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# THE BRIEF

News Worth Knowing

## Lightstruck partners with CoW in fibre network rollout



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MAIN STORY

# Lightstruck partners with CoW in fibre network rollout



**L**ightstruck has entered into an agreement with the City of Windhoek's City Link initiative, to advance the city's fibre network commercialisation efforts.

City of Windhoek's Councillor and Chairperson of the Financial Sustainability, Performance Management, and Policy Advisory Committee Sam Shafiishuna Nujoma said as part of the agreement, Lightstruck has subscribed to a cutting-edge 1GB per second connection.

"This successful partnership enabled the

## Crucial Dates

- Bank of Namibia Monetary Policy announcement date:  
14 August 2024  
23 October 2024  
4 December 2024
- Mining Expo and Conference (07 - 08 August 2024)
- Namibia Oil and Gas Conference (20 - 22 August 2024)
- Global African Hydrogen Summit (GAh2S)  
Windhoek, Namibia from 03 - 05 September 2024

This successful partnership enabled the City to fully comply with the CRAN condition that it must transact on the licence before the end of July 2024.

City to fully comply with the CRAN condition that it must transact on the licence before the end of July 2024. I am sure you will all agree that this is a very positive indicator of the project's progress and potential to attract businesses to Windhoek," he said.

This comes as part of the city's new Strategic Plan (2022-2027, where it intends to optimise the total capacity of the approximately 120 kilometres of under-utilised fibre network by commercialising it.

Nujoma said the City Link – a dedicated business unit established within the City of Windhoek – is entrusted with the responsibility of overseeing the commercialisation of the fibre network.

"This unit will be responsible for managing the technical aspects of the project, including the installation and maintenance of the fibre network, as well as the negotiation and management of client contracts," he said.

He said one of the project's critical success factors was the awarding of Class Comprehensive Electronic Communications Network Services/Electronic Communications Services (ECNS/ECS)

Spectrum licences by the Communications Regulatory Authority of Namibia (CRAN).

"The commercialisation of the fibre network presents a significant business opportunity that can potentially create a much-needed revenue stream for the City. This strategic initiative not only enhances the Council's operational efficiency, but also improves service offerings to residents, businesses, and investors. It also facilitates seamless online transactions and provides access to real-time, reliable data," said Nujoma.

Moreover, the project aims to introduce additional, economic development opportunities for the City's residents, and empower the youth to participate in the City's eco-system.

"By accommodating small and medium enterprises on the City's technology platforms, the project is set to make a substantial impact," he said.

Furthermore, Nujoma highlighted that the project will bridge the digital divide by increasing access to affordable internet connectivity, thereby assisting entrepreneurs and school-going youth with their academic

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pursuits. Lightstruck Holdings is planning to roll out a N\$500-million project to develop the country’s first-ever open-access fibre network.

The first open-access fibre network went live in Khomasdal recently with Rocky Crest, Rehoboth and Osona up next.

Late last year, Eos-managed Namibia Infrastructure Development and Investment Fund acquired a stake in Lightstruck Holdings which will support the expansion of last-mile fibre infrastructure into towns and communities that were previously underserved.



We are a leading agricultural organization dedicated to advancing the sector through innovative practices and cutting-edge technology. We are currently seeking qualified and motivated individuals to join our team in the following position:

1. MECHANIZATION EXPERT

Key Responsibilities:

- Develop and implement mechanization strategies to enhance agricultural productivity.
- Assess and recommend appropriate machinery and equipment for various agricultural activities.
- Train farmers and staff on the operation and maintenance of agricultural machinery.
- Collaborate with stakeholders to promote mechanization initiatives.

Qualifications:

- Bachelor's degree OR Masters in Agricultural Engineering, Mechanical Engineering, or related field.
- Minimum of 5 years of experience in agricultural mechanization.
- Knowledge of modern agricultural machinery and technology.
- Excellent communication and training skills.

2. AGRICULTURAL PROJECT MANAGER

Key Responsibilities:

- Plan, execute, and manage agricultural projects from inception to completion.
- Coordinate with stakeholders to ensure project objectives are met.
- Monitor project progress, prepare reports, and manage budgets.
- Identify and mitigate project risks.

Qualifications:

- Bachelor's degree OR Masters in Agriculture, Project Management, or a related field.
- Minimum of 5 years of experience in managing agricultural projects.
- Strong leadership, organizational, and communication skills.
- Project Management Professional (PMP) certification is an advantage.

3. IRRIGATION EXPERT

Key Responsibilities:

- Design and implement efficient irrigation systems for diverse agricultural projects.
- Conduct water resource assessments and develop sustainable water management strategies.
- Monitor and evaluate the performance of irrigation systems to ensure optimal functionality.
- Provide technical support and training to staff and farmers on best irrigation practices.

Qualifications:

- Bachelor's degree OR Masters in Agricultural Engineering, Water Resources Management, or a related field.
- Minimum of 5 years of experience in irrigation system design and management.
- Proficiency in using irrigation software and tools.
- Strong analytical and problem-solving skills.

4. RICE BREEDER

Key Responsibilities:

- Develop new rice varieties with improved yield, quality, and resistance to pests and diseases.
- Conduct field trials and research to evaluate the performance of new rice varieties.
- Collaborate with other researchers and institutions to advance rice breeding programs.
- Provide technical guidance to farmers on rice cultivation practices.

Qualifications:

- PhD or Master's in Plant Breeding, Agronomy, or related field.
- Minimum of 3 years of experience in rice breeding.
- Strong background in genetics, plant pathology, and biostatistics.
- Excellent research and data analysis skills.

JOB VACANCY ANNOUNCEMENT

5. AGRICULTURAL MECHANIZATION ENGINEER

Key Responsibilities:

- Design, develop, and improve agricultural machinery and equipment.
- Oversee the installation, testing, and maintenance of machinery.
- Ensure compliance with safety standards and regulations.
- Provide technical support and training to machine operators and technicians.

Qualifications:

- Bachelor's degree OR Masters in Agricultural Engineering, Mechanical Engineering, or related field.
- Minimum of 5 years of experience in agricultural machinery design and maintenance.
- Strong technical and mechanical aptitude.
- Proficiency in CAD software and other engineering tools.

JOB VACANCY FOR CHIEF FINANCE OFFICER (CFO)

A Reputable Agro Group of entities is seeking to recruit a dynamic, result-oriented, passionate with ethical values for the position of **CHIEF FINANCIAL OFFICER** for the overall responsibility of strategic planning, implementation, managing and running of all the finance activities of the company, including business planning, budgeting, forecasting, risk and governance as well as negotiations and obtaining and maintaining investor relations and partnership compliance.

The CFO will interact with senior stakeholders and other company members as the key executive management team member. The CFO job description includes:

Responsibilities

- Aligning financial planning and strategy with business planning and the Group's strategy, including multi-year budgets, trend analysis and scenario modelling
- Providing leadership, direction and management of the finance and accounting team
- Providing strategic recommendations to the Group CEO and executive management team.
- Managing the processes for financial forecasting and budgets, and overseeing the preparation of all financial reporting
- Advising on long-term business and financial planning
- Provide commercial insight and leadership across the business to exceed business plan targets.
- Responsible for ensuring the risk and compliance management framework is embedded and operational for the Group
- Establishing and developing relations with senior management and external partners and stakeholders • Reviewing all formal finance, HR and IT-related procedures

Qualifications:

The role of CFO is very senior; hence a high level of experience is expected for anyone applying for this role. Professional certification (CPA / ACCA / CIMA) or equivalent A bachelor's degree in the following will be expected for this role: Accounting, Finance or Economics.

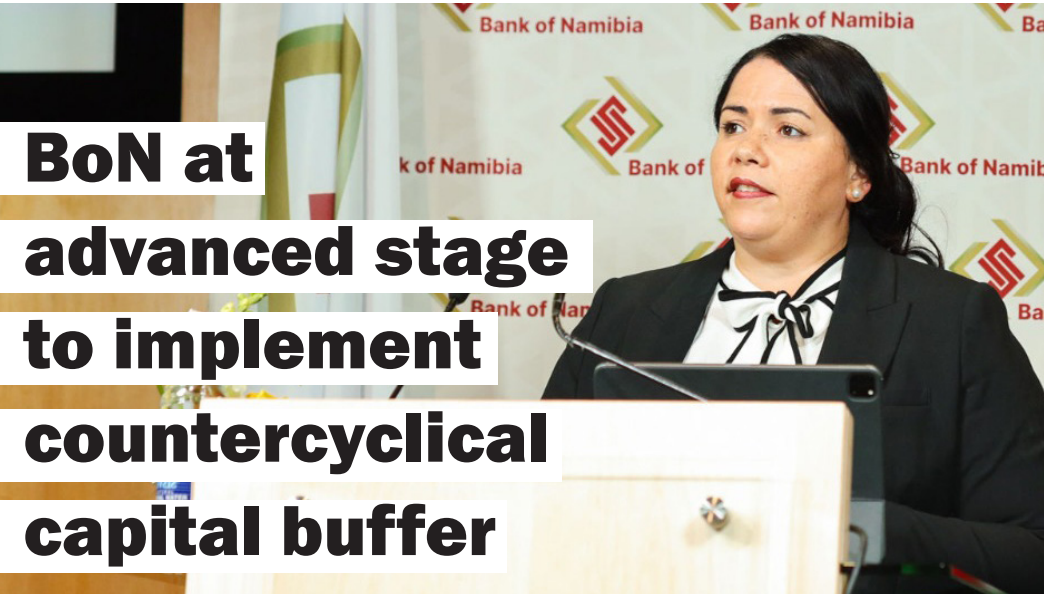
An MBA is also highly desirable. At least 10 years of experience in the finance industry and proven leadership and management experience are essential –examples of when they have demonstrated excellence in the workplace.

Candidate must possess excellent interpersonal and communication skills with the executive presence to work with senior management, investors, and external stakeholders. They must be able to engage with staff at all levels of the organisation and exercise sound judgement.

**NB: Gender Equality, Women are encouraged to apply. Applicants should be willing to travel outside Namibia.**

**How to Apply:** Interested candidates should send their CV & Cover Letter to [HR@abanga-group.com](mailto:HR@abanga-group.com). The deadline for submission of applications is 30<sup>th</sup> July,2024. Please specify the position you are applying for in the subject line of your email. Join us in transforming the agricultural landscape and positively impacting food security. We look forward to welcoming dynamic and passionate professionals to our team.





The Macroprudential Oversight Committee (MOC) of the Bank of Namibia is at an advanced stage of implementing the countercyclical capital buffer (CCyB) as an additional macroprudential tool to strengthen the banking sector’s resilience.

BoN Deputy Governor Leonie Dunn said the CCyB is a macroprudential policy instrument that serves as a measure of protection for the banking sector against the build-up of systemic risks associated with periods of excessive aggregate credit growth.

Raising the countercyclical capital buffer requires banks to add capital at times when

credit is growing rapidly so that the buffer can be reduced if the financial cycle turns down or the economic and financial environment becomes substantially worse.

"During the meeting, the MOC approved the CCyB framework that aims to provide a comprehensive understanding of the Bank’s CCyB operations, thereby promoting transparency of the policy tool," she said.

Dunn noted that the preparations and consultations to introduce the CCyB as a macroprudential policy tool are underway.

"This buffer instrument is generally built during good economic times and used during economic downturns," she said.



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This comes as last year the International Monetary Fund (IMF) recommended the Bank to implement countercyclical capital requirements as a means to bolster the nation's economic stability.

In a recent exclusive interview with The Brief, IMF Senior Economist Mehmet Cangul noted that countercyclical capital requirements are a financial tool that the Bank of Namibia could adopt to regulate the capital maintenance of commercial banks. He also discussed the implications of these adjustments for the general public. Cangul noted that tightening capital requirements during an economic boom could potentially hurt consumption. "However, given the current downward trend in consumption, loosening these requirements might serve as a stimulus for increased spending," he said.

Meanwhile, despite moderate economic conditions, the banking sector remained sound and resilient. "The banking sector's total assets grew by 2.8% to N\$177.9 billion during the first quarter of 2024 on the back of growing cash and balances with banks. The liquidity ratio stood at 18.1% during the period under review, compared to 17.3% observed during the preceding quarter. This was mainly ascribed to diamond sales and increased government expenditure at the end of the FY2023/2024 fiscal year," Dunn said.

In terms of profitability, both the return on equity and return on asset ratios declined slightly by 2.0% and 17.0%, respectively, mainly due to a slowdown in other operating income. Similarly, both the Tier 1 and total risk-weighted capital ratios declined by 14.8% and 16.7%, respectively, during the review period.

"Notwithstanding the slight declines in the profitability and capital ratios of the banking industry, the levels remained prudent for banks to meet the Bank's prudential regulatory requirements. Asset quality, as measured by the NPL ratio, deteriorated to 6.1% at the end of the first quarter of 2024 from 5.9% during the last quarter of 2023," said Dunn.

Despite the increase in the NPL ratio, she noted that the banks have sufficient provisions and adequate capital to absorb potential credit losses.

The Bank further imposed the necessary supervisory interventions to contain the credit risk and will continue to monitor the developments in furtherance of stability.



# Govt invests N\$11m in upgrading 28 informal houses

The Ministry of Urban and Rural Development says N\$11 million was allocated for the construction of 28 new houses at the Goreangab Extension 4, marking the first phase of a larger project under the Informal Settlement Upgrade Pilot Project (ISUPP).

According to the City of Windhoek's Section Engineer for Housing, Theunis Heunis, each house within this initial phase reportedly cost N\$395,000, including the cost of the land.

The ISUPP aims to construct a total of 113 houses across multiple phases. This will

include a variety of options to cater to diverse needs, featuring one-bedroom and two-bedroom flats alongside free-standing two-bedroom houses.

"The cost of the house was N\$395,000, including the land. So far, it's 28 houses, and in total, we're going to construct 113. But it's a mix, so we have one bedroom, two bedrooms, and then we have flats. So, there are bigger plots, open plots, and we will construct flats—one-bedroom and two-bedroom flats. So after this one, phase two is 23 houses, two-bedroom houses that will be built," he said.

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Speaking at the handover, the Minister of Urban and Rural Development, Eratus Uutoni, said a further 224 serviced plots are planned for Goreangab Extension 4, with an anticipated completion date of 2025.

“These plots are expected to be ready in 2025 and will result in the construction of at least 400 housing units. I am optimistic that our efforts will yield positive results and that the reduction of shacks in our informal settlements will be evident for all to see,” Uutoni said.

He further explained that proceeds from the sale of these new houses will be deposited into the Housing Revolving Fund.

This Fund directly finances future construction within the ISUPP, ensuring a continuous cycle of development for residents in informal settlements, and plans are underway to replicate the

ISUPP in other local authorities across the country.

“To ensure that this project is sustainable, all proceeds generated through the sale of these new houses will be deposited in the Housing Revolving Fund, currently utilised for the funding of houses under the Informal Settlement Upgrading Pilot Project, which will allow us to accelerate the construction of more houses for other beneficiaries residing in other informal settlements,” he said.

The ISUPP is a joint project between the Ministry of Urban and Rural Development, the National Housing Enterprise (NHE), and the City of Windhoek, as well as the Khomas Regional Council.

It was launched in June 2020 and focuses on revitalising neglected areas by replacing informal settlements with quality housing units.

Since its inception, the project has delivered over 700 houses. Construction was entrusted to the City of Windhoek and the NHE.

# INVITATION TO BIDS

The Government Institutions Pension Fund (GIPF) was established to provide retirement benefits to employees in the services of the Namibian Government and other participating public institutions. The Fund's membership includes active members and a variety of annuitants. The Government Institutions Pension Fund's mission is to safeguard and grow the Fund for the benefit of its stakeholders and Namibia.

GIPF hereby invites qualified, competent, and registered companies to submit bids for the under-mentioned:

Bid Number	Bid Description	Non-refundable Document Fee	Enquiries	Closing Date
CS/EOI/GIPF-01/2024	Strategy Implementation (Portfolio Construction and Manager Selection)	Free	Elton Job E: <a href="mailto:ejob@gipf.com.na">ejob@gipf.com.na</a> T: +264 61 205 1210	29 July 2024 at 12:00 p.m
CS/RFP/GIPF-01/2024	Provision of Consultancy Services for the development and implementation of business process and mapping project	N\$100	Gisela Naris E: <a href="mailto:gnaris@gipf.com.na">gnaris@gipf.com.na</a> T: +264 61 205 1746	30 July 2024 at 12:00 p.m
G/ONB/GIPF-02/2024	Supply and Delivery of ICT Hardware to GIPF	N\$300	Julia Shipanga E: <a href="mailto:jshipanga@gipf.com.na">jshipanga@gipf.com.na</a> T: +264 61 205 1745	31 July 2024 at 12:00 p.m

**Details of Bid Submission:**  
Sealed bids citing the bid number and detailing the services to be rendered should be posted or hand delivered to:

The Chairperson: GIPF Procurement Committee  
GOVERNMENT INSTITUTIONS PENSION FUND  
**GIPF House, Ground Floor, Reception**  
Corner of Dr Kenneth David Kaunda and Goethe Street  
P.O. Box 23500  
Windhoek, Namibia

Proposals received after the deadline will not be considered.

Visit: [www.gipf.com.na](http://www.gipf.com.na) Email: [info@gipf.com.na](mailto:info@gipf.com.na)





# Namibia boosts intra-African trade contribution to 6.26%

## ... makes top 10 list

Namibia's contribution to total intra-African trade increased to 6.26% in 2023, up from 5.94% in 2022, the 2023 African Export and Import Bank (Afreximbank) Trade Report reveals.

The improvement secured Namibia a

spot among the top 10 African nations in intra-continental trade.

Namibia's exports to other African countries also saw a slight increase, reaching over N\$37 billion (US\$3.15 billion) last year, representing an increase

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compared to the N\$41 billion (US\$2.62 billion) exported in 2022.

However, the report also highlights a decrease in Namibia's share of total intra-African exports, which currently stands at 2.85%.

On the import side, the value of goods and other commodities that Namibia “brought in” from other African countries stood at N\$56 billion (US\$3.2 billion) in 2023 compared to N\$60 billion (US\$3.32 billion) in 2022.

Moreover, the report indicates that South Africa is the top contributor to intra-African trade contributing 20.4% and worth N\$713 billion (US\$39.2 billion), followed by Cote d'Ivoire, Egypt, Nigeria, Zimbabwe, Mali, Ghana, Zambia and DR Congo.

Together, these nations accounted for 22.2 per cent of total intra-African trade in 2023.

The collective contribution of these countries was bolstered by Ghana, Mali, and Namibia, which saw substantial gains in their trade volumes, marked by robust growth rates of 18.6%, 13.0%, and 5.4%, respectively.

The report further says that the overall numbers show significant differences between regions. It was revealed that

Southern Africa was the strongest driver of intra-African trade in 2023, with a growth rate of 41.1% in trade with neighbouring countries.

West Africa held its position as the second-largest trading region, accounting for 25.7% of total intra-African trade.

East Africa came in third, contributing 14.1%. North and Central Africa made up a smaller share, at 12.4% and 6.6% respectively.

The report highlights Africa's intra-regional trade as a bright spot for the continent's economic future, despite global challenges.

It stated that trade grew to 7.2% in 2023, reaching N\$3 trillion (US\$192 billion) and making up a larger portion of 15% of Africa's total trade compared to the previous year.

The report attributes this strength to ongoing efforts to implement the African Continental Free Trade Area (AfCFTA) along with supporting initiatives like trade fairs, payment systems and business project assistance.

These efforts are not only boosting trade but also fostering a more optimistic outlook for Africa's economic development.



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MORE DETAILS COMING SOON.



## The importance of business processes and standard operating procedures for consistent service quality

By Victor Songa Musiwa

**M**aintaining consistent service quality is paramount to building and sustaining customer trust and loyalty. At the core of this consistency lie well-defined business processes and standard operating procedures (SOPs). These structured frameworks are crucial for delivering reliable and high-quality service across various industries.

### The Role of Business Processes

#### 1. Streamlining Operations

Business processes are designed to streamline operations by establishing a clear sequence of activities required to achieve specific business goals. This streamlining reduces redundancy, minimizes errors, and enhances overall efficiency.

#### 2. Enhancing Productivity

When employees follow well-structured processes, they can work more efficiently, leading to increased productivity. Clear processes eliminate confusion and reduce the time spent on decision-making, allowing employees to focus on their core tasks.

#### 3. Facilitating Training and Onboarding

Standardized business processes are invaluable during the training and onboarding of new employees. They provide

a clear roadmap for new hires, enabling them to quickly understand their roles and responsibilities and ensuring a smooth transition into the organization.

#### 4. Improving Accountability

Defined processes establish clear responsibilities and accountability for each task. This transparency ensures that employees know what is expected of them, fostering a culture of responsibility and ownership within the organization.

### The Significance of Standard Operating Procedures (SOPs)

#### 1. Ensuring Consistency

SOPs are detailed, written instructions that outline how specific tasks and activities should be performed. By adhering to these procedures, organizations can ensure that every task is carried out consistently, regardless of who performs it. This consistency is key to delivering uniform service quality.

#### 2. Maintaining Quality Standards

SOPs help maintain high-quality standards by providing step-by-step guidelines for performing tasks. This minimizes variations in service delivery and ensures that every customer receives the same level of service excellence.

#### 3. Enhancing Customer Satisfaction

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customer satisfaction. When customers receive reliable and predictable service, they are more likely to trust the organization and return for future business. SOPs play a critical role in creating a positive customer experience.

## 4. Reducing Errors and Risks

Clear and detailed SOPs help reduce the likelihood of errors and operational risks. By following standardized procedures, employees can avoid common mistakes and ensure that tasks are completed correctly the first time, reducing the need for rework and mitigating potential risks.

## Implementing Business Processes and SOPs

### 1. Identify Key Processes

Begin by identifying the key processes that impact service quality. Map out these processes in detail, highlighting each step and its significance. Engage employees in this process to gain insights from those directly involved in the operations.

### 2. Develop Comprehensive SOPs

Once key processes are identified, develop comprehensive SOPs that provide clear and concise instructions for each task. Ensure that these procedures are easily accessible and regularly updated to reflect any changes or improvements.

### 3. Train Employees

Effective implementation of SOPs requires thorough

training of employees. Conduct regular training sessions to familiarize employees with the procedures and emphasize the importance of adhering to them for consistent service quality.

### 4. Monitor and Evaluate

Continuously monitor the implementation of business processes and SOPs. Gather feedback from employees and customers to identify areas for improvement. Regularly evaluate the effectiveness of these procedures and make necessary adjustments to enhance service quality.

## Conclusion

Business processes and standard operating procedures are indispensable tools for achieving consistent service quality. They streamline operations, enhance productivity, facilitate training, and improve accountability. SOPs ensure consistency, maintain quality standards, enhance customer satisfaction, and reduce errors and risks. By implementing well-defined processes and procedures, organizations can deliver reliable and high-quality service, fostering customer trust and loyalty in a competitive marketplace.

**\*Victor Songa Musiwa, CCXP, XMP, MSc, is Namibia's first globally certified experience management professional (CCXP & XMP), Founder, and Chief Executive Officer of Relentless CX cc.**



# Letshego Namibia appoints João Bismarck as Customer Experience Manager

João Bismarck has been appointed as the new Customer Experience Manager of Letshego Holdings Namibia.

In his new role, Bismarck aims to influence the way the company engages with its customers to provide exceptional service and experiences that align with the Group’s values.

Bismarck brings over ten years of experience working in Namibia, having held various roles in the diplomatic, private, and non-governmental sectors, where he engaged with multiple stakeholders and interacted with customers from diverse backgrounds.

He has a rich background in business development, advisory services, and a passion for promoting financial inclusion.

“I am excited to join Letshego Holdings Namibia and contribute to the organisation’s mission of improving lives,” says Bismarck. “In a competitive industry, customer experience is the magnet attracting customers to a brand. It characterises the business, and I believe that every person at Letshego should be a customer experience custodian. I am committed to collaborating with the team to deliver the best experiences for our customers,” Bismarck said.

By expanding the workforce, Letshego Holdings Namibia says it aims to improve



and enhance its operational efficiency, propelling it to deliver a robust customer experience and accentuate the value of financial inclusion.

Letshego Holdings Namibia is a leading financial service provider that promotes financial inclusion through diversified solutions and targeted financial education initiatives.



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**MOOKS & ADORA** *In the Morning*





## Reactive communication's impact on a government or organisation's brand reputation

By Morna Ikosa

Communication is the foundation upon which effective governance and organisational success are built. It is the "lifeflood", which is vital for both internal and external stakeholders, enabling the flow of information, the coordination of activities, and the achievement of shared goals. Conversely, communication breakdowns can lead to confusion and conflict, as in the Kenyan protests.

Kenya's political discourse is transforming following the recent uprising. When leaders neglect the input of key stakeholders, it can have detrimental effects on their brand and

reputation, as evidenced in Kenya, which has 80% of their population under the age of 35 years old.

According to stakeholder management practices, the youth in Kenya are considered as key stakeholders. When an organisation makes decisions that impact a specific group of stakeholders without involving, listening to, engaging with, and getting approval from that group, they will face resistance.

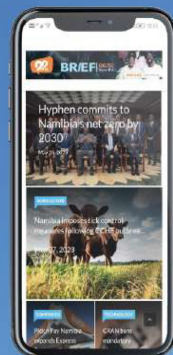
This resistance has detrimental effects on the operations, stability, peace, business continuity, brand and reputation of a government or organisation, and the cost of repairing these effects can be high.

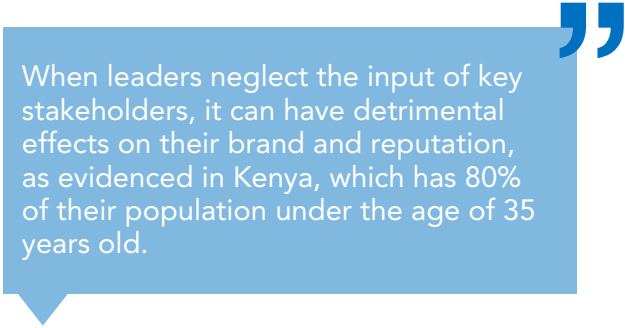
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When leaders neglect the input of key stakeholders, it can have detrimental effects on their brand and reputation, as evidenced in Kenya, which has 80% of their population under the age of 35 years old.

Kenya, for example, received a downgrade rating from Moody's, lost 39 young protesters' lives, and saw property worth millions of shillings destroyed. This tragedy could have been avoided; however, most governments and organisations choose reactive communication strategies, which result in significant losses in the long run. The question is, should change always come at the cost of people's lives? Should civil unrest and riots be the only forms of engagement that governments recognize to effect change? Should employees have to strike before their concerns can be addressed?

Although President William Ruto dissolved most of his cabinet secretaries on 11 July 2024, announced several cuts to government expenditure, removed the budgets for the offices of the first lady and the second lady, suspended non-essential travel for government workers and the purchase of new vehicles and suspended the planned salary increases for lawmakers and cabinet members; With effective proactive communication and stakeholder engagement, these changes could have been smoothly implemented.

Africa has an opportunity now to learn from the Kenya case. It has been reported

that Nigeria is also preparing to hold its own protests. According to the STAR newspaper on 6 July 2024, there is a poster circulating on social media indicating that Nigerians, inspired by the Kenyan Generation Z protests, are planning nationwide anti-government protests in August to demand better governance. The poster lists 12 demands, including reforms for alleged anti-people policies, over-taxation, and electoral processes. The protests are scheduled to take place from 1-10 August 2024. There are roughly 19 days left before the proposed protests, should the Nigerian government wait and see what happens?

Last week, I presented the salience stakeholder model as a framework for governments and organisations to adopt a comprehensive, bottom-up, multi-stakeholder approach that accounts for the needs and expectations of all stakeholders.

This model can only work if leaders put away their ego and start acknowledging that the communication tactics that worked in the past will no longer work for the majority of the generations represented in the country.

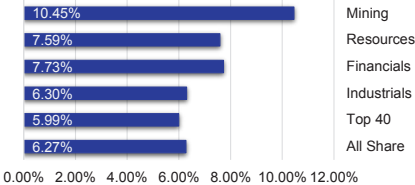
***\*Morna Ikosa is a columnist and communications strategist.***



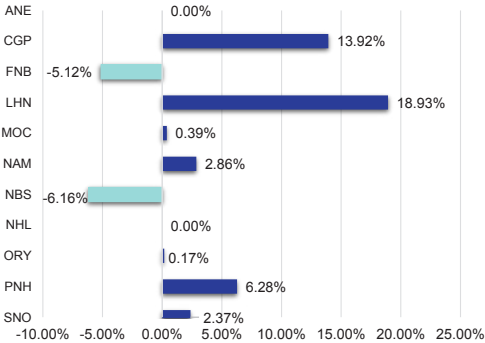
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Spot Gold	2410.09
Platinum	1003.57
Palladium	973.87
Silver	30.86
Uranium	85.50
Brent Crude	85.72
Iron Ore	102.87
Copper	9631.89
Natural Gas	2.31
Lithium	12.75

Currencies	
USD/ZAR	17.9844
EUR/ZAR	19.5982
GBP/ZAR	23.3427
USD/CNY	7.2506
EUR/USD	1.0895
GBP/USD	1.2974
USD/RUB	88.0827
CPI	4.60%
Repo Rate	7.75%
Prime Rate	11.50%

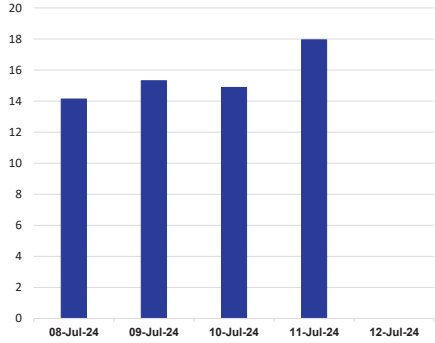
JSE Indices: Year to date movement %



NSX Local Stocks: Year to date price movement %



JSE ALL SHARE VALUE TRADED (ZAR BILLIONS)



Global Indices: Year to date movement %

