



Together, driving the skills Revolution

#Mandela\_100 Special Edition Projects Success Stories Book IV







#### SKILLS DEVELOPMENT;

a Mandela Legacy

The year 2018 marks 18 years since the establishment of the SETAs in 2000, and in particular, the Wholesale and Retail SETA (W&RSETA). Twenty-seven SETAs were established in terms of the Skills Development Act 1998 to facilitate education and training in all sectors of the economy. An industry training body did not precede the W&RSETA and the entire training system was established from a zero base. During this period, the SETA landscape has been reviewed and amended, resulting in the amalgamation of some SETAs, thereby reducing the number from 27 to 21.

From humble beginnings, the W&RSETA is proud of the many trailblazing achievements, which have been made possible through the unwavering commitment and support of the Wholesale and Retail Sector, small and micro enterprises and thousands of students and learners.

We thank our stakeholders and partners for the unequivocal support that has ensured that the W&RSETA contributes to the professional development of over three million employees of the Wholesale and Retail Sector, small and micro enterprises and thousands of students and learners.

We look forward to the next 18 years to transform the Sector through skills development with a renewed sense of optimism.

# ABOUT THE W&RSETA

The Wholesale and Retail Sector Education and Training Authority (W&RSETA) was established on 20 March 2000 in terms of the Skills Development Act of 1998 (as amended). The role of the public entity is to facilitate skills development in the Wholesale and Retail Sector through the implementation of learning programmes (Learnerships and Skills Programmes), disbursement of grants to participating companies and monitoring the provision of education and training as outlined in the National Skills Development Strategy.

Vision

To be the leaders in skills development in the country

Mission

To develop a skilled, capable, competent and professional workforce to transform the Wholesale and Retail Sector







#Mandela\_100 Special Edition



# International Leadership Development Programme

One of the most innovative projects of the W&RSETA is the International Leadership Development Programme (ILDP), which was introduced in 2009. Since the launch of what has become the most sought after and prestigious executive programme, **348** senior managers from the Wholesale and Retail Sector have benefited from the ILDP. These leaders have been equipped with skills and knowledge from leading faculties, thought leaders, both local and international, and they are making significant contributions in the boardrooms of wholesale and retail companies. Importantly, they are positioning wholesale and retail as a career of choice.

The ILDP started with only 16 delegates and today the W&RSETA selects about 60 delegates for the Programme annually. Some of the major milestones are the accreditation of the Programme for the first time in 2011 by Gordon Institute for Business Science, increasing the number of countries for the international immersions from three (US, Canada and UK) to include China, India, Russia and Brazil; as well as the inclusion of an African country.

There have been many success stories from the ILDP including promotions and added responsibilities to portfolios. The number of promotions is recorded at over **80** - from directors, to CEOs, CFOs, Exco members and many other positions in-between.

We are also encouraged by the number of entrepreneurial ventures that have been birthed from this Programme, which demonstrates that the ILDP is not only developing employees but employers as well. This is welcomed, as it is a step in the right direction to address the country's alarmingly high unemployment rate. Some of the successes from the ILDP include the following



# Success Stories

**Lianne Clayton** 



I started my career in retail at Miladys in 2001 from a manufacturing background. I joined Milady's as a buyer and soon realised my passion was in the planning field. I became a planner in 2004 and was promoted to planning manager in 2007. In 2010, I completed the ILDP, which really helped me grow as a leader. A year later, I was promoted to planning manager for outerwear, and during that same year, I acted as planning executive for the business. In 2013, I was appointed as the **Planning Director.** I continue to strive to empower my team every day based on the lessons learnt on this programme. **THANK YOU W&RSETA.** 

#Mandela\_100 Special Edition

Projects Success Stories Book IV

# Equality

**Nazim Cassim** 



Not even the sky is the limit for this hard working go-getter. Nazim was undoubtedly one of the leaders to watch among the 2011 ILDP group. It came as no surprise when a week before the group's departure for the international module of the Programme that Nazim was promoted from merchandise

manager to the position of business development executive (Exco member). In 2012, he was appointed as Buying Executive for Game SA. The nonstop rise of Nazim continued and in 2014, he was again promoted to General Manager for DionWired and joined Exco. In 2015, Nazim was appointed to the Board of Massdiscounters as the Managing Director of DionWired.

#### Nabeela Essa



Nabeela's career has been a whirlwind success since completing the ILDP in 2011. "I started my career in the banking sector before spending two years overseas at a

SAP and Siebel training academy. On my return to South Africa, I held various positions at EOH and Media 24 before joining SteinBuild in 2007, as an IT Manager for Timbercity." Shortly after completing the ILDP, Nabeela was promoted to the Exco of SteinBuild (a division of the JD Group). In 2014, she was appointed to the position of Executive: IT and Business Processes at SteinBuild, where she was responsible for all IT architecture (including business processes, business applications, networks, infrastructure and telecommunications) for the SteinBuild Group. Another highlight in Nabeela's illustrious career was her appointment at the **Chief Information Officer** for SteinBuild in 2016.



Velaphi Fisher, Chief Executive Officer

### Geen & Richards

Velaphi is a true "economic growth through skills development" success story!

He started his retail career in 1992 at Makro as a shelf packer. Although he found himself in retail by default, little did he know that this would be his career. Prior to his last job with Ellerines Holdings, Velaphi

had worked as a marketing officer for Makro, as well as a branch manager and regional manager for some of the country's biggest retailers. His career in furniture retail started at JD Group as a relief manager where three months into his job, he was appointed as a field credit manager responsible for 15 stores. He worked for several retailers until he joined Ellerines, where his last position was as a Regional Manager for Furniture City and Diala-Bed.

Barely two years after he had completed the ILDP, Velaphi found himself unemployed after the unfortunate demise of the Ellerines Holdings, which left thousands of people jobless. Velaphi did not sit back and pity himself. Instead, he worked tirelessly at realising an entrepreneurial dream. He had no idea how big the dream would turn out to be. In 2015, Velaphi and a group of colleagues from the company secured a financial investment to buy the Furniture City brand of the Ellerines Holdings – his former employer. They opened several stores in Gauteng. He is currently the **Chief Executive Officer** of another one of its brands, Geen & Richards.



Thembi Mazibuko

# Pickn Pay

Thembi exchanged the glitz and glamour of the entertainment industry when she joined one of the leading South African retailers, Pick 'n Pay, and has had what could be described as a lucrative career in retail. Thembi progressed through the ranks occupying positions predominantly within the buying division. In 2010, she

was selected to participate as one of the 22 delegates in the second intake of the ILDP. Thembi attributes her progression in the Sector to the ILDP and the support of her employer. "The ILDP has made me realise that retail is both art and a science. The programme and my ILDP team instilled a deep sense of humility in me, as I witnessed the humbling experience of being warmly welcomed and interacting with some of the world's powerful and highly successful CEOs and senior managers."

The ILDP set Thembi up for an incredible upward mobility in her career with Pick 'n Pay. Since completing the Programme, Thembi has been promoted a few times. She has moved to positions of Head: Head: Head: Merchandise Strategy. Thembi is currently the **Divisional Manager: Non-edible Groceries with Divisional Director status.** 

#Mandela\_100 Special Edition



Projects Success Stories Book IV





#### Zaheera Joosab



When independent company Tradeport Distribution decided to actively participate in the skills development processes in 2012, Zaheera was the first beneficiary of the company's decision.

She was accepted on to the 2012 ILDP which she successfully completed. In 2014, Zaheera was promoted from Financial Manager to **Chief Financial Officer** of Tradeport Distribution.



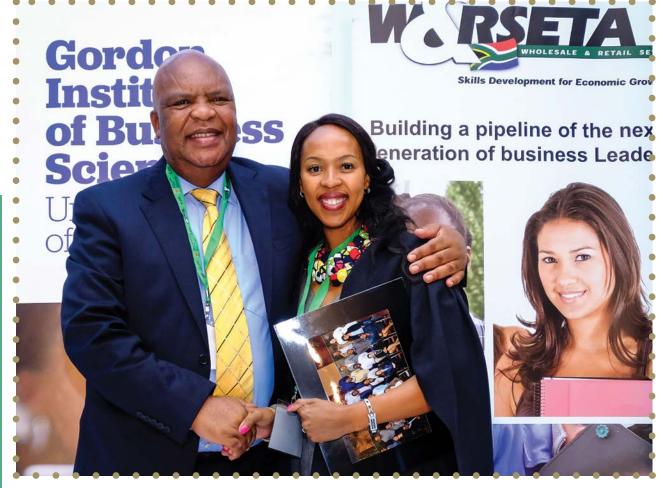
#### Tshepo Tiba





The young corporate dynamite joined the ILDP in 2013, which has catapulted his career. At the time he was a Sales Manager for MassCash and shortly afterwards was promoted to the position of Executive Assistant to the CEO. In 2016, the

hard-working ILDP alumnus moved to the company's operations as the Regional Sales Manager for Gauteng. A year later, Tshepo was again promoted, this time to the Massmart's Builders Warehouse division as the **Regional Operations Manager** – **Africa.** 



#### **Nthabe Magache-Zondo**

### bumbles

# opportunities

A 2015 ILDP graduate and serial entrepreneur, Nthabe returned from the ILDP with a vigour and motivation to build her personal brand and entrepreneurship aspirations. When she joined the ILDP, she was involved in a few business ventures including co-owning Pick 'n Pay stores in Tembisa and Ga-Rankuwa. "A very important part of that journey has been about me building a company that I own, love and build for my children and family. I wanted to build a company that will make a difference to child nutrition and health in South Africa. With my interest in children, retail and FMCG, I ventured into manufacturing baby food. Bumbles<sup>TM</sup> Baby Food Range is owned and managed by two South African women. We are the only female-owned baby food manufacturing company in South Africa. The brand is fully manufactured in South Africa, using only the best ingredients. Our story is a good way to demonstrate that the myth that women do not support each other or that partnerships between the two races do not work, is just that - a myth. Bumbles<sup>TM</sup> Baby Food Range started as cookery clubs for parents but has grown steadily to capture the attention of some of the biggest retailers such as Clicks, Dischem, Checkers and Pick 'n Pay."

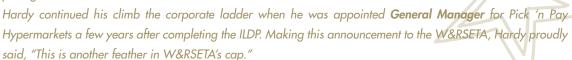
Nthabe and her partner continue to market their brands in search of opportunities to have their product stocked in all major retailers across the country.

#Mandela\_100 Special Edition

# Hardy Sishange

# Pickn Pay

Hardy is one of the 39 delegates who completed the ILDP in 2013. He went on the Programme as a Regional Manager for Pick 'n Pay in Gauteng; a company he joined in 1998. International experiences were not foreign to him, as he had been one of the Pick 'n Pay's delegates at the international consumer goods forum in Shanghai, China a few years before joining the ILDP.



stitute

Business



#### **Nicolin Govender**

MASSCASH
A division of Massmart Holdings Ltd WHOLESALE

2014 ILDP graduate Nicolin Govender's career has soared since completing the Programme. Nicolin went on the ILDP as a Merchandise Manager and shortly after the Programme was appointed as Executive Assistant to the CEO of MassCash. 2016 was another highlight for him, when he was appointed as the Merchandise Executive for MassCash



#### **Oswald Abrahams**



Oswald's career has benefited from the management development programmes. He graduated from the 2012 RMDP and was selected for the 2015 ILDP, which he successfully completed. He was appointed to the Exco of Plumblink Bidvest in

#### **Lloyd Abrahams**

In his reflection on returning from the international module, Lloyd highlighted customer centricity as one of his key takeaways. Almost two years after completing the Programme, he still refers to this key lesson and continuously



finds ways to implement solutions that have the customer at the centre. Lloyd is also proud that he is able to give back to the W&RSETA, whenever he is called upon to assist on various initiatives, as well as mentoring university students that his company sponsors on an annual basis. He says that the ILDP has provided him with a set of skills to step up for new challenges. It therefore came as a no surprise when Lloyd was promoted from Engineering Manager to Senior Engineering Manager for one of South Africa's biggest retailers.



#### Jeff Dube





2012 ILDP graduate Jeff Dube boasts a 20-year career firmly rooted in human resources, of which ten years were in senior management. Jeff went on to the ILDP as Head of Human Resources Department for Pick n' Pay Northern Region. In 2015, he was promoted to **Head of Human** Resources: Store Operations.

# Harmony

#### **Calin Forbay**



"The ILDP has undoubtedly impacted on me as an individual and on my career. Since completing the ILDP where I was awarded Top Student from the Henley Business School group, I have been promoted from a Divisional Planning Manager in Menswear to Executive: Planning For Menswear and subsequently to the position of Executive: Planning

Ladies, Intimate wear and International brands. The ILDP awoken a curiosity within myself to learn more and stretch my mind. As a result, I then enrolled for an MBA, through Henley Business School, which I will complete at the end of 2018. I am deeply grateful that the W&RSETA has contributed financially to my MBA as well."

#### Latiefa Barhadien



Then Technical Manager: Long Life Foods at Woolworths, Latiefa completed the ILDP with an ignited passion for social upliftment and making a difference to the society. She scaled Mt Kilimanjaro raising R45 000 through a fundraiser for the underprivileged. Latiefa has also ran a marathon and raised R10 000 towards the building of a hospital in Syria. She also completed her first ultra-

Institute of Busil Secience Institute of Province of P

marathon. Some of her key takeaways from the ILDP include strategy formulation and execution; strategic and critical thinking; empowering others and managing diversity within a team.

She has also climbed up the ladder with the promotion to **Head of Technology: Long Life.** Some of her career highlights include being a key stakeholder in the ground zero set up of the biggest Enterprise Development project within Woolworths Foods Business Unit, thereby creating local employment. Latiefa also had an opportunity to manage an additional portfolio for 18 months in caretaking capacity and has **recorded successful KPI** achievements year on year.

**Shelton Timm** 



Shelto was one of the 48 delegates who were enrolled for the 2015 ILDP. He went on the Programme as a Buyer and in 2018 was promoted to the position of Sourcing Specialist at Game. Shelton spent seven years buying various products, including appliances, electronics and DIY products **before his promotion**.



# Building a pingline of generation single.

#### **Kedisaletse Baloyi**



The ILDP was Total Darras' first interaction with the W&RSETA's skills development initiatives following the transfer of fuel retailers from the MerSETA. Its first beneficiary was the company's director, Kedisaletse, who had been at the helm of Total Darras for almost four years in 2012.

The ILDP gave her the competitive edge by equipping her with the holistic knowledge and understanding of the business. It filled the gap in her skills set on HR/IR customer service and leadership. Kedisaletse had acquired some skills in these aspects along her journey in the highly demanding fuel retail sector; however, this was not sufficient, as she had to learn onsite through interaction with suppliers, stakeholders and customers, and the critical element of leadership was lacking. Kedisaletse now boasts 10 years in the intensive and male-dominated sector and describes her journey as challenging but exciting and fulfilling.

She regards the ILDP as an invaluable investment to the Wholesale and Retail Sector. The Programme's strong focus on individual leadership helped her to identify her strengths and weaknesses as a leader. Kedisaletse maintains that the knowledge from the ILDP has come in handy and she is still implementing it in her business. The ILDP empowered Kedisaletse to enable her employees to find solutions to challenges and not take on every problem. She has a better understanding of the team members and how to tap into their strengths so that they contribute meaningfully to the business.

Importantly, the ILDP reinforced the importance of outlining a vision for her business and identifying the resources to implement the business strategy. She completed the Programme with a renewed vigour to empower her staff and has since sent two of them on the **W&RSETA's Retail Management Development Programme**.

# Testimonial from employee Language Truth Language Truth

Thank you to Ms Baloyi, my boss at Total Darras and the W&RSETA for making it possible for me to be part of this career changing programme. I loved and appreciated the grouping of delegates, which cut right across the racial line and comprised of people from different companies, thereby making it possible to share ideas based on personal experiences rather than theory. Through this advantage of knowledge sharing, one left with solutions to workplace challenges.

I acquired influential skills on how to influence others positively; I also became a motivator and leader to those above and below me. I have seen personal and professional growth in my ability to tackle work related challenges, especially customer complaints and employee grievances.

The company has seen a drop in the rate of staff turnover as well as zero percent in disciplinary cases going as far as the CCMA. The lessons on labour laws, BCEA and employee wellness have helped us a lot. There has been an improved employee and employer relationship.

We have made strong business decisions by applying customer behaviour and buying patterns, which has made us plan in advance to make sure we have the right products at the right time and a complementary work force. As a result, the business is running efficiently.

I would recommend that the W&RSETA invites more people from the fuel retail industry to enrol for the RMDP because it will help them run their businesses profitably and efficiently. Personally, I have grown professionally and personally into a distinguished leader to many people to an extent that I have had to decline many leadership position offers.



#### Saarah Leith



I began my career at Woolworths 11 years ago, as a Financial Analyst. Within 2 years, I was promoted to Central Accounting Manager. In 2012, with the support and encouragement of a great line manager, I was promoted to the Finance Manager for Stock and Accounts Payable. This has been one of the biggest challenges in my career thus far. It was during this time that I was nominated for the ILDP. This Programme has given me invaluable exposure and insights into what being a true leader is about. It taught me the importance of caring about my people and actively supporting their success and development as a leader and ultimately my success in my role and leadership. Just before completing the Programme in 2015, I was promoted to **Head of Finance: Central**, the largest finance portfolio and my first time leading senior finance managers. Within a year, the **Finance Business Process team was also added to my portfolio.** 



**Alton Garcia** 

# Loyalty

#### ALERT ENGINE PARTS

The RMDP challenges one's way of thinking and engagement with management, customers and staff alike. I derived great benefit from the diversity of the class, and the group in which I was fortunate to be placed. We were exposed to all levels of

managerial staff from different companies and formed bonds that I am certain will bear fruit in my career.

The programme facilitators were knowledgeable and most were able to provide real-life examples relevant to be subject matter. Learning was practical and I could implement most of what I had learned with visible results that were evident in the workplace. The 2017 RMDP gave me a holistic view of the role of management in the retail environment and it covered most of what senior management encounter on a daily basis. Subsequent to completing the RMDP, I was promoted from Sales Manager to **Branch Manager**. I truly believe that the RMDP has helped to prepare me for this challenge.



#### **Amanda Campbell**



WOOLWORTHS

For Amanda, the key insight from her 2013 RMDP journey is encompassed in the saying, 'Retail is Detail'. She has learned that what is perceived as insignificant can

have massive impact on employee morale or customer experience. Working in groups allowed her to experience, through them, the problems and complexities they grapple with at store level. "I have been transformed into a more service-oriented leader. The marketing module presented a mind shift in how I view marketing and provided insight on the science of marketing. Whilst on the Programme, I was promoted to the position of Technical Manager in the product space. Subsequently, I made a lateral move to the position of IT Manager: Business (Fashion Beauty & Home), which was a more business-facing role. In 2018, I accepted a role as IT Manager: Business (IT Retail Operations Group) where my team supports customer-facing applications in stores such as selling, payments, among others."



Simon Sibiya

#### BOXER

When Simon went on the RMDP in 2017, he had already been a store manager for eight years. "I thought I had nothing more to learn, but I was wrong. The RMDP taught me to look at the finer details of every department in the store. I learned best practices for managers and how to treat my staff. As I began to implement what I was learning at my store, I saw great improvement. My store became more profitable and my expenses never increased because I was able to motivate my staff and get them to multitask voluntarily. Before completing my last module, my General Manager informed me that I would be promoted to Regional Manager."

#### **Abie Riffel**



WOOLWORTHS

A 2013 RMDP graduate, Abie Riffel says that one of his key outcomes from the Programme was developing his management and leadership skills, as he did not have people directly reporting to him at the time. "I got exposure to some of the labour relations challenges that managers are faced with and how to deal with these in a constructive manner. In addition, the marketing module helped me understand the impact of the digital revolution. The RMDP also helped me to understand and develop strategy and how to implement a defined strategy. After the Programme, I was promoted to a first line management role of L&D Skills Development



Manager and, as result, was also provided the opportunity to attend internal strategic leadership forums and discussions where I could engage strategically. I have also been trusted to represent the Woolworths L&D function at external strategic bodies such as the Retailers Association, the Western Cape W&RSETA Advisory Committee, as well as the National Business Initiative's Youth Employment Services discussions."



#### Mahlako Sekhukhune



I was very fortunate to be nominated for the Programme after only two years with the company.

The journey was extremely exciting and opened my eyes to the retail industry. During my journey, I motivated by the incredible programme facilitators. I had a great time with my fellow team members and we shared many ideas. Although it was challenging to understand each group member's personality, we had to focus on the main goal, which was getting all the knowledge and experience we could from the Programme. Our group

won the finance module challenge for the most profitable group, which can be attributed to teamwork and dedication from the group.

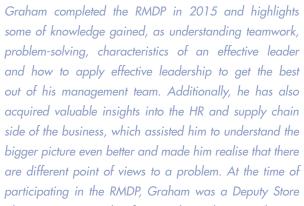
Personally, the RMDP opened many doors, as I was promoted to **Branch Manager** within three months of completing the Programme. I want to thank the W&RSETA for this wonderful opportunity.



### **Graham Davies**







Compassic

Manager for Woolworths Sandton, the company's flagship store. Two months after completing the RMDP, he was promoted to the position of Regional Manager in the Division and six months later, he was promoted again to a bigger region. Graham also received the Difference Award in 2017, in recognition of **his unique and outstanding** contribution to the business.



#### Anneli de Waal CLICKS GROUP LIMITED

"Someone once said that it is the journey that teaches you a lot about the destination." When she embarked on RMDP, Anneli could not have imagined the outcome. She reflects on the first week of the finance module, which she started with a sense of confusion, but at the end of the Programme, she was in awe and full of gratitude. "I was very fortunate to have been nominated for the RMDP because my background and studies set me on a predefined path. I can earnestly

say that I had limited knowledge of subjects covered throughout the Programme. However, the interactive nature of this Programme afforded the opportunity to learn, listen and debate, as well as to comprehend the results. We laughed, fought, at times shed tears and rarely slept well. I am excited over the newfound love for business, especially strategy. I will hone and cement these skills going forward. I have been appointed in a **new position** where I hope my newfound skills will prove to be valuable."



#### **Nigel Jacobs**



Participating in the RMDP has made me realise the importance of continuously striving to develop and improve oneself. The entire Programme was extremely relevant to my every day work as a **Store** Manager, with practical examples and solutions of daily challenges we face in this ever changing, volatile retail environment. The

lessons I have learned have provided me with greater insights in making more informed and strategic decisions around my business. The RMDP addresses important elements of leadership and empowers managers to implement business strategy effectively, providing direction and inspiration to their teams. The highlight for me, shortly after graduating from the RMDP, was being nominated, with my store, for a CEO Award for the assistance we provided to the Hout Bay community, where I was able to apply some of my knowledge from the Programme. I would like to express my sincere gratitude to the W&RSETA and Woolworths for giving me this opportunity to improve myself and would encourage anyone to enrol for the RMDP.

#### **Abdul Ebrahim**



The RMDP was a magnificent opportunity to develop the muchneeded skills required in my area of responsibility. The focused learning areas provided in-depth insights into the fundamentals of management and created robust discussions on various viewpoints of colleagues in our industry. The facilitators created a safe enabling environment to share experience and learn from other students. The financial management and accounting block week was a baptism of fire for us, as the first module. It challenged us and took us completely out of our comfort zone. It has built character and provided me with much-needed skills for my new



I started the RMDP as a Specialist Risk Manager and have since been promoted to Divisional Commercial Manager, where all the modules are relevant to my areas of responsibility. I have a newfound confidence in producing the required outputs in my area and engaging and influencing change in the organisation. The Programme has made a positive change in my career.

#### **Clare Fenning**

#### Forgiveness



It was a privilege to be selected for the 2017 RMDP. This impactful programme has inspired me to aim for higher leadership standards and broadened my perspective in the Sector. The content was streamlined; and the facilitators passionately engaged with

us and contagiously inspired me. This vigorously changed my approach to the retail world I had known, by encouraging people development, localisation, customer-centricity and entrepreneurship.

During the first month of the Programme, I moved into a new role from Store Manager to **Trading Manager**. This journey not only facilitated the transition between the different roles, but also ensured that I apply the lessons gained from the Programme in my new role. A large degree of self-reflection was necessary in every module or block, which added value. I feel confidently upskilled after completing the Programme, and I learned life lessons that I will carry with me for many years to come.



#### Lindi Mgulwa



Lindi's retail journey started in high school where she would work in stores on weekends and holiday. In 2004, she joined Edcon as a Customer Service Manager in the Logistics Department. This is when her love for the industry really began. She

was nominated for the 2017 RMDP and says that it was hard juggling school, family and work, but the sacrifices were worth it. "I learned that we should not assume that the next person understands what we are saying. The more detail, the better the understanding for all. I was promoted during the Programme to **Executive: Supply Chain Operations** and my journey continues."



#### **Shaun Moodley**



For Shaun, the RMDP was an opportunity of a lifetime, as he did not have an opportunity to further his studies after matric. Reflecting on the Programme, he is confident that there are people who studied for many years to acquire the knowledge

and skills that he gained during the yearlong RMDP. Shaun's highlights from the Programme were the simulated learning, the real-life examples that were shared by the facilitators from their own experiences, the group work and the opportunity to become a generalist in key areas of business, from finance, supply chain, labour relations, HR, leadership, marketing, operations and strategy. He found experience invaluable. Shaun started the RMDP as a Customer Insights Specialist and through the application of his lessons, clearer and strategic thinking, culminated in his appointment as **General Manager: Group Customers** for Edcon. "I would like to thank Dr Lombard and all the facilitators who helped me along this wonderful journey."





Tebogo Legodi



Tebogo found the RMDP an interesting and fulfilling journey. "The RMDP opened my eyes and mind to the endless possibilities and opportunities in retail. I walked away more informed, knowledgeable and hungrier for knowledge. I now read more, ask more questions, probe issues and applying the lessons from the Programme, not only at work, but also in my personal life. I really enjoyed interacting and engaging with people from different companies. The insight and different perspectives from everyone, especially the facilitators, were priceless. For me, this was the greatest success and highlight of the Programme: the people!



A big thank you to my company for "thrusting" me into greatness. I feel better equipped to take on challenges. Tebogo was promoted to **Strategic Sourcing Manager** (Edgars) after completing the RMDP."



#### **Thokozani Sithole**



When the journey started in 2017, I never thought it would change my life. At first, it was not easy to balance work and studies, but the great programme facilitators and information they delivered made it easy for me to adapt. The research module taught me the proper research process to find relevant solutions to challenges. I knew about leadership in general, but there was a link missing. Dr Majola's class was an eye-opener. It changed the way I lead my team. The finance and supply chain modules taught me to understand my current business and I have already implemented some

of these lessons. Dr Lombard's strategy module taught me to prepare well, so that implementation can be easy. I took up a region with a strong culture and the knowledge helped me to turn the region around to perform well. Thank you for the opportunity.





#### Phumzile Mondlani

There are great lessons that I have gained from the RMDP and it was such a blessing. Having being in the retail sector for about ten years; six of which were at a store as a Store Administration Manager, and four years as a Functional and Technical Trainer, I learned a lot from the leadership module. This module shaped my leadership acumen and



**WOOLWORTHS** 

helped me to realise the influence I have, how I can engage people better and influence upwards and downwards to improve performance. Being a leader in a

big company such as Woolworths requires integrity and values-based leadership; and this module showed me precisely how this helps to build the company's character. Other key highlights were on the manager's role in retaining talent and succession, strategy development and implementation.

The RMDP has been insightful and has added value to both my professional and personal life. I have been encouraging my colleagues to take on this opportunity, as I believe that it shapes leadership in a dynamic way. Some people believe that leaders are born, not made – that may be true; however I believe that the RMDP has a way of unleashing and releasing the full potential of our leadership abilities. From the time I was on the programme, my group trusted my judgement and respected my views and direction.

The most amazing achievement of them all was that success knocked on my door towards the end of the Programme, when I was promoted to a higher level of management within my department. I believe that through this Programme, I was able to demonstrate skills and knowledge that were noticed by my seniors. I did not have to apply for this role; it was offered to me and I believe that without the skills and insights from the RMDP I would never have realised the full potential of the leader that I am today. Thank you once again for this learning opportunity. I am eternally grateful!"



#### Keeven Pekhu

My selection for the 2017 RMDP was definitely the highlight of my year. The Programme material intrigued me and really set my expectations high, yet from the very first lecture, my expectations were swiftly surpassed. The content of each module was relevant to our retail environments and, if anything, forced us to think; be creative; not conform to norms; and challenge the status quo. The lecturers were very professional yet approachable.

The Programme was no walk in the park; there were many late nights and mental fatigue but nothing was more rewarding than seeing what we had accomplished

after each module. From the first module, I was able to take my knowledge lessons into the work environment, challenge the norms and find more efficient and effective ways of doing my job, whilst exceeding the desired results. I am certain that this played a part in my promotion from Group Head to Deputy Store Manager of our flagship store in Gateway within the first three months of the Programme. On completion, there were even further rewards from the RMDP. I was promoted to **Store Manager** of our Westwood branch, which I attribute to knowledge gained from the RMDP and for which I am extremely grateful. The RMDP has helped me grow into the leader I aspire to be, and with the knowledge that I have attained, "the sky is the limit." **Thank you to the W&RSETA for providing me with the power of knowledge.** 

#### **Mandy Vollmer**







Tolerance

The highlight of the Programme was working with my team, which comprised of people from different backgrounds and life experiences. My work revolves around the distribution centre and interaction with head office, and I was grateful for the opportunity to learn about store operations and our impact on stores. I have been promoted from Logistics Developer to Logistics

Development Manager and I am confident that the experiences and lessons I learned in the RMDP contributed to this promotion and my leadership abilities.

#### Phindile Radebe

#### iStore

For Phindile, the RMDP was exciting, challenging and insightful. With seven years in retail, she had not imagined the myriad of opportunities that are available and the magnitude of influence that middle managers possess.

The leadership module was the most significant. It channelled her thoughts and helped her better understand her team and how she could influence team members to maximise their performance. The module also taught her to communicate with her team and lead them in a direction that inspires them to perform at their peak and grow in the company. The lessons have transformed her career, not only for her personal gain, but also for the business. The RMDP has given her a holistic view of the business and has equipped her to engage strategically at management meetings. Phindile started the RMDP as an Assistant Manager and three months later, she was appointed as Store Manager. "If you want to see how you can maximise your management performance, I would definitely recommend this Programme."



#### Preoshni Iver

### iStore

"My RMDP journey was insightful, enlightening and challenging all at the same time. I am grateful to iStore for nominating me for this rewarding programme. I have learned that one can achieve great success when one is forced out of one's comfort zone and put under immense

Being surrounded by other individuals, who were also keen to improve themselves, made the journey more enjoyable. It was interesting to learn about how their businesses operated and take away key learnings to use

in my environment. The strategy session was a key learning experience for me, which I will continue to use. I have since been promoted and the information I accumulated in the strategy session continues to help me on a daily basis."



#### **Jarrod Smith**

Jarrod's initial view of the RMDP was that it was another simple, unstimulating training programme, but he was quickly proven wrong. "The RMDP lived up to exactly what we were told it would: full contact, emotional, frustrating, exciting and challenging. Reflecting on the Programme, the great part was meeting a team of strangers on the first day and having to pull together and work together as a team or fail. The different views and unique backgrounds all became part of learning and working together.

The RMDP took us out of our comfort zone and taught us to consider each other's experiences, opinions and ideas, often inspiring ourselves to reassess situations and adjust our ways of doing things. The Programme was knowledge-packed and inspiring. I loved every moment of it! I have adjusted and have implemented ideas and plans in my area of responsibility. Halfway through the RMDP, I was promoted from Area Manager to Regional **Operations Manager.**"

#### Kindness

# mr price grouplimited

#### **Clare Fenning**

Chene describes her RMDP journey in n 2017 as a search for the best "chocolate cake" recipe. The cake required undivided attention, time and preparation. It also required top-of-the-range ingredients. "My recipe required doses of leadership skills, labour relations, SD 9, marketing, a pinch of supply chain, South African



retail knowledge, operational management, HR, finance, strategy, time, teamwork and patience.

Late nights became early mornings and fast food became a lifestyle. There were obstacles and hurdles to overcome and challenges to beat, but it made me stronger. Managing a store and attending the Programme required a balance of time management and planning with a purpose. I was promoted to run the Amanzimtoti branch, which is a bigger store, only three months into the Programme. The RMDP has changed my perspective of business by

keeping the bigger picture in mind."



#### Nompumelelo Mzimela

My journey on the RMDP was wonderful, but at times very stressful. I started the Programme as an Area Coordinator for Mr Price Sport and a few months later, I was promoted to **Assistant Store Manager** of the Sandton Branch. I am currently being groomed to be appointed as a Store Manager. The RMDP has been a mind shift of my leadership. I now know what it takes to be a leader and I will surely apply what I have learned in my current position and in future. I have been empowered significantly through the Programme. Thank you very much W&RSETA for these great lessons. I am sincerely grateful for the opportunity. I enjoyed the classes, the group work and the presentations on Fridays.



David Twala

Pickn Pay

Logistics

The RMDP has been an opportunity to learn and craft my skills. Although it was intense and demanding, the Programme was innovative in every aspect of my journey.

My perspective has been changed and I can now interact with those in the economics and finance space. The facilitators were committed to see us succeed. I am grateful to my group for their humility, support, respect and dedication. I have grown through their encouragement when I was at my lowest times. Thank you to Dr Lombard for inspiring me; my next career move has emerged. I am now a **Senior Group Warehouse Manager**.





#### **CJ Prinsloo**

I walked into the first day of the Programme without a clue of what to expect. I thought the first assignment from our very first module would be easy, but it was quite challenging. We finished third in the class, but with valuable financial management lessons. The Leadership and research modules were interesting, and opened my eyes to new ways of management, whilst the labour relations and supply chain management taught me that you are only as strong as the people who work for you. The lessons from the strategy

module were a real revelation. Ensuring that there is alignment from top to bottom in my organisation will be the next stepping-stone. The RMDP gave me the tools to change the culture in my subordinates and in me. It is not an overnight task. I have been promoted to **Deputy Divisional Manager** and look forward to making a change to achieve my goals.



#### **Eugene Easton**

The RMDP has been an incredible journey for Eugene, with many late nights, arguments and constructive criticism. He completed the Programme with significant personal growth including as a leader and manager. During the RMDP, Eugene was promoted from Buyer to **Trading Manager** at Freshmark. Although it was tough, his journey RMDP was a pleasurable experience with many valuable life lessons. Importantly, he has learned that there are no short cuts to success. He describes the expert facilitators as passionate individuals who looked forward

Projects Success Stories Book IV

to imparting knowledge to the delegates and desperately wanting them to succeed.

The finance module made a lasting impression on him, delivered by superb facilitators who made a tough subject enjoyable. "To Dr Lombard and everyone involved with this Programme, well done."

27 #Mandela\_100 Special Edition

#### Samantha Esben



2017 RMDP graduate, Samantha, recalls her first day on the Programme as being nervous and excited, as she did not know what to expect. She was excited about what she would learn. Samantha found the first module on finance challenging but she was able to grasp the lessons and enjoyed it. The journey was informative and

motivated and elevated her thinking to apply what she had learned strategically to achieve the main objective. A few months into the Programme, Samantha was offered a Regional Manager position, which she accepted. "I am most grateful for the opportunity of the RMDP as it has changed the way I do things and I learned to work closely and respectfully with my managers to achieve results. I have a clearer understanding of how things should be done and I have motivated my managers and shared what I have learned with them."



#### **Aubrey Burger**



The RMDP shed light on research and taught me conductive reasoning. The case studies that were shared in the labour relations were interesting and I learned the role of labour law to manage the relationship between employees and the company. The marketing module demonstrated the link between marketing and the consumer,

how everything fits together and the importance of marketing your product.

One of my main highlights was company simulations in the finance module where our skills were tested to work towards turning around a company. Another important lesson from the RMDP was to listen and work together with a team of different backgrounds and companies. Later in 2017, I was promoted to Regional Manager. I worked hard and took the learnings home to achieve my goals.



#### **Antronette Markgraaff**



The RMDP was eight months of hard work, exhaustion, teamwork, fighting, knowledge, emotional turmoil and loads of work to catch up on at work after a whole week of being away. However, I also received the most valuable insights and wisdom from the experts. I entered the Programme as a Category Controller and at the end of the RMDP; I was promoted to a Category Manager.

I am applying the learnings from the RMDP in my new position including the different marketing strategies, gap analysis from sales to pricing, and fixing them. The RMDP is a valuable programme and I have encouraged my colleagues to do it as well. I also share the learnings with my seniors, as the important insight and knowledge that was imparted to us can be applied to our everyday lives. Thank you to the programme facilitators, particularly Dr. Lombard, who is a genius in his field.







The RMDP has made my retail journey easy by helping me accomplish realistic goals and having a vision to become the next category manager. My role has been changed at work and I was given more responsibilities to equip me with skills to run and manage a category. I have been given the opportunity to be a **Controller** in the biggest category in the fast-moving consumer goods industry - personal care. This was a transition personally and professionally. Being part of this Programme was not only an academic accomplishment, but also broadened my knowledge of the retail world and our different economies. It has also made it easy for me to take new opportunities as learning



Lee-Ann Martin



Lee-Ann's RMDP journey started on a high note with the business finance module. She recalls walking into the room filled with much anxiety and excitement for the year ahead. Her team worked well together and achieved great results on the simulation part of the module. When the opportunity presented itself, she stepped out of her comfort zone and took on the role of Procurement Manager. It came as a surprise when the CEO of the group recognised her as the most improved individual.

A key lesson that she took from the RMDP was to interact more and listen to her team. Being an introvert, the engaging approach of the facilitators encouraged her to step up and be comfortable to ask questions. The leadership and HR modules inspired her to be a better leader professionally and in her personal life. "I was afforded a promotional opportunity by our Head of Finance to coordinate all insurance claims for our business. I am extremely grateful for the life-changing experience and wish to thank the W&RSETA, the University of Pretoria and SteinBuild for this wonderful opportunity."

#Mandela 100 Special Edition Projects Success Stories Book IV



F

#### Carl Hoedemaker

Being part of the 2017 RMDP group was an opportunity for Carl to meet wonderful people. The various modules taught him a lot. "I learned more about budgets, which improved my business acumen. During the leadership module, I learned about leadership conduct, gave recommendations to address problems in my operation and acquired

the skill to communicate powerfully and prolifically. I learned to perform a root cause analysis, to be effective and to conduct disciplinary actions timeously, with an open mind. I gained invaluable knowledge of the retail industry in the global and South African context.

I want to give special thanks to Dr Lombard and the rest of the programme facilitators for their patience, as well as the expertise and knowledge that they unselfishly shared with everyone in the class. I want to mention that I was promoted to a **Process Manager** in October 2017 and I am happy to develop in my current role before I move to the next level."



I am grateful for the RMDP which has been the most fundamental and insightful element in my retail career. We covered multiple aspects of business in a very short period. I have used almost every study block to turn around my area of responsibility and it played a key role in my decision-making and will influence my team and the business. Being part of an amazing team, which comprised people from different functions working together, was an amazing discovery on how differently we view things and how other businesses become more efficient and



successful. The late nights and early mornings were worth it when the results came back.

I learned how decisions from head office affect frontline staff, as well as the leadership skills that are required to improve performance. The finance module was a true test of my management skills and I learned to keep abreast of local and international trends. I learned how government decisions, such as the changing of finance ministers affects our business. Following the RMDP, I have been promoted to **Regional Manager** Designate, and I believe a big part of this comes from the RMDP.



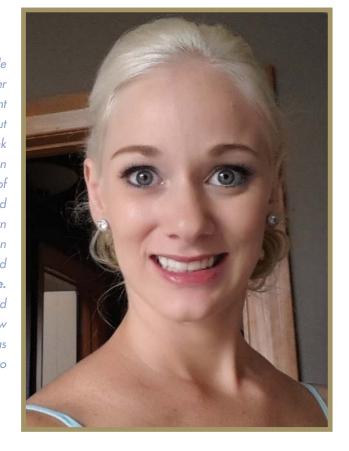


#### Sarilene Hancock

My RMDP journey was challenging, yet rewarding. I had to adapt to working with team members from different career paths and companies that enabled me to learn how other companies operate. My favourite modules were marketing, leadership and financial accounting. My most challenging module was strategy, but I also learned a lot from it. When I started the Programme, I was a store manager in Sandton. I was promoted during the Programme and I am now a Retail Brand Manager. The RMDP has opened doors for me. I only have good memories of the RMDP and I will put this qualification to good use

#### **Tamzyn Irwin**

Tamzyn decribes the RMDP as unforgettable thanks to the facilitators, support staff and her classmates. She is determined to implement the lessons from the Programme throughout her career in retail. "I have learned to think differently and have a new perspective on leadership. I have already implemented some of them in aspects of my work and my career and have derived great value from them. Tamzyn went on the RMDP as an Area Manager in KwaZulu-Natal and has since been promoted to Regional Manager for KZN and the Cape. "I know that the guidance and lessons learned through the RMDP will assist me in my new career path. The passion of the facilitators has motivated me to never stop learning and to continue to apply my mind."



#### **Wesley Horne**

BUSBY

Wesley says that nothing could have prepared him for the hectic five study blocks of the RMDP. "It was information overload and I had to quickly adjust to the amount of work. The lessons are not only used in the workplace, but also in our personal lives. I had an amazing group; we went through ups and downs, but we came out stronger. The two modules I thoroughly enjoyed were the business finance and economics. These modules provided a new perspective on these two incredibly diverse subjects. The RMDP has been an incredible journey and I have a much better

understanding of what to do and how to do it. I have also been promoted to **Store Manager** for Call it Spring and I will apply these lessons in store and to coach my employees."



#### Milarisi Mhangwane

QUEENSPARK

Being on W&RSETA RMDP was a privilege for which I would like to thank the W&RSETA and Queenspark.

I was highly empowered and transformed from just being a manager to my leadership qualities being polished. The experience was intense yet I found myself looking forward to the next module. Whenever I went back to my team, I made it a priority to implement the lessons from the Programmes. There was a marked changed in the

team and the results were encouraging. The RMDP addresses the challenges I have to deal with daily in my role as a manager and leader. During and after the Programme I felt more confident and calm. The support I received from my leaders at Queenspark was incredible. They availed their unwavering support to me.

Since completing the RMDP, I have been promoted twice since completing the RMDP; first to line manager and recently to Store Manager at one of our bigger stores.



#### Skills

#### **W&RSETA Bursary Schemes**

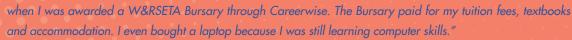
The high cost of quality education in South Africa has remained a barrier for many young people from underprivileged backgrounds to access higher education opportunities. This remains one of government's priorities and focus to make education accessible to all.

In 2011, the W&RSETA charted unknown territory when it launched its first bursary scheme to assist students with outstanding balances at various institutions that had made it impossible for them to obtain their qualifications. Additionally, the bursary scheme was opened to first year students whose studies would be funded to completion. To date, the W&RSETA has awarded over 12 000 bursaries to university and TVET college students. This number includes bursaries that are awarded by companies through the SETA's PIVOTAL Grants.

#### **Sboniso Mngadi**

26-year Sboniso from rural Dududu in KwaZulu-Natal is one of the W&RSETA's Bursary Scheme beneficiaries from the Mangosuthu University of Technology (MUT). After completing a certificate programme in Marketing from Coastal KZN TVET College, he enrolled at MUT for a National Diploma in Marketing in 2012.

"During that time, my mother was not working; but she had some savings for a registration fee. In February 2012, my life changed



Sboniso obtained his National Diploma in 2014 and in 2016, he pursued his studies at DUT where he completed his BTech. He is currently employed at Nedbank Wealth as a Financial Planner. Sboniso is also completing an Advanced Certificate in Financial Planning at MANCOSA.



#### Mihle Tyala

The academic excellence of Mihle; a W&RSETA bursary recipient has seen her jetting off to Germany to study for three months as part of CPUT's international student exchange programme. The Retail Business Management student says knowing she will not have to repay the money spent on her studies pushed her to work hard and get good grades in order to keep the bursary.

"One of the things that I think made me one of the students chosen for

the exchange programme is that my academic record spoke for me before I could actually represent myself. The motivation to study and work hard comes from knowing that I am funded and I will get my qualification without a debt from the institution," says the tenacious 20-year-old.

Mihle is one of three students who were selected into the programme after rigorous interviews. They are studying International Retail in Duale Hochschule Baden-Wurttemberg Ravensburg in Ravensburg.

The reason she is ecstatic is that Mihle did not always have a bursary. When she enrolled at CPUT as a first year in 2016, she obtained an NSFAS loan and in 2017 and 2018, she was lucky to get a W&RSETA bursary to finance her studies, as her police officer father, who is also the breadwinner, could not afford to pay. She intends to do her BTech in 2019 and dreams of working in the Planning Department of a retail company.

Mihle is always excited about acquiring more knowledge about the retail world, which she enjoys. "I got an opportunity to work at Woolworth for three months. I was in the planning department where we planned what goes to stores and how many products to each store."



#### Melissa Jula

"We can't all be teachers, and if we would be - some teachers would be fortunate to be placed in schools and some would be left out with qualifications but no jobs. Growing up in the villages, I was taught to perceive certain career paths as suitable for some people and not me. For instance, during my matric year I was advised to study education, nursing, administration or clerk. I do not recall anyone encouraging me to study something as unique and rare in my community such as IT, Dental Technology or other careers. Even though, my parents were aware that I loved Science and Maths but everyone's ultimate goal was to see me choosing a career that everyone is familiar with.

However, I understood that my career is my life so I would not choose anything for the sake of pleasing my own family or community.

I enrolled for a National Diploma in Food Science and Technology at DUT in 2012. My family did not understand why I chose it but I knew everything starts with my passion and I had to pursue my destiny. While doing my first year, my lecturer informed me about the W&RSETA bursary opportunity and I jumped quickly at the opportunity. Having my application approved for the bursary was a huge relief financially, which enabled me to concentrate on my studies. I excelled in all modules and that is when my parents started to see that I chose what I love.

I am currently doing my Masters in Food Science and Technology at DUT and working part time at a food company where I am receiving my training. I have been responsible for Research and Development in the fields of fresh and processed products, food safety and human nutrition in the context of food security and consumer support. I was in awe when I was invited by Prof Dennis Nielsen from University of Copenhagen in Denmark to work with him on the microbiological characterisation of Injera, using molecular based methods for two months. I rushed home to share the news, and my mother could not stop saying "My child you are exposed to opportunities we never had as your parents," I smiled and took some time to appreciate my life.

Wouldn't it be nice to witness an increase in youth's education with majority of young people trained in scarce skills and careers that are stigmatised as suitable only for a certain person?

We need to change the mind-set of getting a qualification for the sake of getting one to young people who are not scared to explore other career choices out of what is normal in their communities. This will help to fill jobs that are unoccupied due to scarcity of skills in some specialities."

35

Some of the W&RSETA bursary recipients from Ekurhuleni West TVET College who graduated at level 4 and 5 on qualifications including marketing, finance and office administration and who graduate in 2018.



"As we honour and celebrate the life of **former President** Nelson Mandela, I challenge you to play your role to be an asset to your community and the country as whole."

– Dr Mpho Mohlala, Chairperson: EWC Council





Trailblazing Innovations in the rights of the plants of th Development

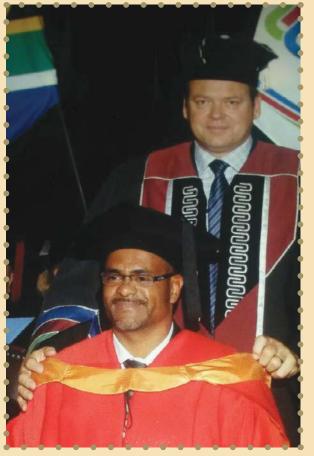
#### Wholesale and Retail Leadership Chair

In 2012, the W&RSETA made history in Africa with the establishment of the first Wholesale and Retail Leadership Chair in partnership with the Cape Peninsula University of Technology (CPUT). The objective of the Retail Chair is to contribute towards research and the development of wholesale and qualifications from NQF Level 5 to 10 through collaboration between the sector, labour and institutions of higher learning. The collaboration between the key role players is aimed at creating a pool of suitably qualified and experienced entrants for the sector and improving the skills levels of the workforce. In 2017, the SETA established the second Retail Leadership Chair at the Durban University of Technology (DUT).

#### Post-graduate Bursary Scheme

In the same year, the SETA awarded bursaries to seven post-graduate students to complete their Masters and Doctoral studies with a specific focus on Retail. The Retail Chair also provides support to these students.





# Success Story

# First PhD Bursary graduate for the W&RSETA, Dr. Sedick Arendse

Dr. Sedick Arendse was one of the first of two recipients of the PhD Bursary from the W&RSETA in 2012. The thesis for his research was 'Implementing deliberate creativity framework to enhance retail business performance' and he

obtained his qualification in 2014. His key achievements include the establishment of the Institute of Creativity SA, and, since 2014, working with various business schools in South Africa to facilitate collaboration on creativity and innovation and retail best practices. Dr Arendse is also working with multiple retail, mining, petrochemical and financial services companies on implementing creativity and innovation techniques, methods and frameworks to enhance business performance. Additionally, his research and case studies have been recommended for inclusion for referencing in MBA electives at University of Stellenbosch Business School, Wits Business School, Gordon Institute of Business Science, University of Sterling Scotland and Hong Kong Business School.

Dr. Arendse prides himself on having conducted an extensive research project spanning over four South African retailers with a sample structure of over 500 stores, cross functional approach, multiple supervisory and management structures with over 12 0000 people. His model has been implemented within the retailing, mining, automotive, petrochemical and financial services sectors with significant business efficiency and profitability improvements using the Arendse Deliberate Creativity Model.

Uplifting



I am eternally grateful for the opportunity afforded by the W&RSETA to complete my MBA. I pursued the programme to obtain retail business experience, contribute to job creation in a soaring unemployment environment and increase the knowledge bank on the unique elements that oil business in our country has from a global perspective. Having worked in sales and marketing for the better part of my career, I wanted to enrich my experience with a formal degree that would give me a diversified view of the corporate world. Therefore, pursuing the MBA has strengthened my confidence to lead effectively in this sector.

I have always been an entrepreneur pursuing various business dreams throughout my life. I am reminded of my first transaction in the 1980s, as a herd boy, at age of 13 when I lobbied my grandfather to give me a cow whereby the multiplication ensured my admission at University for my junior degree. It was this Limpopo rural journey that gave me a sense of purpose; I knew that I would always chase business interests, which I believe has led to my career success.

The same year that the W&RSETA sponsored my studies, a company called Mboweni Resources was conceived and is growing within telecoms, construction and lately in agro-processing. However, the road has certainly not been easy. Two years into the programme, the telecoms company I worked for decided to close business in South Africa and I was forced to job hunt or continue with the company I had registered. The biggest stumbling blocks have been access to finance and getting technical support, like most emerging black SMMEs in the country. Despite these challenges, the drive to better and empower others through mentorship and job creation has always continued to motivate me. As a result, I am proud to highlight that I maintain a monthly payroll of more than 15 people within Mboweni Resources and the sky is the limit.

The ultimate path that my scholarship has opened is that of furthering my academic aspirations. Education has always been holistically prized in my family and inherently I have equally embraced it as a citizenry passion for all economic activists. It is through unlocking this potential in a manner that benefits Africa's indigenous people that our triple challenges of poverty, unemployment and inequality can be overcome. It is my utmost wish to share my experience through consulting and further deployment missions should my DBA/PHD dream take off in the next year.

# Success Story

No achievement can quench my thirst for selfimprovement. Doing the Master of Business Leadership (MBL) degree was the most logical step in my career advancement. I am now an innovative person and professionalising the retail environment through the knowledge I have gained during the MBL journey.

The MBL was a rare opportunity that helped me gain insight into running a business and to understand the executive's viewpoints in decision-making. It

strengthened my understanding of these aspects and provided me with a broadened exposure to decisionmaking.

Attaining this degree was a major step in preparing me for a bright, successful future in the business world within the retail environment. Without the financial support of the W&RSETA, my research proposal and MBL degree would not have been possible, due to financial constraints that I had. The W&RSETA assisted me to fulfil my dream. The assistance of the W&RSETA, the books that I had to read and the research I conducted have developed me into more discerning, analytical individual and a great retailer. I encourage the people I meet to find out more about the W&RSETA bursary opportunity.



Excellence



While life in an impoverished household in Hlomendlini, a village in Matatiele where Samkelo Madlanga grew up was hard, he did not allow his background to determine his destiny. The family's only source of support was from his mother's meagre income from a construction company where she worked as a labourer after their father had abandoned the family. This hardship instead motivated him to change that situation.

After completing his grade 12, he decided to pursue a career that would guarantee him a job and enrolled for a National Diploma in Consumer Science: Food and Nutrition at Walter Sisulu University. His uncle and a local pastor assisted him to register for his first year of study. Samkelo was faced with the harsh reality of leaving university without writing his final exams or receiving his results due to outstanding fees.

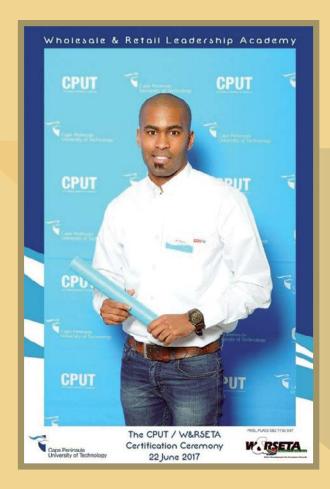
However, towards the end of that year, he was introduced to the W&RSETA bursary opportunity by a fellow church member who is a former employee of the SETA. He immediately applied and two weeks after the closing date he received a confirmation of his bursary award. The bursary settled all his outstanding fees and he could sit for his exams without the added stress of finances. The bursary did not only cover tuition, but also meals, accommodation and textbooks. All he needed to do was to focus on his studies and excel. His diploma required six months' experiential training and the W&RSETA assisted him to be placed in a company to gain workplace experience for him to graduate.

The determined young man performed so outstandingly that the W&RSETA provided full funding for him to study his BTech in 2015 at DUT. Samkelo passed his BTech, which included a research project on the topic: 'Fat Intake and Nutrition Status of Taxi Drivers in Durban'. He received two awards for his work, Best Research student and Best Research Poster. In 2016, Samkelo was approached by the University to study towards a Master's Degree focusing on the same research topic in a broader scale. Currently Samkelo is studying a Masters of Applied Science in Food & Nutrition at DUT with a research titled 'Risk of non-communicable diseases of taxi drivers by analysing selective lifestyle indicators, physical activity levels and food intake in the Eastern Cape', as a full dissertation, funded by the W&RSETA.

His research has gained much interest from different institutions and independent researchers locally and outside South Africa. In 2018, Samkelo was invited to present an abstract of his research at the 13th International South African Association of Family Ecology and Consumer Science conference, where he also was appointed to chair one of the sessions. He was also invited to the 19th International Union of Food Science and Technology (IUFoST) World Congress of Food Science and Technology at Mumbai, India. Samkelo aims to conclude his research in 2018 to obtain his master's degree.

#### **Retail Store Manager Qualification**

Another milestone under the Retail Leadership Chair project was the graduation of the first learners on programmes linked to the newly developed Retail Store Manager (RSM) qualification. Forty-eight learners from 12 retailers were enrolled on the 3-year Retail Store Manager qualification. The Qualification is the first of its kind to be developed by the W&RSETA and approved by the QCTO



### Xavier Arends, Team Leader - SPAR DC



I did not know what I was getting myself into, until I was in it. I have always wanted to study, so when our HR department invited applications for the RSM Qualification, I jumped at it.

Being on this journey is absolutely life changing. The modules and practical work pushed me to limits I did not know existed. The people I have met on the programme are indeed lifetime acquaintances. My lessons have allowed me to step into the workplace and engage with my colleagues from marketing, HR, retail operations and other departments. The lecturers, to whom I am sincerely grateful, were very knowledgeable, kind and witty. I have grown on a personal level and my confidence has improved. The different modules have inspired me to extend myself even further in my work and my studies. This programme has made me curious about other aspects of retail, which I was not exposed to previously. Retail Communication and HR have had a greater impact in my current occupation and have improved my communication with people. I am getting feedback that that I am more approachable. I am able to give invaluable advice to my team regarding HR matters. The programme has had an immeasurable impact on my work and has led to my promotion to the position of Team Leader, supervising about thirty people.

Dankie, Thanks, Enkosi.



Samantha Musakwa, first female Transport Supervisor in the Spar Group

#### SPAR 🚯

My journey with the RSM programme has been a fruitful experience. I started the programme as an Export Clerk at SPAR. I was expecting my first baby and was due for maternity leave, which did not make it an ideal situation, but I had the support of the lecturers and my colleagues. The module on Retail Marketing had the greatest impact on me. I always thought that one must have inherent capabilities for marketing, but what I did not realise was that I was doing it already when I liaised with our Namibian clientele. I am now implementing the learning from the module. The Retail Communications module in the second year stood out for me. It was an incredible subject! It taught me the importance of being aware of how one can

be perceived to others through interactions and how to communicate with fellow employees and the client. I learned to appreciate differing viewpoints.

The programme motivated me to expand my knowledge and I started being involved in the transport department to get more exposure on the logistics side of the business. Armed with the RSM qualification and extensive experience in my CV, I was promoted to Transport Supervisor. The Human Resource module has prepared me for my role as supervisor, which requires that I deal with issues of discipline. Being appointed the first female Transport Supervisor in the SPAR group and working with male colleagues from different backgrounds was not easy, but with the knowledge I gained from the programme and support of management and my colleagues, I am going strong.

Year three proved challenging, as I was expecting my second baby and had to balance the demanding requirements of the programme, my work and family life. This last year of study imparted knowledge on sound financial management.

I must admit that being part of the pilot RSM group has made me to appreciate that there is always something new to learn in retail. It is definitely not boring, and I wish that people would not look down on this amazing field. I don't regret doing RSM programme and would recommend it to anyone.

Sindephi Lose, Assembly Team Leader, SPAR DC

#### SPAR 🚯

I started the RSM programme a Returns/Reverse Logistic Clerk. The knowledge that I gained during the programme and my performance at work thereafter resulted in my being given more responsibility, which provided me with a platform to give feedback presentations once a month. I was also sent to Johannesburg on a fact-finding mission on two distribution centres. My responsibilities allowed me to attend inbound leadership meetings



with senior management twice in a week. I was promoted to the position of Assembly Team Leader, which has been my ultimate honour.

I have no words to express how much the RSM programme has helped me progress to this level. Although all the modules have made an impact, the one that stood out more than others was the retail communication, which significantly affected my growth and how I communicated with my team and improved my professional interaction with our suppliers. The customer care module is adding value in my work, whilst the project management module helped me to lead and manage teams, which was helpful during a project I was assigned to. The RSM programme has given me much confidence in my abilities and myself as a team leader. It has given me a boost to challenge myself always. I will forever be grateful for having been given this opportunity to study further. It has literally been life changing

# Veda Isaacs, Reconciliation Clerk, SPAR



I began the RSM programme with the intention of learning something new and useful that would help me further my career at Spar Distribution Centre. I went on the programme as a Receiving Clerk in the perishables department and in 2017; I was promoted to Reconciliation Clerk within the Finance Department. I have no doubt that my newfound knowledge



from the programme has partly contributed to this success. This three-year journey has taught me many things, not just about retail and studying, but also about my work life and myself. The first year was very trying, as I had to adjust to being a mother of three, working and studying. The work environment was testing, as I had to take three days off every month for three years to attend classes. It was difficult to have my team manage my workload in my absence and I am eternally grateful to them. Amongst the many things that I have learned is that I have better understanding of processes, why we do things in a certain way and where I fit in the bigger picture. I have connected with colleagues within my workplace, learning from them and their experiences. The people work with in turn have taken an interest in my studies and this has given me a platform to share my lessons. I demonstrate the impact of my lessons by introducing new ways of how we can do things to make us more productive. The programme has improved my communication skills and has imparted valuable information and knowledge on HR matters. It has been a thrill! I will forever be grateful for this experience



#### Junaid Baccus, Manager, Woolworths



When I was approached to enrol for the RSM programme, I did not understand my employer's reason for wanting me to attend because I was already a Store Manager. I thought I knew all there was to know in retail. I had started as a casual and worked my way up to Store Manager, acquiring a vast amount

of experience in retail. I was invincible in this field or so I thought...

After attending lectures and copious amounts of studying, I was clearly proven wrong. I certainly did not know all there was to know about retail. It only dawned on me then that as a Store Manager, I was merely an implementation manager, not understanding the reasons behind big business decisions, or how my decisions as a Store Manager impacted my workforce. I now have a better understanding of the detail that goes into retail, which has been enlightened through the programme.

Having applied the knowledge I gained and making better business decisions, a year and a half into the programme, I was promoted to Regional Manager of the biggest region in my company. Nothing compares to knowing that I am now making strategic decisions that affect the broader business.

Working and studying is not easy, as it requires a lot of juggling, self-discipline, dedication and sacrifices. The workload is extensive, the exams are nerve wrecking and the POE is enough to make you want to run, but being strategic in how you approach it will ensure success. I have no regrets having accepted the invite to study, and the biggest learning aside from the content of the programme is, that no matter how high up we are in our respective fields, we don't always know all that there is about a job that occupies most of our time. It is only through programmes such as this, that our gaps are identified and bridged.

"There is no end to learning, but there are many beginnings" Tim Johnson



#### Selina Ryan, HOD HR, BUCO



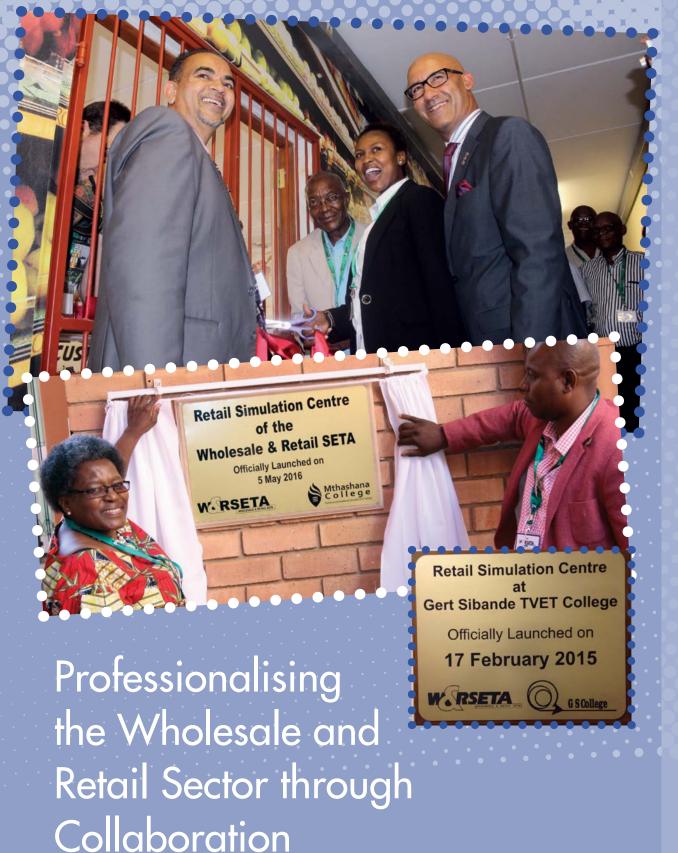
"Being a part of the RSM pilot programme has been a great privilege and a challenge. Yet, despite the challenges and sacrifices that came with being a student, I am a better person. The knowledge I have acquired has benefited me, not only as an individual, but also my company. As a direct result of my participation in this programme, I was able to grow in the company, and after a period of more than 20 years in sales, I am now the HOD: HR at the store.

Assuming this new position came with its own challenges, but the opportunity to apply the knowledge I have acquired is positively influencing our business, particularly the relationship between management and staff.

I emphatically affirm that while knowledge obtained is just information, but knowledge that is applied results in

transformation, and I believe that is the goal of this programme. Our thinking and understanding of the retail environment and what it takes to be successful in retail, to be transformed for our benefit as we become more knowledgeable with a broader perspective of the management function, and to our companies as they receive an undoubted return on investment through the application of our knowledge and skills.

I have enjoyed this programme and always looked forward to class, albeit at times with trepidation when assignment deadlines loomed. Our facilitators have made an incredible impression on us, and I know that without their knowledge, pragmatic experience and support, we would not have made it. I am truly grateful to them, and for the opportunity to be a part of something so unique and exciting. I trust that this programme will become a permanent part of the curriculum and that all who laboured long and hard to see it come to fruition will reap the well-deserved rewards of their labour."



The W&RSETA broke new ground during the implementation of NSDS III in 2013 and 2014, with the launc of the TVET College Capacitation and KwaZulu-Natal Retail Schools of Excellence projects, respectively. These projects have been the most successful examples of public-private partnerships that the W&RSETA has facilitated.

#### **Retail Simulation Centres**

The W&RSETA Retail Simulation Centres were launched as part of the TVET Extension of Scope project, which was designed to foster partnerships between institutions of learning, the SETA and industry to address the scarce and critical skills to unleash the economic growth potential of our country. TVET Colleges were capacitated to deliver W&R programmes with an objective of positioning them as preferred institutions of learning among young people and attracting them to pursue careers in wholesale and retail.

This project was a first within the SETA fraternity and six Retail Simulation Centres have been established at College of Cape Town (Crawford, Western Cape), Gert Sibande (Standerton, Mpumalanga), Vuseleld (Klerksdorp, North West), Buffalo City (East London, Eastern Cape), Ekurhuleni West (Boksburg, Gauteng) and Motheo (Bloemfontein, Free State) TVET Colleges. A major milestone was the launch of the first-ever e-learning simulation centre at the Cape Peninsula University of Technology.

A historic achievement of this project was the launch of the e-learning Simulation Centre at the Cape Peninsul University of Technology, which has allowed the SETA to move with the technological advances in learning.

These centres allow student to gain practical experience on wholesale and retail operations during the studies to augment their theoretical knowledge, which will give them a competitive edge in the job market.





The W&RSETA launched the first Retail Schools of Excellence in KwaZulu-Natal in 2014, a collaborative project between wholesale and retail companies, Durban University of Technology, and all nine TVET Colleges in the province. One of the objectives is to ensure that institutions of learning produce suitably qualified and experienced students to meet the demands of businesses for the growth and prosperity of the Sector and the country. Components of the project include infrastructure improvement in the colleges, development of qualifications from NQF levels 3 – 5, lecturer capacitation and implementation of learnerships.

On completion of the pilot phase of the Learnership programme, 403 employed and unemployed learners who were enrolled at Majuba, Thekwini, Esayidi and Mthashana TVET Colleges obtained an NQF Level 2 Learnership qualification.

In 2018, a further 1000 learners were registered on various Learnership programmes for phase II of the project, which will be implemented at a cost of R36.6 million. This phase of the project includes Recognition of Prior Learning to provide an opportunity for companies to assist employees with extensive experience but without formal training to obtain recognised qualifications against the National Qualifications Framework. Twenty of the learners that have been enrolled are people with disabilities. Learners that completed the NQF Level 2 Learnership programme in the pilot phase of the project in 2015 have progressed to NQF level 3 as part of articulation.



52 #Mandela\_100 Special Edition Projects Success Stories Book IV



# "Not disabled, but differently abled"



#### **People with Disabilities**

The integration of differently abled people into the workplace to ensure that they are active participants of the economy has been one of the focus areas for the W&RSETA since 2003. The W&RSETA has implemented various programmes that are aimed at equipping people with disabilities with skills to work within the Wholesale and Retail Sector. Proudly, the W&RSETA was the first SETA to develop and implement a Learnership programme for people with disabilities through collaboration with the South African Disability Development Trust, the Department of Social Development and several wholesale and retail companies.

Since then, almost 3 000 people have been trained on Learnership and Skills Programmes, as part of these interventions. A key focus of the skills programmes has been on sign language, sensitisation and life skills.



Monwabisi Tlape won first prize under the Learning Programmes for People with Disabilities category in the 2014 W&RSETA Good Practice Awards

# Preparing students and graduates for the world of work



#### **Graduate Placement Programmes**

Thousands of young people exit the higher education system annually with the hope of finding formal employment to make a secure and comfortable living for themselves and their families.

South Africa is facing a crisis of high unemployment, which is affecting young people the most. This challenge has resulted in escalating graduate unemployment. Many of these graduates do not find employment nor are able to create employment opportunities on completion of their studies.

The W&RSETA has recognised this challenge and collaborates with the Sector to provide TVET colleges and university students and graduates with practical experience to prepare them for the world of work. The benefit for the Wholesale and Retail Sector is the availability of qualified graduates to address the

The benefit for the Wholesale and Retail Sector is the availability of qualified graduates to address the scarce skills facing the sector. Students and graduates are provided with an opportunity to acquire skills and experience to get their foot into the workplace.

Over 4000 young people have benefited from this programme. We are particularly encouraged by the contribution of the sector in providing many of them with permanent employment at end of the programmes.

Some of the successes from the graduate programmes include the following:



#### **Busi Zikode**

#### **CHECKOUT**

After completing her diploma in Marketing from DUT in 2015, Busi had an opportunity to work as an intern at Checkout Supermarkets through the W&RSETA work placement programme. She started at store level as a stock counter at the Raisethorpe store and was later transferred to the head office to join the marketing and adverting department.

"I learned how to communicate with suppliers, proofread adverts and conduct market research. After the internship programme, I was

privileged and honoured to be offered a job to be part of the head office buying team. As a team member, I interact and work with the buyers and supplier companies. I gained immense knowledge in the buying processes and procedures and I am involved in the allocation of stock to stores from suppliers and from Checkout's Distribution Centre.

The internship transformed my life as I have gained practical experience and knowledge in the buying and marking environment. It also encouraged me to study further. I am now a postgraduate and want to expand my knowledge further. I can safely say that through the internship programme that I have arrived in the corporate world and I convey my gratitude to both the W&RSETA and Checkout."



Academics



#### Sabelo Ngcobo

Sabelo showed immense initiative in the store for the first six months of this internship where he worked through all areas of the business in an attempt to understand the different roles and functions. Six months into his internship, he was brought into the divisional office to assist the HR team with admin. He learned the processes and ways of working very quickly, and was soon operating as part of the team, where he managed to respond to stores issues on aspects that he was familiar with. He was eventually placed as an FFT in the stock room in Westville.

#### Sandile Cele

Sandile began his internship understanding the back areas and eventually worked his way through all departments in the store. His passion seemed to have been with the credit office. He is able to assist with all areas within the back office duties within credit office, as well as customer service. He has mastered click and collect, fashion hotline and other such functions. He deals with the end-to-end process of click and collect – where he hands over the items to customers. Whilst he still has a few opportunity areas, the company has been satisfied with his progress and placed him as a PPT in the credit office, where he continues with his development.

#### Msimelelo Keswa

When he was brought into the company, Msimelelo started working on the floor, stockroom, receiving, and cash or credit office learning all the different functions and how to deal with problems in those areas. He has learned how a big company such as Edgars operates on areas such as customer service, replenishment, merchandising, VM execution, promotions, point of sale system, company policy and procedures and managing staff on the shop floor. He also had an opportunity to shadow one of the DMs and looked after the department in the absence of the DM during which he demonstrated great initiative and was always willing to learn new things. The feedback from the DM had was that he comfortable leaving him in charge of the department and staff, knowing that he has learned well and would be up to the task. After completing the programme, he was placed in an FFT position within the same store.

#### Nompumelelo Primrose Magubane



Mpumi was great as an internship candidate and has been equipped with the necessary skills for her to succeed. She showed great initiative in the store whilst working through all areas of the business in an attempt to understand the different roles and functions. Mpumi engaged well with staff and customers alike and showed passion in all that she does. Whilst she still has a few developmental areas, the store was very happy to place her as a PPT in the credit office.



GP Retail Operations has been an active participant in skills development for over ten years and in partnership with the W&RSETA has successfully conducted and completed numerous skills development programmes. Such programmes include the Workplace Experience and Employment Grant (WEEG), through which GP Retail Operations has employed several students including those below:

After the 2016-2017 WEEG Programme, the company permanently employed several of the students at its head office in Gauteng. These individuals are all performing valuable functions within the company with much prospects of future growth. GP Retail Operations is proud to have played a part in the development and mentoring of the interns and is hopeful for their longevity within the company.



#### Sibulele Baba

I joined GP Retail Operations in 2016, as an intern under the W&RSETA WEEG programme in the trolley division. After completing the programme in 2017, I was appointed as an Operations Administrator for the division. Since working within the trolley division, I have received two awards in the three-year period, the Golden EVA award for exceptional work in 2017 and the Most Improved Manager in the division. In 2018 was nominated for Golden EVA award for exceptional work.







#### Ndivhuwo Sithari

"In 2016 I was offered an opportunity to be part of the supply chain internship GP Retail Operations under the W&RSETA WEEG programme. I appreciated the 12 months programme and the willingness of the company to allow me to explore all the departments within the client's warehouse. I was able to sit in management meetings, prepare reports on supply chain operations, among other responsibilities. I have gained valuable insight into the supply chain industry through this internship. I was also able to

test myself in a working setting to gain clarity on my strengths, weaknesses and interests. After completing the graduate programme, I was offered a permanent position at GPR Training Academy as a Facilitator/Assessor where I can further develop on my strengths."

#### **Precious Mbonane**

Precious Mbonane completed the WEEG programme with GP Retail Operations as part of the 2016 group. She says that being on the programme has helped her gain skills, knowledge and experience on the Retail Industry, which has helped her to grow as an individual. "At the end of the programme in 2017, I was appointed as Junior Facilitator/ Assessor at the GPR Training Academy, where I am using the skills that I have gained throughout the programme. Today, I am able to handle pressure and overcome challenges because I have been given the best opportunity to and have learned a lot."



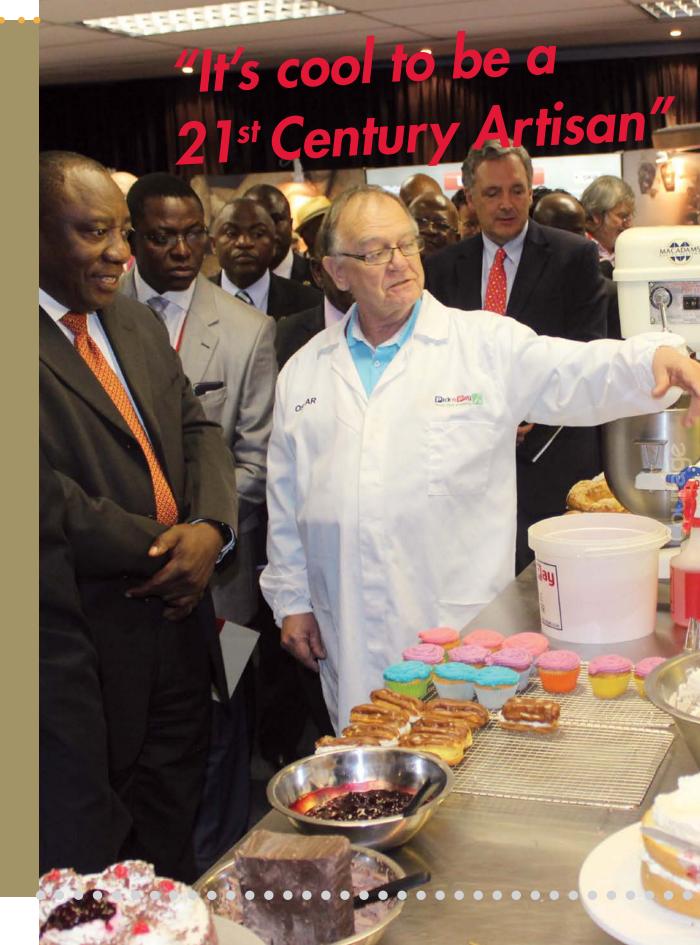


#### Ruwaida Dadamia, Smollan Group

Passionate, driven, hardworking and not being overly emotional in the workplace, was the review Ruwaida received, based on her work and drive within the workplace. She started with Smollan & Associates in 2017, as an HR graduate intern through a W&R SETA funded programme, with no previous HR experience. With continued drive and hard work, learning and pushing herself beyond her boundaries and striving to gain as much knowledge and understanding of the HR field, she is now standing proudly as an HR Officer. Ruwaida has reached her goal to become an HR Officer

sooner than anticipated and with continued hard work she is set to go far within the company and she is a shining example of how young individuals can shape their careers from a learnership or graduate programme.

"There were many ups and downs, roller coaster rides but the journey was worth it. I would like to thank all who were, and still are involved and for all the opportunities provided."



#### **Artisan Development**

# Conquering gender stereotypes through skills development

Walking into the Lazarus Motors workshop in Centurion, you are greeted by men in working suits, lifting heavy equipment and some conducting maintenance work under vehicles.

It is a pleasant surprise when three women come out of the back office, in the same uniform, carrying out the same work. Adria Sithole, Simphiwe Ntuli and Lucia Malupi are qualified Motor Mechanic Technicians, the only female technicians at Lazarus Motors.

In 2012, these young women together with 18 men started the Motor Mechanic Apprenticeship programme funded by the W&RSETA, which they successfully completed in 2015.



Motor Mechanic Technician, Adria at the KIA workshop in Centurion

Soft spoken, but assertive Adria explains how she has had to develop a tough skin in this male-dominated industry. "I am better than most of the guys around here and I am respected for my work", says Adria on how she manages to overcome the challenges associated with being female in an environment dominated by male counterparts. Adria also mentors new learners on the programme. Her future ambitions include owning a motor workshop.

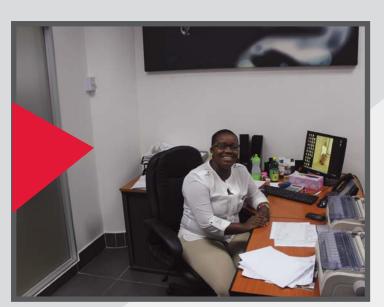
At the Mazda workshop, a tall, well-groomed, energetic Lucia emerges from the back office in a gleaming smile. She could be mistaken for one of the office staff, except she is dressed in her mechanic suit.

Her passion for cars and work is unmistakable. The young mother describes how she was intimidated by the heavy equipment in the workshop when she was introduced to the programme, but had overcome her



Passionate about cars – qualified Motor Mechanic Technician Lucia Malope

fear through the guidance and support of the staff. Since qualifying from the programme, Lucia has been assigned additional challenging tasks and is ready to establish herself in the industry.



Proving that women are as capable as their male counterparts – qualified motor mechanic artisan, Simphiwe

Bubbly Simphiwe on the other hand joined the programme to prove that women can do the same work as men. After completing the programme, she decided to pursue her interest on the administrative side of the business. She has been trained as a workshop controller and plans to open up her own business in future. "I have first-hand knowledge and experience of what happens in the workshop floor. The training that I am undergoing now will give me a holistic understanding and experience of the operation of a workshop."

Motor mechanic is one of the scarce skills in the country, which are offered through artisan programmes. The National Development Plan has set a target of 30 000 qualified artisans to be produced annually until 2030. Currently the country produces on average 12 000 qualified artisans per year. Furthermore, the Retail Motor Industry reported that there was a shortage of 10 000 motor mechanics in the country.

Although the numbers that are currently being trained are a drop in the ocean, efforts by companies such as Lazarus Motors are commended as a contribution to addressing the scarce skills in the industry.

Vusi Masilela believes that life's challenges are there to test one's courage and willingness to change.

"I was working as a contractor when I saw a recruitment advert for a programme offered by IPSCO.

I applied and was enrolled to be trained as a Mechanical Fitter. We started the training in at Colliery Training College (CTC) for our three months basic training. Thereafter, we were placed at Sasol Polymers for the practical training. It was a great experience working with big machines, pumps and vessels that I had never seen before in my life. This experience was dream come true.

We returned to CTC for advanced theoretical training, which was followed by workplace exposure at JVB Safety Control Value.

In 2016, we started the final training at CTC. I realised that the CTC walls are there for a reason. They are not meant to keep us out; but are symbolic of the opportunity we are given to work very hard for what we want. We had great facilitators who taught us effective ways to complete tasks on time, while working under pressure. The challenges and sleepless nights we went through paid off when we sat for our trade test. **Today we are at different stage in our lives. We are qualified artisans, thanks to IPSCO and W&RSETA.**"



#### Thuso Nyakallo Thabethe

"Sitting at home with no prospect of any opportunity to further my studies, my hopes soon dissipated.

I remember the day I came across an advert of a Sasol shutdown through IPSCO as if it was yesterday. The company offered various opportunities and I decided to try my luck and apply as it was related to my studies at school and would provide the much-need work exposure and experience.

Soon afterwards, I was invited to a meeting at IPSCO. During the meeting, we were introduced to the artisan programme, which would take a period of three years. I was confused during this meeting as I thought I was applying for a shutdown and the company was talking to me about a training programme. However, I was happy to accept this opportunity, which was far better than my current opportunity.

I was accepted for a Fitter & Machinery Learnership, which I have successfully completed and qualified as an Artisan. This is an opportunity I had been waiting for and I am sincerely grateful for it."



# Recognising excellence in the Wholesale and Retail Sector

The W&RSETA, as an organisation that pursues excellence and the first SETA to receive the Good Practice Award by the Minister of Labour, introduced the Good Practice Awards (GPA) for the Wholesale and Retail Sector in 2012. The GPA recognise the remarkable contribution by the W&RSETA's stakeholders including companies, institutions of learning, training providers and beneficiaries of the SETA's programmes in realising the goals of the National Skills Development Strategy.

# New skills development player scoops top prize at 2016 W&RSETA GPA

**Checkout Supermarkets**, an independent retail group based in KwaZulu-Natal, entered the skills development arena in 2012 and has been making waves. The company was established in 1976; employs over 3000 people and has 47 stores.



"For employees of an independent private business it gave them a sense of confidence and injected self-esteem that they are no different than employees of multi-national corporations in the context of who we 'competed' against in the GPA."



The 2016 GPA entrant won second place under the super large company category, walking away with a R100 000 cash prize. The company is an active participant in the KZN Retail SOE project. When the project was launched in 2014, Checkout was one of the last companies to come on board because they could not allow the opportunity to be part of the trailblazers to pass by.

Checkout prides itself in focussing its skills development initiatives around its people. It has aligned its succession plan to the W&RSETA's Discretionary Grant opportunities to develop future managers. It enrolled 140 learners of the 500 from the pilot phase of the SOE project and has enrolled 239 from phase II that has registered 1 000 learners. Winning the GPA has propelled the company to participate actively in skills development and the company continues to accelerate its skills development programmes.



2016 GPA 2nd prize winner under the super large company category, Checkout Supermarkets

Winning the GPA affirmed that the company was on the right path in terms of its skills development initiatives. "As an independent, our challenges are that resources are not the same as other multi-nationals. We have to work with limited resources to be competitive, so we have to search for engines of opportunities and build on the strength of our workforce. Our value proposition is to make opportunities count. The recognition has changed the perspective of our supplier partners on the business and our training initiatives," said Training Head, Yunus Doba.

Checkout invested the money on the capacitation of its management teams on change management to inculcate a paradigm shift on managing people collectively, as well as managing customers. The intervention resulted in a new perspective on training and development, particularly at store management level.

The GPA encouraged Checkout to drive its own training interventions and the company was subsequently accredited as a training provider. "The setting up of the Checkone Academy of Learning is the beginning of the next step of training journey and our training agenda looks bright," said Doba.

Checkout sits on the Management Operations Committee of the W&RSETA Retail Leadership Chair at DUT.

# DIY store places women at the heart of its development initiatives



Mica Nelspruit, one of the W&RSETA's small companies has been an active participant in skills development, including in the cooperative sector, where it supports the development of women. This is what persuaded the company to nominate itself in the 2016 Good Practice Awards.

The franchise store is unusual to most DIY stores, as it caters for the female shoppers, which comprises 85% of its clientele. One of the owners, Sara Koster-Botha describes it as more than a DIY shop.

The company took the first prize under the small company category for the 2016 GPA and received a R100 000 cash prize. Following a challenging two-year period in the retail space, the company was overjoyed to receive the money, which saw it through the difficult time.

Sarah says that the GPA presents an opportunity to self-introspect. It allows the company to reflect on what it is doing right and the journey teaches companies what they should be doing to succeed and contribute to the skills development agenda of the company. Subsequent to winning the GPA, Mica Nelspruit has been appointed as the first local supplier to work on the revamping project of the Emnotweni Sun.

Spaza Shop owner proof that small business is big business



Owner of Molobela Roadway Tuckshop in rural Acornhoek in Mpumalanga, Genius Molobela attributes the growth of his business to the W&RSETA / Department of Small Business Development joint initiative, the Informal Traders Upliftment Project (ITUP). He was one of 1000 entrepreneurs who were selected for the programme, which was aimed at equipping informal traders to increase their competiveness against foreign-owned businesses.

The programme did not only provide him with capacitation and mentorship, but his business was also given a boost when he received a point of sale machine, which assists him to manage his cash flow and keep a record of stock. "I have benefited a lot from the ITUP. I now know how to market my business and to balance my cash flow. The point of sale machine provided to me has brought such a relief and I am now motivated to keep my business going".

Molobela nominated his business to compete with other informal traders across the country under the Non-Levy Paying Companies category for the W&RSETA 2016 Good Practice Awards. He scooped the first prize walking away with R100 000.

The prize money went towards expanding his small business. Molobela has also secured a contract to supply Twizza drinks in his spaza shop. His plan is to move to town to a bigger space and increase his customer base.





Dis-Chem
Foundation
benefits from
GPA

Pharmaceutical retailer, Dis-Chem, places training and development at the centre of its operations to address the huge growth of the company.

Entering the GPA in 2016 presented

an opportunity for the company to benchmark itself against other companies and winning first prize confirmed that it is one of the leaders in retail.

The company confirms that the motivation of its staff has increased after winning the Award; there was also a great excitement within the company. Significantly, the company has been encouraged to participate in the awards on a bigger scale, particularly under the learner categories.

Dis-Chem won a cash prize of R130 000 which went to the Dis-Chem Foundation to contribute to various community projects.

The company is currently focusing on career pathing for its employees through Learnership programmes, which have recorded a 90% success rate. Its commitment to creating employment for young people through the 'What's Next' programme has been highly successful. Dis-Chem has also been implementing a training manager programme, which grooms learners from NQF level 2 up to management level. The programme started in 2016 with only one group and currently has seven groups participating.

#### Venessa Chetty



A 2015 ILDP Alumnus, Venessa, was recognised as the winner of the Women in Leadership award in the 2016 GPA. "My peers in retail inspired me to nominate myself for the 2016 GPA, convincing me that for the years of working with women and youth development that this was an opportunity that I should embrace. The GPA would was a platform to further my agenda for women and youth, and small business development. The GPA far exceeded my expectations.

Like most women, I care for those around me. Like most women, I balance work, home and study demands. The only thing that distinguishes me from the many dynamic women around me is that I am blessed enough to live my life purpose. I bring my purpose and value proposition alive through my work, by living my core values, which are inclusivity, integrity and professional competence.

The GPA broadened my networks, creating opportunities for me for collaboration, coaching, training and increased the opportunities for pro bono work. It is an accolade that I carry with pride and it has allowed me to step out of the shadows and own my space in the industry. After 16 years working with women and youth development, it took the GPA award for my work to be recognised and supported. It has opened doors for me to have a broader and wider influence from working with individuals to organisations, which was possible only after the award. Previously I was coaching part time and on weekends. After receiving the GPA I am fulfilling my life's purpose every day, still committed to the Sector that made it all possible."

Since winning the GPA, Venessa has been appointed as an Executive Leadership Consultant and Coach with Game On Performance Solutions, which brought her back to her old stomping ground, Standard Bank Credit Rehabilitation and Recoveries. "It has been a blessing to be able to develop and mould the behaviours of the very leaders I worked alongside years ago." Venessa is also involved in training and coaching social workers at Johannesburg Institute for Social Services. She was a candidate of the Standard Bank & Liberty Small Business Incubator and Lionesses of Africa programme in 2017. She is a professional coach and facilitator registered with the Coaching and Mentoring Association of South Africa and a motivational speaker. Since completing the ILDP, Venessa has been elected as Vice Chairman of the Henley Business School Alumni.

# Academic excellence earns student top award

Limpopo born Confidence Huma is one of the rising stars from the W&RSETA Bursary Scheme and the winner of the Bursary category in the 2016 GPA.

"I completed matric in 2011 and I left home for Durban the following year to further my studies. I arrived at DUT and the first semester was very difficult because I come from a financially disadvantaged background. At times, I lost hope. My life changed for the better in 2012, when my application for the W&RSETA bursary was successful. Not only did I get financial support from the SETA, but I was also motivated and guided to work towards a brighter future. I graduated at DUT with a National Diploma in Food Technology, Cum Laude and completed my BTech degree in 2015. These have been my proudest achievements."

Confidence completed internships at the Centre for Scientific and Industrial Research (CSIR), Biomanufacturing Industry Development Centre for protein technologies and with Tiger Brands. She is currently working as a Regulatory Affairs Specialist for Tiger Brands.

"I encourage young people to never take their dreams lightly and work very hard towards their goals in life. I have grown to be a strong and humble woman and I would not be who I am today if it was not for W&RSETA. I grateful to W&RSETA for an opportunity to become someone in life and motivating me to go beyond my capabilities. You have been my family from 2012 and have made a huge impact in my life."





# Multi-award winner Boxer Superstores accelerates skills development in South Africa

It was in 1977 when Boxer Superstores was established in the centre of Empangeni, KwaZulu-Natal. The company has since expanded nationally with a concentration on the lower LSM particularly in rural areas. Its winning formula is providing the best quality of products at lower prices. For Boxer, it is not only about business but also being part of a noble cause. Boxer Superstores has been one of the most active participating companies with a strong focus on rural development and employment of people with disabilities. Part of its business expansion includes the launch of Boxer Super City, which serves as a one-stop shop for informal traders allowing them to buy stock in bulk. The Boxer Build brand has also been growing exponentially since its launch.

"We care about the learners and that is one of the things that makes us different from other companies. We are also one of the first five companies to hire a social worker that deals with learner issues," said Ms. Julie Nisbet, GM: Training. "The excellent performance of most of their learners, with averages at 90%, encouraged the company to nominate them for the W&RSETA GPA under the learner category."

Sihle Mkhuleseni was the overall winner under the learner category in the 2014 GPA. Here is his incredible journey after winning the recognition award.

#Mandela\_100 Special Edition Projects Success Stories Book IV

# From trolley packer to General Manager



After being a trolley packer for four years, Sihle, who was born in a very poor family in Mtubatuba, KwaZulu-Natal, has made it to the top in the Sector. He started his career in 2010 at Boxer Liquor Store. In 2012, shortly after his promotion to a trainee manager position at Boxer Mtuba, he was selected for the W&R Retail Operations Supervision NQF level 4 Learnership. Within a year of completing the programme, he was appointed as an assistant manager at the same store. Incredibly, Sihle also completed the W&RSETA RMDP in 2016.

Growing up with 13 siblings in a one-room house motivated Sihle to work hard to improve his family background. Winning the GPA was a good fortune to turnaround his situation. He used the prize money of R50 000 to build his family a home. Sihle's hard work and dedication have surely paid off and he is currently the General Manager of the Northern KZN region, which comprises Vryheid, Manguzi, Jozini and Piet Retief. He reflects on his nomination for the GPA as a lifetime experience which allowed him to travel in an aeroplane and stay in a hotel for the very first time in his life.

"The GPA was a great breakthrough for me; my life has never been the same."



Ashrika Gyanath was the first prizewinner under the Women Learner Category in the 2014 GPA. Ashrika started her career at Boxer Superstores in 2012 when she was enrolled on the W&R Operations NQF Level 2 Learnership, which she completed in 2013. Through her hard work and dedication, she was appointed as a travel and substance coordinator within the training department in 2014. Two years later, Ashrika was promoted to a Training Coordinator and Personal Assistant position.

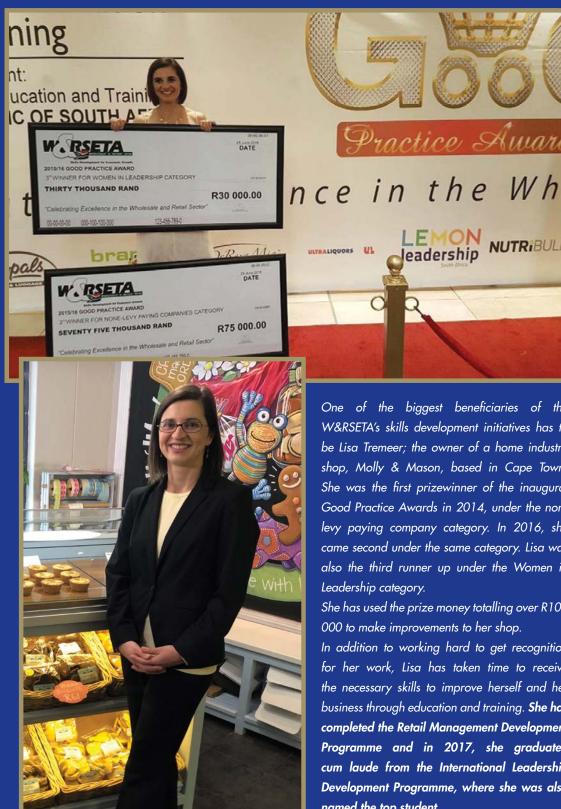
Her dream of owning a car came true after winning the GPA. She used half of her R25 000 prize money as a deposit on a car and invested the rest. Ashrika was overwhelmed by the award and was very proud to represent her company at the prestigious awards. **She hopes to pursue her studies and obtain an honour's degree.** 

73



John Motaung, GP Retail **Operations** 

GP Retail Operations nominated John for the 2016 GPA under the NQF Level 2 - 3 Learnership programme. He had completed the National Certificate in W&R Distribution Qualification and scooped the first prize for best learner in the country. Since then his career path has skyrocketed to a point where he was appointed within the GP Retail Training Academy as a Facilitator. He is now an accredited Assessor and Moderator and one of the most valuable members of the GPR Academy team. GP Retail Operations says that it has been a privilege to see John grow into the gem that he is today, "We look forward to see what lies ahead of him in the years to come."



One of the biggest beneficiaries of the W&RSETA's skills development initiatives has to be Lisa Tremeer; the owner of a home industry shop, Molly & Mason, based in Cape Town. She was the first prizewinner of the inaugural Good Practice Awards in 2014, under the nonlevy paying company category. In 2016, she came second under the same category. Lisa was also the third runner up under the Women in Leadership category.

Jeadership NUTRIBULI

She has used the prize money totalling over R100 000 to make improvements to her shop.

In addition to working hard to get recognition for her work, Lisa has taken time to receive the necessary skills to improve herself and her business through education and training. She has completed the Retail Management Development Programme and in 2017, she graduated cum laude from the International Leadership Development Programme, where she was also named the top student.

# From unemployed to General Manager

#### Mnqophiso Jay Noncembu

Jay describes his journey in education and training as 5 steps in 5 years. This is because five

years ago in 2013, he was enrolled on the W&R Retail Operations Supervision NQF Level 4 Learnership under the VW Group (Spar Gonubie) and today he is the General Manager of one of the group's stores; KwikSpar Riverbend in East London. Jay is passionate about retail and for him it has always been a career of choice. His success therefore did not come as a surprise.





After completing the Learnership programme, he was employed permanently as a sales assistant and later promoted to perishables manager. VW Group identified him as one of its talent pipeline for development and in 2015, he was appointed as a trainee manager. Jay's hard work, passion and dedication have seen him ascend the ladder at an incredible rate. At the age of 23, he became the youngest sales manager within VW Group, which was followed by his recent promotion to General Manager.

Jay won third prize among many other young people who were nominated for the 2014 Good Practice Awards, under the Learnership NQF Level 4-5 category. His store was awarded Store of the Year 2018 by the Spar Group in 2018.

"Winning the GPA was a motivation and it opened more opportunities for me," says Jay.

Not even the sky is the limit for this young achiever!

## Business with a heart

Process Sales was the first prizewinner in the 2016 GPA Medium Companies competition. The company, a member of Kwaden Group of companies, was founded from humble beginnings in KwaZulu-Natal. Its focus is on providing a wide basket



of meal solutions and flavour enhancement to impoverished families across the African continent. Among its services are sales, merchandising and distribution. The company's vision is not only focused on the bottom line but also firmly established on making a difference to poor communities, thereby reducing poverty, creating jobs and providing education. When it comes to the development of its people, Process Sales firmly believes that a workforce of the right people, with the right skills, education and technology, leads to success. The company focusses on creating a learning environment and building professionals who are at the coalface.

Process Sales has invested its R 100 000 cash prize towards training and skills development of its employees. As a first time entrant to the GPA, Process Sales was persuaded to participate in the initiative, as it provided an opportunity for it to share the good story of its company and to measure itself against its industry peers. Process Sales maintains that its differentiation factors are the focus on the community, through providing solutions that cater for the family's nutrition, as well as its strong involvement in the community. The GPA presented an opportunity for Process Sales to interact with and learn from other companies. Managing Director, Mr. Martin Birtwhistle says, "Winning the GPA has assisted us in terms of reviewing our training strategy and the recognition gave us affirmation and confidence to continue doing the best in skills development."





## **Learnerships**

One of the first innovations from the Skills Development Act was the introduction of Learnerships, which have been the backbone of skills development in South Africa since the establishment of SETAs in 2000. Learnerships have provided millions of employees in various sectors with on-the-job education and training. They have also been a key enabler for equipping unemployed young people with the required skills to enter the world of work.

# First Learnership graduate of the W&RSETA

In the past 18 years, the W&RSETA has enrolled over 100 000 employed and unemployed learners in various Learnership programmes. Wholesale and retail companies have opened their doors to unemployed young people to allow them to gain skills and have also employed many of these learners, contributing towards addressing unemployment in South Africa. The SETA's policy requires that companies employ at least 60% of unemployed learners who successfully complete Learnerships.





Elmien Swartbooi From humble beginnings...



Elmien started working at Builders Warehouse in 2003, as a cleaner and five years later, she was transferred to the training department. In addition to

cleaning, she began to spend time filing and was trained as a relief receptionist.

Her eagerness to learn and determination to succeed saw her being invited to register for the NQF Level 1 Adult Education Training Learnership in 2010. She worked very hard and, with the support of her family, successfully completed the programme in 2011.

One of the greatest lessons that she has taken from her journey is that you need to master the brain because what you put in is what you will get out. Through the various training interventions she has gained the ability to work with people in a professional and respectful manner; she can read and write fluently and has learned budgeting skills.

In addition to the Learnership qualification, she has acquired reception management and computer skills, and she can put together training manuals. Elmien is currently an HR Assistant at Builders Warehouse Training Centre in Cape Town. She runs the Training Centre when required and is always willing to learn new skills and take on new tasks with enthusiasm.

#### **Lorraine Pillay**

# **CHECKOUT**

"I joined Checkout in 2013 as a national non-food and general merchandise buyer, after working with several independent companies for more than 25 years. I was immediately enrolled for the Wholesale and Retail Buying and Planning NQF level 5 Learnership, funded by the W&RSETA. My move to a corporate company and the Learnership intervention could not have come at a more appropriate time. The training programme advanced my skills in buying and planning and it also broadened my mind-set on divergent approaches to best practice in wholesale and retail. Registering to study 25 years



after leaving school was daunting and terrifying. However, the Learnership structure blends the theory with the day-to-day work, which makes it practical.

Thank you to Checkout for the opportunity to register and complete my programme and to the W&RSETA for funding and offering such platforms for me to study further and creating opportunities for all employees for a productive and brighter future. 'Life-long' learning was made real for me."



#### Andre Dreyer, Builders Warehouse



Joining Builders Warehouse straight after school in 2004, Andre was placed on the Wholesale and Retail Operations NQF Level 2 Learnership, which he completed in 2005. His learning journey culminated in him obtaining the Wholesale and Retail Generic Management NQF Level 5 qualification in 2016. Throughout his journey, he cites some of his key lessons, which include leadership, business acumen, time management, responsibility and optimising

opportunity to advance one's career through education and training.

Andre has moved through various roles within the business focusing on stock control, special projects and asset protection. He is currently the Administration Manager at the Cape Gate store. Andre is always willing to learn the business and take on new challenges.

# Knowledge

#### Sanele Ndlovu

## **CHECKOUT**

Sanele is one of the people that started their retail careers from humble beginnings. He started at Checkout Supermarket as a General Assistant in 2007. Through perseverance and enthusiasm, Sanele was promoted to conduct a work-study in the Human Resource department where his passion for the HR profession was fuelled. It allowed him to contribute to other people's development, as he had dropped out of university. He then moved to the DC as an admin clerk where he was still able to work



on HR issues among other responsibilities. In 2015, his company encouraged him to enrol for the W&R Generic Management NQF Level 4 Learnership, which supplemented his experience.

The following year, Sanele was selected for the company's high flyers programme, where he was tasked with opening a new store and was entrusted with the recruitment, selection and setting up the staff admin system. Years of hard work and commitment have paid off, and in 2017, Sanele was appointed as the National Industrial Relations Officer for Checkout and represents the company at CCMA.

"I have gained immense experience in wholesale and retail from being a General Assistant to head IR. I would like to thank Checkout and the W&RSETA for investing in my life for what money can never buy."



#### Aneesa Paulesen, Checkout Supermarkets

## **CHECKOUT**

Aneesa started her career at Checkout butchery when she was 18 years. Her zeal for knowledge and passion for people led her to join the sales team where her love for the meat industry began. Within two years of learning the trade and consistently achieving sales targets, she was promoted to become the butchery manager. About a year later, she was promoted again, this time to head the Checkout Group's butcheries. This period was an eye-opener for

Aneesa, as it exposed her to different cultures and she gained more experience, even though she had no formal training. The leap from a store to a corporate office presented a basket full of opportunities.

"After being badgered by my company, I enrolled for a W&RSETA-funded artisan Learnership in Fresh Meat Processing, which opened up a window of wider knowledge in the meat industry within the sector. In addition to heading the Group's butcheries, in 2018 I was tasked to head the division, which negotiates for all fresh and frozen chicken products for the entire supermarket. My greatest personal achievement is obtaining a certificate and qualification, which I never thought I would achieve because I dropped out of school. It is never too late to study and studying in the field you spend much of your life in is awesome as experience in the workplace gives you the added edge"







#### Keegan Reddy

Keegan was enrolled on the Generic Management NQF Level 4 Learnership in 2017 and says, "The programme has helped me develop as a manager. I have acquired the skills to become a better leader and team player. Communication, feedback and email skills have improved as a result. This will definitely help me be more successful in my job." The programme gave him a new orientation and a level of discipline both professionally and on a personal level. According to Keegan, the goal of providing training to individuals for the challenging role of management is to increase the productivity of employees by motivating and educating them. "The programme has given me the opportunity to facilitate the improvement of my leadership ability.

With over 10 years at Smollan Group, where he started as a merchandiser, Keegan has moved up the ranks. He is currently a Field Manager. "My goals and aspirations are to move up the different levels of management in this business. By using my strengths of collaboration, adaptability and improving my strategic thinking, I will surely reach where I need to be."

#### **Asheen Preethapal**

Two years after joining the Smollan Group in 2015, Asheen was enrolled on the Generic Management NQF level 4 (GM4) qualification that has brought a better understanding of his role as a manager and the duties that come with it. "GM4 has been an amazing journey. It was challenging at times, but we came together as a team and pushed through."

Asheen started with the company as an in-store specialist and on completion of the Learnership had an opportunity to act as a field manager for five months. His hard work and commitment has earned him a promotion to the position of Brand Specialist for Diageo.

Asheen is grateful for the opportunity he has had to participate in the programme, which has widened his horizons. "My aspiration for the future is to become a field manager, then regional manager and work all the way up to higher levels of management in the company."



### **Shaun Darryl Naidoo**

With almost 25 years of service to the Smollan Group, Shaun boasts a career that has progressed through the ranks up to his current promotion to Field Manager for the Kokstad, Matatiele area

He was enrolled on the Generic Management NQF level 4 qualification in 2017, which he regarded as a great privilege and opportunity and says, "The GM4 programme helped me expand my understanding around leading and management. It gave me insight on problem solving, mathematics and has helped to better my language skills. The distance learning has taught me discipline.

With gratitude I promised myself that I will do my best in this programme and make our Smollan family proud, which I believe I have achieved. Someday I would love to be a Regional Manager for Unilever Field Services Division, and I know I will make this happen with dedication and passion."



#### Innocentia Maluka

Innocentia started in Smollan with Pioneer Foods In-Store as a learner in 2011 and successfully completed the NC Wholesale and Retail Operations NQF Level 2. She was permanently employed as a merchandiser at the end of the Learnership. A year later Innocentia was promoted to field marketer, afterwhich shedecided to explore other employment opportunities outside of Smollan for a few years as a Sales Representative.

She then decided her home was with Smollan and in 2017, she was appointed as a Field Manager in Mondeléz Field Services. She continues to grow and flourish in the organisation and is a positive role model for Smollan's young and emerging talent.

# Humility





"I started working for Smollan in as a team assistant at Brandhouse Beverages which is now Brandhouse Field Services. I was offered an opportunity to enrol for the Wholesale and Retail Operations NQF Level 2 Learnership in 2017, which developed me personally and professionally. It has helped me with my decision-making. I now execute my duties more efficiently and effectively and overall, I am more capable in my role as a Field Marketer. I enjoyed the Learnership as the facilitator was well prepared and passed



on a lot of knowledge. I enjoyed the sales and promotions modules the most. Throughout the programme, I received full support of my Line Manager. My future aspiration is to move forward in my career, and to take on a more challenging role now that I feel I have acquired the knowledge and capabilities to lead a team."



Giving young people a second chance





# Youth Focus Project

The W&RSETA has collaborated with the Western Cape Education Department (WCED) and the College of Cape Town, South Cape, Boland and Northlink TVET Colleges to implement the Youth Focus project, which is aimed at giving opportunities to young people who have dropped out of school and have matured beyond the schooling age.

These young people were enrolled on a bridging programme funded by the WCED. On completion, 240 learners were enrolled on the Wholesale and Retail Operations NQF level 2 Learnership and are being assisted to articulate through the National Qualifications Framework. In 2015, 30 learners who completed the Learnership were enrolled in the NQF level 3 programme and graduated in 2016. A further 221 learners have completed the NQF level 2 Learnership.

As part of the project, a Retail Academy was opened at Northlink TVET College, where learners are enrolled on various Learnerships from NQF Level 1 to 4. A Retail Practicum Room was launched within the Academy with sponsorship from retail giant, Shoprite/Checkers.

# Developing economically sustainable rural communities



Rural development, as a key priority for government, is also an important objective for the W&RSETA. It is for this reason that the SETA has collaborated with various stakeholders to implement programmes that will ensure the sustainability of rural communities.



# Retail Relate Rural Youth Programme

In 2012, the W&RSETA collaborated with Retail Relate (now Related) for the Rural Youth Development Programme to train young people from the country's rural communities with skills that would prepare them for a promising career in the Wholesale and Retail Sector.

About 502 young people from Limpopo, Free State, KwaZulu-Natal, North West, Mpumalanga and Northern Cape provinces were enrolled on the Retail Management NQF level 5 programme for phase 1 of the project. On completion of the programme, 16 learners of the learners were sponsored to pursue their studies at the University of Johannesburg. The learners completed their programmes and graduated in 2016.

After the successful completion of phase I of the programme, a further 197 young people were enrolled and 63 successfully completed the W&R Generic Management NQF level 5 Learnership in 2013. The Foschini Group (TFG), Pep, Metro, Autozone, TWK, OK Grocer, Essential Hardware Group, Iliad Africa Trading, Build it, Country Meat Market and Spitz placed the learners in their workplaces for the programme.

The traditional authorities in the areas where the programmes were implemented supported this project and ensured a 100% attendance of the learners.



# **Mhinga Project**

In the same year, the Mhinga project took off in a sole partnership between the W&RSETA, Mhinga Chieftaincy, The Foschini Group (TFG) and Retail Relate. The project seeks to address the rural village's social and economic challenges, which include strikingly high poverty and unemployment. Its continued growth is a proactive response to the Spatial Development Framework, which has seen unprecedented economic activity with the establishment of several shopping malls since 2016.

Six years after the establishment of this partnership, the Mhinga project boasts over 100 beneficiaries of young people from the rural village of Ka-Mhinga who are making their community proud. This number translates to about 700 people that are being supported because of this project.

About 150 young people started on the programme for the Mhinga III project in 2018.

o, Free State, KwaZulu-Natal, North West, Mpumalanga and Northern Cape provinces were enrolled on the Retail Management NQF level 5 programme for phase 1 of the project. On completion of the programme, 16 learners of the learners were sponsored to pursue their studies at the University of Johannesburg. The learners completed their programmes and graduated in 2016.

After the successful completion of phase I of the programme, a further 197 young people were enrolled and 63 successfully completed the W&R Generic Management NQF level 5 Learnership in 2013. The Foschini Group (TFG), Pep, Metro, Autozone, TWK, OK Grocer, Essential Hardware Group, Iliad Africa Trading, Build it, Country Meat Market and Spitz placed the learners in their workplaces for the programme.

The traditional authorities in the areas where the programmes were implemented supported this project and ensured a 100% attendance of the learners.



Chief Shilungwa Mhinga of Ka-Mhinga with learners at the graduation of the second group in 2016

Amanda Malefane, who comes from a child-headed household, was enrolled on the Retail Relate Rural Youth Learnership programme in 2015. She had lost both her parents at the age of six. Amanda is currently the 2IC at The Fix. "Today I can take care of my siblings. I bought a place for us and am helping my sisters through school. The impact of this learnership on my family was great."

Another graduate, Teboho Kose is now a Stylist for Exact and looks after the stores in and around Botshabelo, Thaba Nchu and Bloemfontein.

"I am still the only breadwinner in my household and taking care of my grandmother of 71 years old."

Mpho Oliphant is permanently employed by The Fix after completing the programme. "Today I can take care of my 4 year old daughter. She was 8 months old, when I started the Learnership. I have put her in a very good crèche in Bloemfontein and I am saving for her education."

Moeketsi Leteane says that the learnership was very helpful and has encouraged him to continue with his studies on a part time basis. He is currently permanently employed by Exact. "I am taking care of my mother and my two nieces."



# Rural Areas and Traditional Councils Project

The W&RSETA focussed on collaborating with traditional councils and royal kingdoms to address the issue of rural development and reduce migration of young people to the cities in search of opportunities. As a result of this intervention, over 1000 youth-owned small businesses ranging from hair and beauty salons, piggery, poultry, catering, brick making and selling, fresh produce, food preparation and selling, selling of second hand clothes, airtime vending etc have been opened by the learners, after completing the Informal Small Business Practice NQF Level 3 Learnership. The SETA has implemented the project with Rharhabe Royal Kingdom (Eastern Cape), Batlokoa Traditional Council (Free State), KwaNdebele Royal Mgibe II (Mpumalanga) and Jalamba Traditional Council (Eastern Cape).



# Small business is big business Unleashing the Potential of Traders of the Future

# **Small business development**

The role of small businesses to stimulate the economic growth of the country amid the tough economic climate globally cannot be understated. About 87% of the Wholesale and Retail Sector comprises small companies that employ between 1-49 employees. It follows that the W&RSETA must prioritise the development of this sub-sector to ensure that it thrives, alleviating poverty and the increasingly alarming high unemployment rate.





# **Informal Traders Upliftment Project (ITUP)**

The launch of the multimillion-rand National Informal Business Upliftment Strategy (NIBUS) in 2014 incorporated the implementation of the Informal Traders Upliftment Project, as a collaborative initiative between the Department of Trade and Industry (later Department of Small Business Development) and the W&RSETA. This landmark project was aimed at training and developing 1 000 informal traders from vulnerable areas in the country to capacitate themselves through skills development in order to compete with established and flourishing businesses in the wake of the domination of foreign-owned businesses in townships and rural areas. Additionally to the skills development component, the project provided infrastructural support to the informal traders. The project also focussed on developing the capacity of informal trader organisations and similar support bodies by providing organisational management skills training. An amount of R20 million was invested towards the project.

Various TVET colleges provided the training to 992 informal traders, who graduated at befitting ceremonies held in 2016.





# Success Story

Fusi Ramabele is an entrepreneur from Welkom who was one of the beneficiaries of the Informal Traders Upliftment Project. "At the time of participating on the programme, I was running a small take-away business. I learned a lot, including how to manage my finances and effective budgeting. Because of the skills that I gained from the programme, I have opened two more businesses in garden service and a student residence. My businesses are doing well and the banks can now lend me money to expand. My lifestyle has changed a lot. I now own my dreams and am living in my dream house. I thank God for everything.



- Of the R9 billion revenue, R3 billion has been disbursed in Mandatory and R3.8 billion in Discretionary Grants;
- 28 qualifications from NQF level 1 to 6;
- Over 100 000 learners enrolled in Learnerships;
- 348 senior executives completed the highly sought-after International Leadership Development Programme;
- 1 738 middle managers graduated from the Retail Management Development Programme;
- Launched KZN Schools of Excellence in partnership with four TVET Colleges and DUT;
- Established Retail Simulation Centres at College of Cape Town, Gert Sibande, Vuselela,
   Buffalo City, Motheo, Ekurhuleni West, Thekwini and Mthashana TVET Colleges;
- Bursary Scheme established in 2011 and has benefited over 12 000 students from TVET colleges, universities of technology and universities;
- 46 MBA and 16 PhD bursaries awarded. First PhD beneficiary obtained his qualification;
- Some 4 000 TVET College and HET graduates provided with workplace experience;
- Rural development interventions have assisted 3 154 young people to complete Learnerships
   at NQF levels 3 to 5, and benefited 67 Co-operatives and NGOs;
- Established the first Retail Chair in Africa at Cape Peninsula University of Technology;
- 992 eThekwini informal traders successfully completed training programmes;
- Collaborated with the Department of Small Business Development to equip 992 informal traders with skills to improve their competitiveness and supported with infrastructural development through the Informal Traders Upliftment Project;
- Over 10 000 retrenchees and entrepreneurs supported to start or improve their existing businesses through the highly successful Project RAVE;
- 400 young informal traders trained through the Community Retail Development Project in partnership with the Tshwane Business Forum;
- Pioneered the implementation of a Learnership for People with Disabilities. Subsequently, over 2000 people have completed Learnerships and Skills Programmes;
- Introduced the Good Practice Awards for the Wholesale and Retail Sector;
- Only SETA to be awarded the Good Practice Award by the Minister of Labour

95 #Man



#Mandela\_100 Special Edition Projects Success Stories Book IV **Contact Details:** 

Riverside Office Park, Hennops House
1303 Heuwel Avenue,
Car. Heuwel and Lenchen South Avenue

Cnr. Heuwel and Lenchen South Avenue, Centurion, 0167

Switch board: 012 622 9500

Website: http://www.wrseta.org.za