at Berkeley.



RUSSELL RENSBURG
Director,
Rural Health Advocacy Project

ailing from the Eastern Cape, Russell joined the Rural Health Advocacy Project (RHAP) in 2017 and took up the position of director in January 2019. Russell is an expert in health systems and policy and was a commissioner of the Lancet High Level Commission on Quality Healthcare. He also manages RHAP's rural-proofing programme which advocates for the equitable allocation of resources for rural health care delivery.

Russell says, "The right to health is enshrined in the Bill of Rights and as such places a significant responsibility on the state to ensure that everyone has access to the healthcare services they need. However, access to health is not limited

to the treatment of disease but is a critical enabler of human development. While elected officials are mandated to respect this right, as responsible citizens we have a duty to participate in the governance of our health systems". It is this duty that drives Russell's passion to support the strengthening of health-user voices in the design and delivery of person-centred health systems.

### EDUCATION | TRAINING | SKILLS DEVELOPMENT JUDGES



PALESA TYOBEKA
Deputy Director General:
Planning & Delivery Oversight Unit,
Department of Basic Education

Palesa Tyobeka has worked in education, both within and outside of government in South Africa, since 1978. Thirty-four of those years have been spent managing education at various levels of the system. She has worked for the Department of Education under the new democratic government since its inception in 1994 and has served it in various capacities.

Mrs Tyobeka was initially trained as a teacher of English as a second language to high school students. She holds a master's degree from Reading University in the UK, focusing on the management of educational innovation. She obtained her BA (English and Psychology) and

BEd degrees at the Universities of Fort Hare and UNISA respectively. She also holds a range of other qualifications in education from key universities such as the London Institute of Education and Ohio State University, including a certificate in Public Management from the University of Pretoria and a certificate in Improving Quality in Education from the Harvard School of Education.

Mrs Tyobeka has served education in the country in a range of capacities. She currently serves as the first Deputy Director General: Planning and Delivery Oversight for South Africa's Department of Basic Education.

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pr Gill Crawford has been the managing director of the EDL Foundation and EDUTRAC (Pty) Ltd since 1995. Both companies have their origins in

masters and doctoral research. The EDL Foundation is registered as an NPO (Section 21) company where marginalised learners can access funded learning. EDUTRAC is registered as a commercial base where small-to-medium enterprises can be run commercially to provide income for the development of EDUTRAC E-Learning Systems and provide jobs for learners trained by the EDL Foundation. EDUTRAC E-Learning Systems undergo ongoing development to meet the needs of learners marginalised from education on the basis of race, culture, gender, disability and economic situations.

Gill holds a Bachelor of Science Degree and University Education Diploma (with distinction) from the University of Natal (1969), a Masters in Education (1989 Cum Laude) and a Doctorate in Education (1996) from the University of the Western Cape.

Her practical experience includes 20 years teaching Science and Biology to grades 8-12 learners (1970-1990), followed by 25 years as the managing director of the EDL Foundation and EDUTRAC. Her role in this position: to oversee the design and development of e-Learning material for marginalised school and adult learners, enabling them to become economically empowered through the ongoing process



St. Alban's College

OSt Alban's College in Pretoria and has committed his life to education. After teaching in the United Kingdom at Lord Wandsworth College in Hampshire and attending a life-changing course at the University of Helsinki in Finland; Shane spent eight years as the headmaster of Oakhill School in Knysna before returning to St Alban's College to take up the headship there. He sits on the board of Leap School, Ga-Rankuwa as well as Waterkloof House Preparatory School.

hane Kidwell is the headmaster of



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Judin Combrinck Inc

K

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Khulisa Management Services

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L

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UPS SCS South Africa

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Walt Disney Company (Africa), The

Worldventures Holdings

Worley

X

Xixia Pharmaceuticals (T/A Mylan) Xpatweb (Pty) Ltd

Z

Zurcom International (Pty) Ltd

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# MEMBERS OUT AND ABOUT IN PICTURES





















































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**Lee Dawes** AmCham Co-Vice President CEO Steam Power Sub-Saharan Africa General Electric



Angela Russell CEO American Chamber of Commerce in South Africa<sup>NPC</sup>



**Luis Avellar Tim Wood AmCham Treasurer** General Manager, Southern Honorary Life Member Africa Franchise Coca-Cola South Africa (Pty) Ltd



**Tolani Azeez** Executive Director & General Manager Sub-Saharan Africa Fluor South Africa (Pty) Ltd



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**Enrico Baldassarri** Director Accelerated Value Generation - AVG Ltd (Europe - Africa)



Lillian Barnard Country General Manager South Africa Microsoft SA (Pty) Ltd



Andrè Bresler Managing Director FedEx Express South Africa (Pty) Ltd



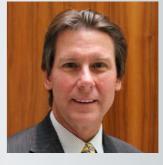
**Roger Crawford** Honorary Life Member and Past President Emeritus



Robyn de Villiers EVP Chairman & CEO BCW Africa



Kuseni Dlamini Chairman Massmart Holdings (Pty) Ltd



**Doug Franke** Honorary Life Member Managing Director SustainAbility Solutions Africa



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**Michael Judin** Honorary Life Member Senior Partner: Judin Combrinck Inc



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**Sean Smith** President - Africa Honeywell Automation and Control Solutions



Resigned **George Camara** Nike South Africa



Resigned Kirti Narsai Johnson & Johnson



**Alan Tousignant** Minister Counsellor for Economic Affairs, U.S. Embassy, Pretoria



Pamela Ward Minister Counsellor for Commercial Affairs, U.S. Consulate, Sandton



Resigned Carol O'Brien **Executive Director** 



Resigned **Marek Ranoszek** Anadarko

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# BRANDHOLDER **ANTI-COUNTERFEITING FORUM**



Johann Guldenpfennig Brand Protection Manager, Skye Distribution

During 2019, the BAC Forum continued to make progress in the battle against the counterfeit and illicit goods trade in South Africa. This was made possible by the active participation and engagement of our

Through the forum, the Customs Academy approved the roll-out of product identification awareness sessions to be conducted at the various ports of entry. This resulted in a total of 24 awareness sessions being conducted and attended by 268 Customs officials. Key land and sea borders were identified, with the most important ports of entry being OR Tambo International Airport, Durban Harbour and Lebombo Border Post. A similar exercise is planned for 2020.

The BAC Forum is represented at monthly Customs National Operations Stakeholders meetings, attended by the private sector and various Customs Provincial Commanders. This creates the opportunity to form a working relationship with specific Customs officials. By attending these meetings, for example, we were asked to assist Customs in the formulation of their 2024 strategy. As a result, a draft enforcement strategy will be submitted to Customs and form part of this final document.

Following the decision by the National Prosecuting Authority (NPA) to move all counterfeit goods cases from the Commercial Crime Court to regional courts, we were approached by the NPA to assist with the training of prosecutors at the regional courts. Various training sessions were conducted with the Companies and Intellectual Property Commission (CIPC) in Durban, Cape Town and Johannesburg-and these will be ongoing.

The forum is also working on a consumer awareness campaign that will be rolled out in 2021 across various social media platforms. The focus: to make consumers aware of the availability and harm counterfeit products cause across various industries including; clothing and footwear, food products, tobacco, pharmaceutical products and other

Various meetings have been scheduled throughout the year with the Hawks and Provincial Police Commissioner to ensure their ongoing support, assistance and co-operation during enforcement actions. Subsequently, other departments—such as The City of Johannesburg and the Asset Forfeiture Unit-will now form part of these raids.

Thank you to AmCham and its members for their continued support and cooperation. I look forward to an extremely successful and productive



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# **DIGITAL FORUM**



**Lionel Moyal** Director. Commercial Partners at Microsoft

Organisations are facing unprecedented digital disruption, which is the change that occurs when new technologies and business models impact the value proposition of existing goods and services, thereby undermining a company's sustainability and profitability.

To address this, AmCham formed the Digital Steering Committee with the aim of assisting and preparing U.S. companies in Africa for this disruption.

The Digital Steering Committee was mandated to identify strategic areas of focus for the forum in 2019. These included

- 1. Articulating the digital opportunity in the South African context
- 2. Identifying the important factors, enablers and blockers towards effective transformation
- 3. Driving digital readiness to take advantage of the digital opportunity
  - Skills / education programmes
  - Solutions to drive jobs / employment
  - Technology prerequisites / regulation / legislation
- Global competitiveness. 4. Advise / guide on governance and
  - digital responsibility, through: Alignment with King IV
  - Privacv
  - Cybersecurity
  - Ethical AI.

Service delivery, education and healthcare were identified as three important areas for the South African context. While these factors present



Ricardo Rosa Consulting Lead Africa, PwC

a huge opportunity for investment, it was agreed that the focus should be something that members can tie into and play a meaningful role within.

Members then worked together to educate, discuss, engage and develop strategies to fulfil the mandate. A number of topics formed the basis for preparing companies for digital disruption. Below is a summary of some of the key initiatives for the mandate.

### A. Articulate the Digital Opportunities

1. Members were exposed to various examples from speakers across various digital initiatives as a means to identify opportunities for themselves within the digital economy. These examples included the Smart City Project of Buffalo City, Blockchain and Bitcoin use cases.

### B. Identify the Important Factors. **Enablers and Blockers**

- 1. Through various speakers, members were exposed to the ways in which they need to frame their view of digital opportunities and how to bridge the divide. Speakers such as Keven Mackenzie showed, "what stays unchanged in a digitally transformed business and why it matters", giving members a way to look at the Pace Layering Model of change in a digital context. This empowered them with a foundational ability to guide their digital-transformation thinking for their organisations.
- 2. Members were asked to share a list of the training programmes they had made available to the public and an inventory was taken. This list was categorised

according to structure, approach and applicable cities to make other members aware of the body of knowledge and training available that they could draw from and collaborate around.

### C. Drive Digital Readiness

- 1. Members were given an opportunity to do a digital fitness assessment based on four categories: Skills (knowledge and capabilities), Mindset (attitude and values), Relationships (connections, collaboration and influence), and Behaviours (application of learning and adoption). They then selected a digital fitness plan to develop their skills and track the progress of their digital skills development. The results of these assessments were also used as the basis for the 2020 agenda, with areas needing the most attention highlighted and prioritised.
- 2. Members were also exposed to the work of the Luxembourg government on Skills Bridge, which allowed organisations to assess which jobs would become redundant as a result of digital workers, technologies and innovations. Members can now use this free assessment as a way to plan for the transition of their own workforce.

### D. Advise / Guide on Governance and **Digital Responsibility**

- 1. Mike Judin kept members abreast of recent legislation, governance challenges and blockers at each meeting to ensure they were up to date with the latest developments; including the Cybersecurity Bill, POPIA, GDPR, and Electronic Communications Act.
- 2. The digital chamber members also focused on becoming part of other ICT forums, such as 5G with ICASA, so they could influence policy where needed.

Based on the digital assessment carried out, it was agreed that a strategy session would be held at the first meeting of 2020 to prioritise objectives and align with the findings regarding the skills and support needed by members to fulfil the digital mandate.

We would like to thank all AmCham members for their attendance and contribution to these meetings, as well as the AmCham board for their continued support throughout the year. We look onwards and upwards to 2020.



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### **ENERGY FORUM**



Head of Regulatory Services, Minerals, Energy & Technology,

t is hard to believe that 2019 has come and gone. The decade finished off on a high note with Dr Thabi Leoka (economist and Presidential Economic Advisory Council member) addressing the forum wherein she provided an analysis of the National Treasury's Economic Strategy and the way forward for South Africa. The Economic Strategy (presented for the first time in August and then again in November) was generally described as a contentious document and was not well received by many but made for good discussions and deliberations—things think tanks are made of.

The year saw a number of strategy documents churned out by government. One already alluded to above, is the Economic Strategy, which was preceded by the re-imagined strategy from the Department of Trade, Industry and Competition (DTIC) in July. Both documents made inferences to energy, highlighting its importance and acknowledging that energy holds the centre of any economy; thereby reminding us of the vital role that the Energy Forum plays.

Last but not least; the long overdue and eagerly awaited Integrated Resource Plan (IRP) was published in October. The IRP is dubbed the blueprint for the planned SA energy mix, up to 2030, and is set to provide long-awaited policy certainty for investors in the energy sector. Security of energy supply remains key for South Africa, mindful

of climate change considerations and the cost of electricity. The 2019 iteration of the IRP is based on the least-cost principle and other policy interventions. while considering the security of energy supply and the transition to a lowercarbon economy. This is a more realistic version of the plan. However, it still has shortcomings. We believe the transition plan will inform the next version of the IRP.

The Energy Forum had a great year once again, with all five meetings well attended and receiving vast interest from members.

The growing concerns surrounding Eskom's grid integrity, and the potential impact load shedding could have on business, demanded that the Energy Forum invite Eskom to our first sitting to address members regarding its state of affairs in South Africa. Given the array of challenges faced by Eskom, it was only fitting that the various parts of the business present to the forum. The forum was addressed by Dhiraj Bhimma (General Manager: Production), Bernard Magoro (General Manager: System Operations), Chris Schutte (General Manager: Production), and Eric Shunmagum (Senior General Manager: Asset Management Generation and Sustainability). Despite the gloomy outlook, the speakers gave all present a sense of solace that plans had been put in place to avert load shedding. Fast forward to December, however, and the country found itself in the middle of Stage 6 load shedding—which left many wanting and disgruntled.

The announcement of the unbundling of Eskom led to the forum's interest in understanding what the restructuring meant for business. This inspired the forum address by Mr Piet van Staden [Alternate Deputy Chairperson of the Energy Intensive Users Group (EIUG)]. Given that the voice of the EIUG cannot go unnoticed, it only made sense that they be invited to share their perspective and insights on the potential effects of unbundling for business. The key takeaway from this session: it was still early days and the implementation of the restructuring of Eskom was going to be a

Gas industrialisation has been topical, yet members and business still held varied understanding and views of how it would be rolled out. The delays of the next iteration of the Industrial Policy Action Plan (to be replaced by the above-mentioned and re-imagined DTIC strategy) only intensified the anguish. In July, the Energy Forum invited Mr Kishan Pillay (Director: Up and Midstream Oil and Gas at DTIC) to outline and unpack the DTIC's Gas Industrial Strategy; as it is key to understanding how the gas strategy of the country will be implemented given the overlapping mandates of government departments regarding gas. The key finding for this session: policy coherence and alignment in SA remains a challenge, despite the great and grand ambitions of our

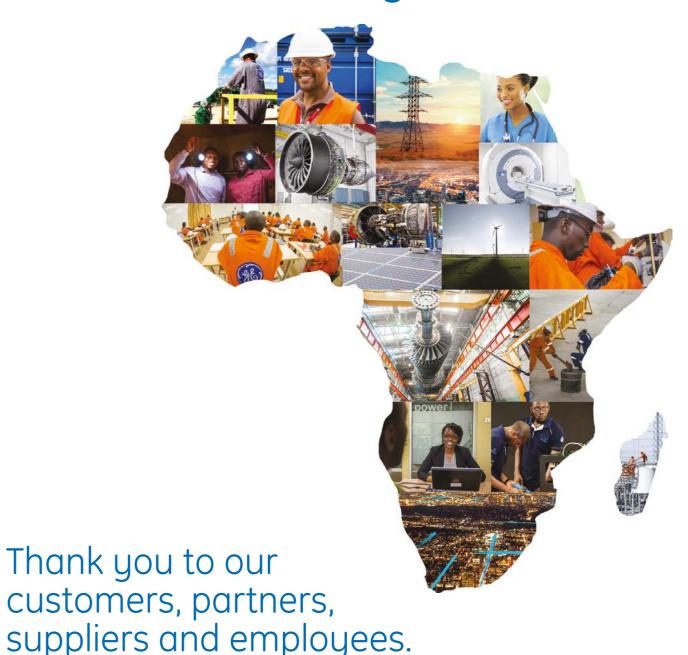
As a proactive approach to understanding the role of gas in the country, it only made sense that the Energy Forum discuss the transition to a low-carbon economy and its impact on jobs-given the National Development Plan's ambitions. Mr Happy Khambule (Senior Political Advisor at Greenpeace Africa) was invited to give a perspective on the matter at the penultimate forum meeting of the year.

The sequence of the 2019 topics resulted in a more holistic energy conversation and brought the AmCham Energy Forum a step closer to becoming a relevant energy think tank.

The challenges of 2019 forced members to engage beyond their comfort zones and work closely to identify solutions that would improve business confidence. allow them to partner effectively with government and strive for a win-win output. In conclusion, please allow me to once again express my gratitude to the forum members who attended our sessions and engaged in these challenging vet crucial conversations.

Last but not least, I would like to thank the AmCham board for their continued support and the way they embraced my vision for the Energy Forum. The first year of the decade awaits us with more exciting topics, deliberations and thinktank highlights. Brace yourselves.

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# **HEALTH AND WELLNESS FORUM**



**Marlon Burgess** Managing Director Afri-Sky Holdings (Pty) Ltd.

The Health and Wellness Forum had a busy 2019. The proposed National Health Insurance (NHI) Bill featured prominently in much of the deliberations as it could potentially have a profound impact on the performance of AmCham member companies.

In February, Etienne Dreyer, Associate Director at PwC, addressed the forum on Global Healthcare Issues and the NHI. His key message was that, internationally, artificial intelligence (AI) has been identified as a key player in making healthcare and the delivery of services more efficient. As a result, it could become a key enabler in the rollout of the NHI.

In May, Dr Nevilene Slingers, Executive Manager at the South African National Aids Council (SANAC), presented on The Impact of Budget Cuts and Restraints from Funders (Especially

the U.S.) on Funding for HIV and TB Programmes in SA. Her summary was that while HIV/AIDS and related care has made progress in South Africa over the last few years, focus needs to shift to co-ordination and the involvement of additional parties to address and meet targets while catering to key populations in the country. An opportunity was identified for AmCham to participate via Business Unity South Africa (BUSA) structures.

In June, the ever-engaging Professor Alex van den Heever, Chair of Social Security Systems Administration and Management Studies at Wits School of Governance, provided an update on the Presidential Health Summit and the NHI. Prof van den Heever was scathing in his assessment of the NHI Bill and considered the Health Summit to be a weak PR exercise that would make little improvement to healthcare delivery in South Africa. He recommended that AmCham members support relevant advocacy groups against the proposed format of the NHI Bill.

In August, Dr Brian Ruff, CEO at PPO Serve, delivered an address on Responses to the Health Market Inquiry Provisional Findings. His key message: that South Africa needed to develop a health economic model that made sense. The purchaser-provider model is a good one, South Africa just needs to implement it better.

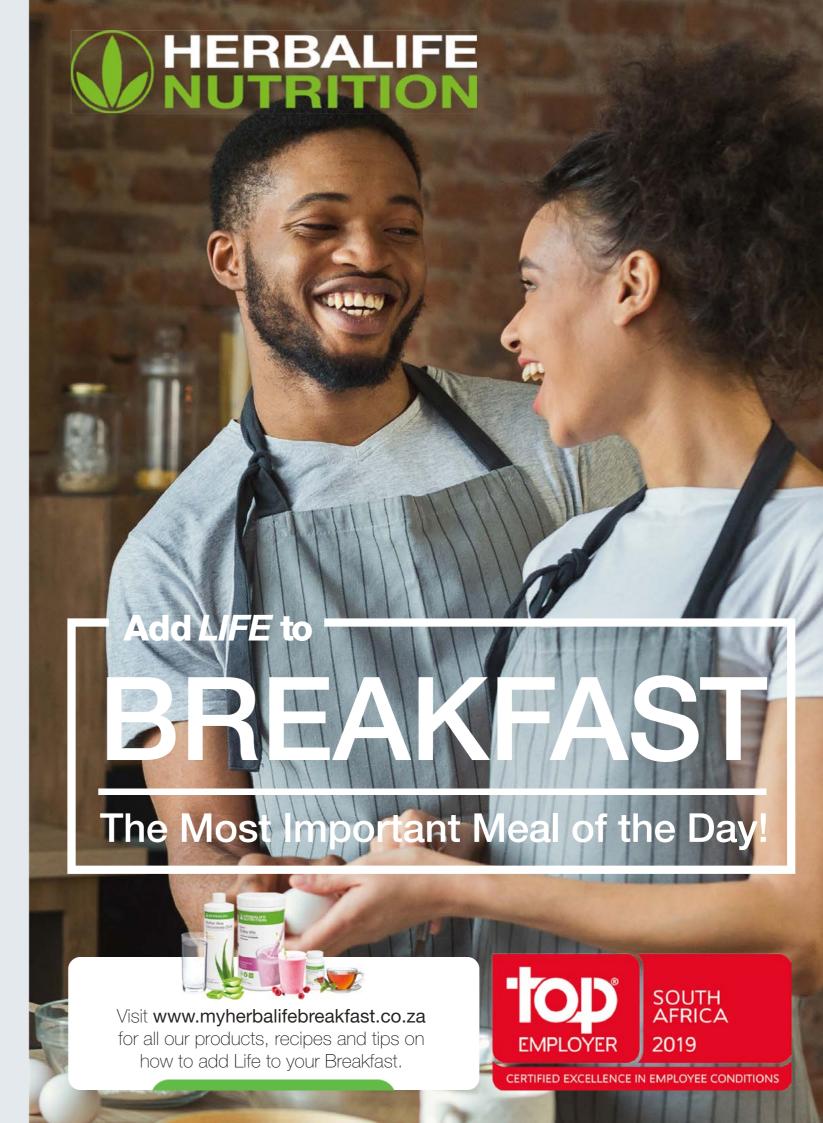
In October, Dr Nicholas Crisp, NHI fund developer at the National Department

of Health, presented on What You Need to Know About the NHI. His take-home message was that the NHI is a journey and not an event, its intention is to improve service delivery in the health sector and it should not violate or conflict with any laws of the country.

A key achievement of the Health and Wellness Forum in 2019 was the preparation of AmCham's response to the NHI Bill. This document was so well received that it was incorporated into BUSA's response to the NHI Bill. We congratulate the forum team for their time and effort in preparing this important document. AmCham has requested an opportunity to make a verbal presentation to parliament in 2020 and will continue to seek out similar opportunities to represent its members regarding this important issue.

We thank the outgoing Vice-Chair, Avanthi-Bester for her valuable contribution in 2019 and look forward to the input of our new Vice-Chair, Leigh Gunkel-Keuler.

As we enter a new decade, there are exciting times ahead for the health sector. The NHI Bill process will continue, the government will have its mid-term elections, international trade developments hang in the balance and global warming continues unabated. The Health and Wellness Forum, however, will keep a watch on all health-related developments that could have an impact on its member companies.



# PEOPLE **MANAGEMENT FORUM**



Owner. Peloton Consulting

The year commenced with the promulgation of a plethora of labour law amendments changes, new or revised Codes of Good Practice and amendments to Employment Equity regulations.

The focus of these changes is (a) to alleviate poverty and inequality through the introduction of a National Minimum Wage (which seems to have been implemented with relative ease) and (b) to reduce labour tensions (through measures such as pre-strike ballots and new picketing arrangements), which got off to a slow and unsteady start. AmCham has a positive reputation with government departments for insightful and well-prepared submissions to proposed policy and statutory changes. For example, in relation to work permits, AmCham proposed a balance to promote local employment and the strategic and operational imperatives of business. The relevant government departments are still revisiting the proposed regulations.

The People Forum was able to attract experienced practitioners and regulators as speakers, who provided key insights and practical advice on a range of important topics, such as:

- supporting the Youth Employment Service initiative as a socioneed, which must receive unbridled support from business leaders if it is to succeed:
- · the future world of work and how educational institutions and employers are called to equip the youth and existing employees with a range of personal and interactive skills that promote emotional and learning quotients-

- enabling them to do what computers
- · building on qualifications and existing workplace experiences through learnerships (formal learning processes) and how to take advantage of numerous tax and other incentives;
- in the absence of meaningful job creation, Employment Equity must focus on the management of vacancies so as to promote inclusivity and diversity: and
- the review and possible revision of pay policy and procedures toensure that they are free of discrimination while fairly and accurately implemented in relation to rewards, performance incentives and retention schemes. This differentiation must be justifiable, non-discriminatory and absent of disproportionate income differentials.

A significant challenge in 2020 and onwards is to craft workplaces that are ethical, offer learning experiences and provide a sense of belonging as foundations for productivity and competitiveness.

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### **POLICY AND GOVERNMENT RELATIONS FORUM**



Director: Public Policy, Stakeholder Relations & Communications. Sub-Saharan Africa MSD (Pty) Ltd.

The Policy & Government Relations Forum benefited from active participation in its 2019 meetings and activities; as executives in corporate affairs, external relations and advocacy roles charted their way through another

While we are still closing the final chapter of 2019, the World Economic Forum (WEF) reminds us of the many challenges we face going into 2020. Poor health and education are suppressing South Africa's social mobility. The social mobility index measures health, education, technology, work, and protections and institutions to determine how socially mobile children are compared to their parents. South Africa ranked 77 out of 82 countries in the WEF's social mobility index, implying that it would take nine generations for those born in low-income families to approach the country's mean income. To improve social mobility, countries need to ensure fair wages, social protection, lifelong learning and better working

With South Africa's debt above 55% of the GDP, debt levels of state-owned enterprises (SOEs) reaching alarming levels, and the lack of policy consensus to implement the aggressive measures needed to restructure the public sector; South Africa is likely to see a series of adverse impacts on the economy. South Africa's fiscal position will remain under pressure amid elevated spending requirements, arising from ambitious social programmes—including the

rollout of a National Health Insurance (NHI) scheme—and increased contingent liabilities in the form of further government guarantees to SOEs. Power shortages continue to hamper industries including mining and manufacturing, and efforts to tackle problems at state energy utility Eskom are likely to make only slow progress. A shift toward more populist policies could weigh on longterm investment and growth.

These and other challenges motivated the Public Affairs Forum committee members to engage with the following experts and inform the development of AmCham's policy positions:

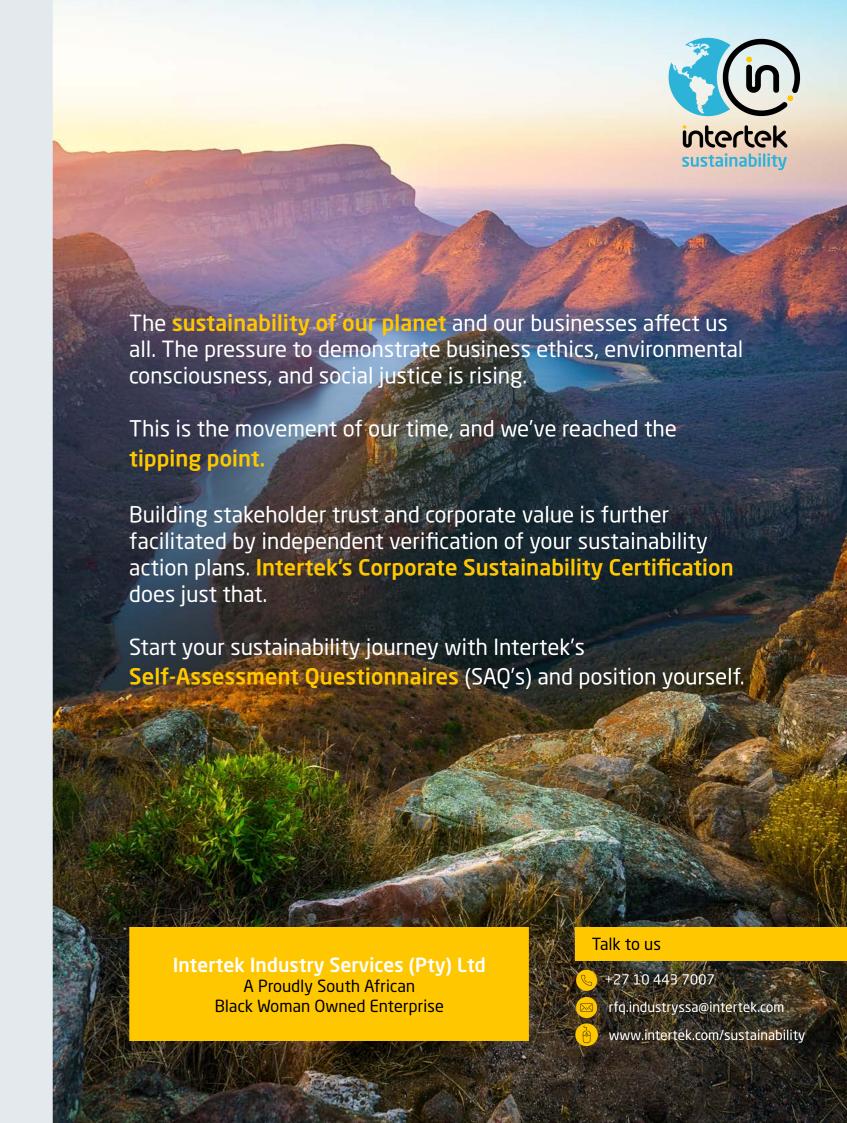
- Ms Ros Davey, a partner at Bowmans, provided an address on Culture Dilemmas: A Lesson in Risk Management and Governance. Ms Davey explained that poor workplace culture and weak governance promotes bad behaviour and misconduct amongst staff—including mid- and top-management structures. Reputation is built on the conduct and performance of employees, and weak governance provides a significant risk to the business; including financial implications, loss of clients, and brand damage.
- Ms Pulane Kole, chief director for Socio-Economic Impact Assessments at the Department of Planning, Monitoring and Evaluation provided an address on The Role of SEIAS in the South African Law-Making Process. Socio-Economic Impact Assessments (SEIAS) replaced Regulatory Impact Assessments (RIA) to assist departments in better formulating legislation and regulations. They serve as a policy analysis tool that informs the framing of policy on a substantive basis, as well as alerting policymakers to unintended consequences.
- Mr Mike Judin, a senior partner at Judin Combrinck Inc., addressed the forum on The Social Ethics Committee as a Driver for Ethical Behaviour. The Social Ethics Committee reports annually to stakeholders on a range of issues; from economic and social to human rights. It needs to be noted that only directors have the authority to delegate, and not abdicate,

- responsibilities to committees. Mr Themba Dlamini, commissioner for Development Economics at the National Planning Commission (NPC), provided an address detailing the Highlights of NPC Work and Priorities to 2020. The NPC functions as an independently appointed advisory 'think tank.' The work done by this organisation is evidence-based and utilises research commissioned by the secretariat and workshopped by the president.
- Dr Petrus De Kock, general manager of research at Brand South Africa, provided an address on the WEF in Africa 2019 - South Africa's Commitments and Key Takeaways. Brand SA is the key entity that coordinates strategy, communication and marketing to broaden the profile of the country. Shaping inclusive growth has been a theme of the World Economic Forum for the past two years.

All presentations were supported by robust debate and members left the forum richer for the experience. This directly influenced our submissions to, and advocacy engagements on, the following policy and regulatory matters:

- The Department of Health on the National Health Insurance White
- The Department of Trade and Industry (dti) on the Draft Intellectual Property Policy - Phase 1.
- The Department of Trade and Industry on the Protection of Investment Act 22 of 2015 and its implementation.

As we have done in 2019, we need to actively engage and advocate where the opportunity is extended, we need to stimulate the advocacy opportunity where it's needed but is not offered, and we need to challenge those who do not pay the voice of American business in South Africa fair heed. While there is no doubt that there remain many economic. policy, leadership and infrastructure challenges before us; we remain hopeful of the renewal that 2020 will bring to the South African economy



# REGIONAL TRADE FORUM



Len van Driel Manager - Certification. Standards & Regulations – Africa,

The Regional Trade Forum again supported the AmCham vision and mission during 2019 by representing the interest of our members, to stakeholders and policymakers, and by focusing on key trade topics.

These included:

- 1. The African Continental Free Trade Area
- 2. Prosper Africa
- 3. SARS' Vision 2024, the New Customs Act Programme (NCAP) and the Customs & Excise Service Improvement Programme
- 4. African Growth and Opportunity Act (AGOA).

During February, Dr Martyn Davies, managing director for Emerging Markets & Africa at Deloitte, provided an update on trade trends for Africa in 2019. This discussion was based on megatrends taking place in Africa:

### President Donald Trump's 'New Africa' Strategy

The Better Utilisation of Investments Leading to Development (BUILD) Act and the forming of the new International Development Finance Corporation (IDFC) activated up to US \$60 billion in financing for emerging-market infrastructure projects.

### **Rising Government Debt**

High refinancing costs—due to poor credit ratings and debt used for expenditure instead of investments were shown to increase the risk of debt unsustainability across Africa.

#### **Fast GDP Growth**

Five of the ten. fastest-growing economies in 2019 were likely to be in Africa-Libya, Ethiopia, Rwanda, Ghana and Côte d'Ivoire.

### **Politics**

24 countries in Africa voted in 2019.

#### Structural Reform

The two African countries in most need of structural reform were Nigeria and South Africa, both of which needed to reinvigorate growth and address high inequality and disparities between urban and rural regions.

Another trend identified was maturing emerging markets. Africa is the only continent in the world where the share of working-age people will increase over the next 30 years.

In May, Ms Asmita Parshotam, a researcher for the Economic Diplomacy Programme at the South African Institute of International Affairs (SAIIA), delivered an address on The African Continental Free Trade Area (AfCFTA): Unpacking the Ramifications - What Does the Future Hold?

The perceived levels of integration for African trade are not accurate, with statistics reflecting only 12-14% of intra-African trade taking place. The AfCFTA went into effect on 30 May 2019 after it was ratified by 22 countries and has the potential to raise Africa's GDP by US \$2.2-2.4 trillion-which will make Africa the largest free-trade area in the world. The AfCFTA goes beyond normal trade agreements; providing goods, services, and cross-border services. The macro plan for the AfCFTA is much larger—with plans for a Pan-African

parliament and monetary union. The AfCFTA will also provide the potential for 'leapfrogging', technology transfer, industrial development, and is expected to increase South Africa's trade by 20-25%.

It is envisaged that the AfCFTA be implemented in six phases over the next

Phase 1 [est. 5 years] Strengthen existing Regional Economic Communities (RECs) and create new RECs in regions where they don't exist.

Phase 2 [est. 8 years] Ensure consolidation within each REC, with a focus on liberalising tariffs and removing non-tariff barriers.

Phase 3 [est. 10 years] In each REC, establish a free trade agreement (FTA) and customs unionwith a common external tariff and single territory.

Phase 4 [est. 2 years] Co-ordinate and harmonise tariff and non-tariff systems among RECs with a view to establishing a continental customs union.

Phase 5 [est. 4 years] Establish an African common market;

Phase 6 [est. 5 years] Establish the AEC, including an African monetary union and a Pan-African parliament.

It is difficult to identify the real ramifications the AfCFTA will have, as it is still in the early stages, but there are concerns. The key features for the AfCFTA are not 'revolutionary', numerous global discussions held on the subject have not been featured, and negotiations on issues such as environmental goods and services have not occurred. There is also a great need to identify and finalise other concerns.

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During July, Ms Ashley Bubna, Southern Africa desk officer at the U.S. Department of Commerce, provided an address on Prosper Africa. Africa is the sixth fastest-growing economy and there has been an increased focus on the continent over the last five years.

The United States is the single largest source of foreign direct investment (FDI) into Africa and has suffered a few setbacks over the last few years—exports to Africa decreased by 32%, OPIC was not optimised, and several U.S. multinationals were not aware of the tools available to make business easier in Africa. As a result, the U.S. administration launched initiatives to increase business in Africa:

- The BUILD Act
- AGOA
- Millennium Challenge Modernisation
- A proposed Free Trade Agreement test with an agreed African partner country
- A memorandum of understanding (MoU) with five countries in Africa to prioritise projects and work on trade barriers
- Power Africa 2.0

On 13 December 2018, Prosper Africa was announced by Ambassador Bolton in his speech introducing the United States strategy toward Africa (Africa Strategy). The aim of Prosper Africa is to improve the U.S.' economic relationships in the region, which will support U.S. investment across the continent, grow Africa's middle class, and improve the overall business climate in the region.

During September, we had the pleasure of accommodating Mr Beyers Theron, acting chief officer for Customs and Excise at SARS. He provided an address on SARS' Vision for 2024, the New Customs Act Programme (NCAP) and the Customs & Excise Service Improvement Programme.

SARS has nine strategic objectives in support of its strategic intent, which include:

- The provision of clarity and certainty regarding tax obligations;
- The development of a highperforming, diverse, agile and engaged workforce;
- Creating difficulty for non-compliant taxpayers;
- Working with and through

- stakeholders to improve the tax system; and
- Building public trust and confidence in the tax administration system.

Overall, SARS Customs needs to refocus its resources on non-compliance to increase compliance within the tax system.

SARS Vision 2024 was created by centralising systems and automating structures. Opportunities exist in the technology space to reduce corruption and turnaround times. The aim of Vision 2024 is for SARS to work towards efficient tax administration.

The SARS Employer of Choice system attracts valuable skillsets for taxpayers to make use of. Collaboration is needed to address South Africa's porous borders. Every country has porous borders to some extent and an aim of Vision 2024 is to bring these levels down to a tolerable level.

The New Customs Act Programme (NCAP) was initiated in 2015 to address new legislative requirements directly related to licensing, reporting and declaration. The Customs & Excise Service Implementation Programme aims to:

- Launch a comprehensive supply chain operation to combat drug trafficking;
- Provide an illicit trade action plan;
- Provide special focus on clothing and textiles and valuation for these;
- Provide support to the Department of Agriculture, Land Reform and Rural Development (DALRRD) to automate its processes;
- Expand IT interconnectivity to Lesotho and Botswana;
- Develop a connectivity road map for SACU, SADC, BRICS and advanced economies; and
- Implement advanced import payments (AIP).

During November, Mr Juan Cammarano, trade and investment officer at the U.S. Embassy, provided an address on the African Growth and Opportunity Act (AGOA) and U.S./SA trade.
U.S. trade policy focuses on free, fair, reciprocal trade to level the playing field and encourage two-way trade. In 2018, U.S. global imports grew by 8.6%, however, there is still a global trade deficit with imports into the U.S. exceeding exports.

Existing trade agreements face new challenges, including the digital age and how to incorporate these new trends. Prosper Africa aims to bring investment into Africa—not only promote U.S. companies.

The U.S. Embassy supports the African Continental Free Trade Area (AfCFTA). As part of its regional economic integration, the U.S. has pledged resources and technical assistance to set up an office in Ghana.

South Africa is the biggest user and beneficiary of the African Growth and Opportunity Act (AGOA) and is also the largest trade partner with America—accounting for a third of Sub-Saharan goods and exports to the U.S.

AGOA aims to improve trade economies and transform countries from being dependent to becoming self-sufficient trade partners. Due to the amount of work still required to achieve its goals, AGOA was re-authorised in 2015 and talks with trading partners are ongoing to determine a way forward and reposition in preparation for AGOA 2025.

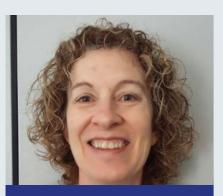
The AGOA eligibility criteria are not only economically based, they also promote a level playing field that does not necessarily have to engage in duty-free access, while still maintaining and respecting the rule of law.

A special thank you to all our forum speakers and to Mr Cobs Pillay, deputy director for Investment Promotions at the Department of Trade and Industry (dti), for his regular updates on new projects in South Africa.

To all members who attended the forums, thank you for your participation and input. It is much appreciated. And, thank you to the AmCham staff for their valued contributions during 2019.



# TRANSFORMATION **FORUM REPORT 2019**



Sandra Barone Compliance Officer. **DB** Thermal

American companies represented at AmCham support the objectives of B-BBEE and are committed to its implementation. The Transformation Forum enables member companies to understand B-BBEE legislation more fully, to keep updated on current legislation, to share experiences and information, and to network with likeminded companies.

2019 was an uneventful year in the B-BBEE arena. The DTI released gazetted changes to the BEE codes - a new version of the Preferential Procurement, Enterprise and Supplier Development element, Skills Development Element, General Principles, as well as updates on interpretations and definitions. These changes to be implemented by 1st December 2019. The Transport Sector charter has not yet been repealed, meaning that all entities falling under this charter are still measured according to the original 2007 Codes. The Minerals Council South Africa filed an application for judicial review of

the Mining Charter III, citing particular concerns with the charter's failure to recognise past empowerment deals for transfers of and new mining rights. The B-BBEE Commission has been active in monitoring and ensuring compliance with legislation. The Forum meetings for the year were again focussed towards gaining a better understanding and appreciation of the amended Codes and the entire BBBEE arena.

In February, Ms Pippa Capstick, Executive Creative Director at A Country for Jane, addressed the audience on THRIVE - an innovative idea for Socio-Economic Development (SED) for companies to participate in. THRIVE is aimed at addressing youth unemployment through dedicating itself to 10 different identified townships in need. The programme is aimed at creating a full work year experience by dedicating 250 opportunities within that space, through allocating different work opportunities one day of the work year. Companies will be encouraged to participate in the programme by using their SED spend to create employment opportunities for unemployed youth.

In May, Mr Jacob Maphuta, BEE Director at the DTI, provided a 'refresher' course on the B-BBEE Codes. The key institutions of B-BBEE were discussed in further detail, as was the YES (Youth Employment Service)

In June, Mr Martin Sweet, Managing Director at Primestars, provided an address on "Business in Education: A Social Compact". Primestars manage several educational programmes that use Ster Kinekor cinemas as areas of learning. The programmes educate 90 000 learners each year, and the millionth child to be educated was reached in 2018.

In August Ms Claire Tucker, Head of Public Law and Regulatory at Bowmans, provided an address on "The recent developments in B-BBEE", updating us on the various changes to the Scorecard, and the B-BBEE Commissioner's approach to Ownership via Trusts, and Fronting practices. In October, Ms Zodwa Ntuli, B-BBEE Commissioner at the B-BBEE Commission, provided an address on the B-BBEE Commission and general BBBEE Compliance issues. She also discussed the role of the B-BBEE Commission and invited companies to engage with the Commissioner for any B-BBEE related issues or problems. I would like to thank our AmCham colleagues for their hard work in organising and supporting our Forum, our members for their input and interest, and our Guest Speakers for their time and valuable input to our Forum. We look forward to the Transformation Forum continuing to play an important role in information sharing, briefings and making representation to Government. As I enter my retirement and resignation from the role of Chairperson of the Transformation Forum. I would like to welcome the new Chairperson, Natasha Reuben, into the role for 2020, and know that the Forum will go to great heights under her leadership.

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