

# NAACAM News

The African Edition

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e-Mail: bev@naacam.co.za  
Allhart Office Park, Building 5 – 1st Floor, 152 Western Service Road, Woodmead, Sandton, 2191  
GPS Co-Ordinates: Latitude -26.056891 Longitude 28.088941  
Tel: +27 (0)11 392 4060/5748 Fax: +27 (0)86 659 0494



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NAACAM

**T**he SA Automotive Masterplan makes it clear that regional industrialisation and trade growth is essential if we are to reach the goal of having SA produce 1% of global automotive production. Thus the idea of helping regional partner countries industrialise is crucial. NAACAM is part of several efforts to assist this, and this edition is part of such. Find included in here several insights around African industrialisation and related activities, as well as the recently announced Africa Continental Free Trade Agreement (AfCFTA). Details around joining information for the African Association of Automotive Manufacturers can be found on page 3.



*Renai*

In July 2019, Deloitte Africa led a delegation of global automotive OEMs and supplier firms to Ethiopia in conjunction with the African Association of Automotive Manufacturers (AAAM). The delegation of senior executives visited Addis Ababa to meet with both public and private sector stakeholders as part of the automotive business development roadshow.

The objectives of the roadshow included:

- 1 To gain insight into the opening business opportunities and investment environment in the Ethiopian automotive sector;
- 2 To assist in the shaping of policy to support industry and in particular the automotive sector with leading Government figures;
- 3 To gain insight into the automotive sector & potential for enhanced manufacturing in Ethiopia;
- 4 To build relationships and networks with key Government and industry figures.

The program included high-level discussions with H.E. President Sahlework Zewde, meetings with government ministers and representatives from Ethiopia's automotive sector, as well as site

visits to some of Ethiopia's existing automotive facilities, with the intention to contribute towards a framework for policy development to support the growth of the domestic industry.

The Ethiopian President assured the visiting delegation of the government's willingness to work closely with the AAAM to realise the potential for high value manufacturing and industrialisation in Ethiopia, citing Ethiopia's large labour pool and sizeable investments in infrastructure as favourable factors toward this end. In a similar note, the President outlined efforts made by the government to reform Ethiopia's business environment and investment climate. Such efforts include the taskforce formed under Prime Minister Abiy Ahmed with the intention of improving the ease of doing business in Ethiopia.

Speaking on the roadshow and mission of AAAM, AAAM Knowledge Partner & Deloitte Africa Automotive Leader, and Managing Director of Emerging Markets & Africa, Dr Martyn Davies said, "We have a grand mission – to assist in the industrialisation of Africa. The Deloitte-led roadshow to Ethiopia on behalf of the AAAM was very impactful both for participants and our Ethiopian Government



The highlight of the Deloitte AAAM Automotive Business Development Roadshow in Addis Ababa, Ethiopia was meeting H.E. President Sahle-Work Zewde of Ethiopia and conveying the mission of AAAM and the developmental imperative of industrialisation for Ethiopia

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hosts in Addis Ababa. Ethiopia has so much potential which requires global capital and intellectual property from multinationals to be embedded in the domestic economy. Discussions held with numerous government Ministers and agencies in Ethiopia were toward creating an automotive ecosystem in the country. Of course, an industrial strategy needs to be wedded to a pragmatic trade policy. Industrialisation is not a short term exercise. We at Deloitte are proud to be supporting this process and advising our clients in Africa on how to ensure that this objective is both realisable and sustainable”.

The AAAM was established in November 2015 and is the only African body focusing on the expansion and deepening of the automotive industry across the continent. Founded by a group of multinational OEMs, the mission of the AAAM is to promote industrialisation in Africa by working with governments to shape policies that will attract investors, unlock the economic potential of the continent and align a global network of stakeholders committed to the development of the automotive industry in Africa.



**AAAM**  
African Association of  
Automotive Manufacturers

**Deloitte.**



Photo: Muliqisi Welele

**The Deloitte AAAM Automotive Business Development Roadshow delegates with H.E. Mr Teka Gebreyesus - State Minister of Trade & Industry of Ethiopia, H.E. Mr Eyob Tekalign Tolina - State Minister of Finance of Ethiopia and Mr Abebe Ababayehu Chekol - EIC Commissioner**

Services offered by the AAAM include:

- Consultation to government in-country to assist in developing investor-friendly regulatory frameworks and viable policies to enable automotive industrialisation supported by relevant funding and investment strategies.
- Engagement with industry bodies, associations, and representatives to formalise, develop, and grow all aspects of the local automotive industry.
- Support to the development of inter-regional trade.
- Facilitation of member collaboration between OEMs, component manufacturers, and other value chain players.

To join AAAM, please email [info@aaam.africa](mailto:info@aaam.africa) or complete the application form: <http://www.aaam.africa/application.html> (For costs and categories please see May Edition, Page 5, of NAACAM newsletter.)

**Dr Martyn Davies**

*Deloitte Africa: Managing Director of Emerging Markets & Africa, Automotive Industry Sector Leader*

## MIKE WHITFIELD: AfCFTA offers SA the chance to become a more industrialised manufacturer

**F**urther developing the automotive industry is a crucial cog in the wheel to growing the country's manufacturing sector and its economy

During his second state of the nation address of 2019, President Cyril Ramaphosa spoke about prioritising the development of cross-border value chains in key sectors, including manufacturing.

"We want a South Africa that doesn't simply export its raw materials but has become a manufacturing hub for key components used in electronics, in automobiles and in computers," the president said.

His comments come in the wake of news that declines in manufacturing drove the SA economy down by 3.2% in the first quarter of 2019. This marked the biggest quarterly dip in a decade.

SA's automotive manufacturing industry, in particular, contributes 7.5% of GDP and about 30% of SA's export manufacturing output. The sector generates sustainable, relatively high-paying jobs across a full value chain — or ecosystem — that includes logistics, the beneficiation of raw materials, the component industry, the assembly industry, the upstream industry and distribution-related industries.

It follows, then, that developing the manufacturing sector — and within that, the automotive manufacturing industry — is crucial to growing the economy and reducing SA's poverty gap.

About one-third of value addition in SA's domestic manufacturing sector is derived either directly or indirectly from vehicle assembly and automotive component manufacturing activity, according to Michael Mabasa, CEO of the National Association of Automobile Manufacturers of SA (Naamsa). With Mabasa's view, we tend to agree that diversification into new emerging markets is a continuing trend and underlines the automotive industry's competitiveness drive and the continuous widening of the country's traditional trading base. And crucial to this is the creation of flow and interregional trade in Africa.

African countries have taken a significant step forward in integrating their economies and increasing their competitiveness with the ratification of the African Continental Free Trade Agreement (AfCFTA). As countries begin to implement AfCFTA, regional and continental trade, their markets will become more integrated and it will be easier for companies to integrate into regional and global supply chains.

Original equipment manufacturers, or OEMs, across Africa are increasingly interested in the opportunities these developments are creating for increased trade and investment, at a time when the US government is increasing its efforts to support more trade and investment in and with African countries. It's thus important that Africa harnesses and observes these evolving opportunities across the continent. AfCFTA will allow goods and services for 1.2-billion people to truly utilise an intra-African trade model.

• **Mike Whitfield**  
*(pictured right) is the Chair of Nissan Group of Africa*



The biggest challenge in terms of creating a single market in Africa has to do with the relative imbalances that exist. In order to ensure its sustainability, a single market in Africa would have to be fair to all and one from which everyone can benefit. Such a market would depend on two-way flow and mutual benefit, so there could not be one dominant 'player'.

Going forward, we perhaps need to look at trading blocs in north, south, east and west Africa; and at creating component movement within these trading blocs as well as between them.

With the realisation of a united African automotive industry still a long way off, our focus now should be on identifying the local markets that have the most potential and creating pacts which can ultimately translate into free trade.

The African Free Trade Agreement is a good starting point. Whether or not it will result in any meaningful progress in terms of bringing the continent together, remains to be seen, but it likely has the potential to — at the very least — create a framework within which we can identify the real opportunities in terms of the areas where we can add beneficiation, where we can trade and where there are movements.

Real commitment — from social partners, industry and government — is also needed in order to navigate this process. Without political will, in particular, establishing an industry becomes nearly impossible.

We have to start building the foundations in terms of regulatory frameworks, the free flow of goods and people and harmonised standards.

It is essential that at all times we keep front of mind that we are not trying to find one solution for all of Africa. Such an attempt would be futile because Africa consists of a diverse array of countries which each have their own identities and their own challenges. Rather, we are looking for a starting point, from which we can grow the continent and in turn, each of her own individual nations.



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# The Africa Free Trade Agreement comes into force

The major highlight of the year so far is “the coming into force” of the Africa Continental Free Trade Agreement (AfCFTA) which occurred on the 30th May, a month after the 22nd nation deposited instruments of ratification. This major milestone caps what has been “a significant fast-tracking” of the negotiation process, which will see tariff offers being exchanged by January 2020, with actual trade commencing in July 2020.

The AfCFTA is being negotiated concurrently with the development of an Autos Industrial Pact (AIP) in an effort to deepen regional value chains in the industry. In conveying the industry position to the dti, the Executive Director of NAACAM – Renai Moothilal – noted the need to align the AIP and the AfCFTA in order to attain a level of consistency that can benefit the automotive components industry.

There remains a lack of clarity on whether the AIP will have a special preferential tariff dispensation that only applies to the participant countries, namely, South Africa, Kenya, Rwanda, Ghana, Nigeria, Algeria, Morocco and Egypt. “There may be a possibility that these initiatives [will] muddy each other, as there is a view that tariff management would be one way of developing such a pact,” Renai said.

Furthermore, the alignment of the AIP and AfCFTA is expected to complement the existing domestic policy framework which “... maintain[s] levels of protection in SA for components given...[the]...

by **Tinashe Kapuya (PhD)**  
**NAACAM Specialist**  
**Advisor: Trade Policy**



Automotive Production and Development Programme (APDP), which will migrate into APDP 2 in 2021. [The APDP has] clear objectives of driving 60% localisation levels in SA whilst growing African industrial co-operation,” Renai retorted.

Against this background, the industry is exercising cautious optimism regarding the AfCFTA – the reason being that, while presenting some exciting opportunities for the South African automotive industry, it also comes with existential risks and threats of (unfair) competition from North African countries (such as Algeria and Morocco). NAACAM has warned the dti of the impending threat of imports and has informed government of the critical areas which require further attention in negotiating the AIP and the AfCFTA.

## ASCCI's industry support confirmed to 2023

**“We are pleased to report ...**

that the Automotive Supply Chain Competitiveness Initiative's (ASCCI) 2020-2023 budget was approved by stakeholders at our Executive meeting in June 2019. The focus remains on supporting improved supplier competitiveness, localisation and transformation, completely aligned with the South African Automotive Masterplan (SAAM) objectives. The pressures we face as an industry are significant and we've set equally significant goals for ASCCI over this timeframe and look forward to all suppliers' support in pursuit of our mutual objectives”, stated Alex Holmes ASCCI Chairperson.



**ASCCI**  
Automotive Supply Chain  
Competitiveness Initiative

“Sponsors to support Black-owned suppliers and ultimately procure from them are needed and I hope to see many members engage in this NAACAM endorsed programme”, requested Renai Moothilal, NAACAM Executive Director. “With the requirements of the Broad-Based Black Economic

Empowerment codes and Automotive Investment Scheme requiring a Level 4 certificate from 1 January 2021 Black-owned supplier development is imperative.” Volkswagen and Toyota (in partnership with Smiths and Supreme Spring) and Shatterprufe have taken the first step with eight Black-owned firms supported currently.

The Supplier Competitiveness Programme has two streams – a Value Chain Localisation (VCL) approach for established firms (56 targeted interventions) and a Black Supplier Development Programme (BSDP) with 66 firms targeted for intensive support over the 2020-2023 period.

The VCL approach is focused on upgrading firms' competitiveness to support the realisation of a pre-identified localisation opportunity. It evolved from the World Class Manufacturing (WCM) programme which resulted in successful delivery of 70 projects. The WCM Phase 3, concluded in 2018 (36 firms), reflects a R55 million growth in total MVA and an average increase in productivity (MVA per Rand employee cost) of 2.6%. VCL participation requires a firm contribution and is strongly supported by ASCCI.

The Black Supplier Development Programme (BSDP) is focused on existing Black-owned suppliers and suppliers with appropriate product and process technology to enter the automotive value chain.

The Localisation Programme has both a wider and deeper focus. Wider localisation support relates to support ASCCI will give to the OEM Purchasing Council, ultimately to the benefit of the local supplier Tier 1 base and in line with ASCCI's mandate. Deeper localisation support relates to the direct support ASCCI will deliver to component manufacturers through a range of targeted interventions to support the achievement of the SAAM localisation objectives at the sub tier levels.

ASCCI is a national non-profit initiative jointly established and funded by government (Department of Trade and Industry), industry (NAAMSA; NAACAM) and labour (NUMSA), to facilitate, coordinate and oversee supplier competitiveness improvement initiatives in the South African automotive industry and to set the strategic direction for specific practically oriented competitiveness improvement projects.

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**Clyde Erasmus - Technical Director**

Over 15 years experience in engineering in fields of design, development and sales of orthopaedic equipment, nationally. Responsible for identification and selection of technology and software to deliver on business objectives. Technical lead in the field of laser welding and an exciting new avenue of laser surface cleaning. Mould and die laser repair specialist in South Africa.

**Wongeka Gqeke - Sales Director**

A professional with over 20 years experience in the petrochemical and gas industry specifically in sales both locally and internationally. Among her notable current and past responsibilities are the following: setting sales targets for individual reps in Asia, South Africa, Europe and USA, recruiting and training sales staff, monitoring the team's performance and motivating them to reach targets. Compiling and analysing sales figures of the respective regions.



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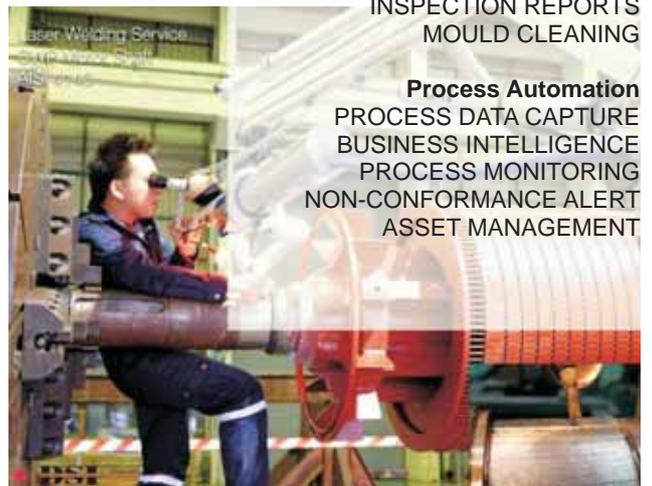


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## COMMERCIAL DIRECTOR FOR NAACAM

It is exciting to welcome to our ranks, Ms Shivani Singh, who many of you will be familiar with from her role at ASCCI. With her wealth of sector development knowledge, Ms Singh will be serving NAACAM as its Commercial Director and began her role on 1 August 2019. We trust she will add to the value offering you receive from the Association.

Shivani is an economist by training and holds a BCom (Honours) and MCom Economics, with a specialisation in econometrics and development economics. She has spent most of her career championing industrial development and engaging in business retention and expansion interventions.

Most recently, Shivani has served as an Executive Designate at B&M Analysts, where she was responsible for the facilitation and delivery of the Automotive Supply Chain Competitiveness Initiative (ASCCI). She has revitalised the workstreams of the ASCCI's localisation and supplier upgrading programmes, through deepening engagement and collaboration with local OEMs and Tier 1 suppliers.

Shivani has worked in local government, where she conceptualised and launched the country's first municipal level industrial sector

support desk, which sought to grow the manufacturing base of the eThekweni Municipality in key industrial sectors – automotive; marine manufacturing; electronics; CTFL; and agro-processing.

She has spent time at Durban Chamber of Commerce and Industry. Here, Shivani managed the Policy and Advocacy department and led economic, environmental and infrastructure committees in their formulation of policy proposals and commentary on legislation, and engaged extensively with the Chamber's membership base to deliver research outcomes to drive the formulation of new Chamber services, projects and initiatives. It was here that she honed her stakeholder relations and management skills and developed key strategic relationships with government and private sector stakeholders.



**Shivani can be contacted at [shivani@naacam.co.za](mailto:shivani@naacam.co.za)**

## Building a more gender diverse workforce for the automotive industry

**JOHANNESBURG, 25 July 2019.** In today's business world, gender diversity in the workforce is no longer a 'nice-to-have'. In order to remain relevant in this increasingly complex environment, it is critical that a company has talented professionals with deep, diverse skills at its disposal.

There is substantial empirical evidence showing a strong correlation between diversity and positive financial performance at a corporate level, with diversity of thinking in leadership enhancing innovation by 20 percent. Diverse groups are also better at spotting risks and thereby reducing their occurrence and at a board level. A 2016 report published by global index provider MSCI, and titled 'The Tipping Point: Women on Boards and Financial Performance,' speaks to a growing body of research which suggests having three female board members acts as a tipping point - resulting in positive median gains in both return on equity and earnings per share.

But when it comes to the automotive sector, executives and industry leaders need to step on the gas pedal if they want to attract more women.

**What roadblocks do women in the automotive industry face?** A recent survey by Deloitte, working in conjunction with Automotive News, revealed that there are various underlying issues which act as barriers to women joining the automotive industry. These include negative perceptions about the workplace environment, a lack of flexibility in work schedules and a lack of advancement opportunities.

Through the survey, though, there emerged a number of ways in which automotive companies could lay the foundations for a more gender-diverse workforce.

Top of the list were giving women challenging and interesting assignments and the promise of competitive pay packages. In terms of the latter, though, the general perception of a wage gap that exists between women and men working in the industry – needs to be urgently addressed.

### **Building a gender-diverse workforce: Lead the change with a cultural shift**

All efforts to create, retain and advance a gender-diverse workplace, should start at an industry leadership level. Those at the helm need to start by addressing the problem of under-representation of women within their own ranks.

### **Next steps**

Senior leaders should also be aligned and lead by example in order to impress the importance of diversity and inclusion as a critical business priority, with a specific focus on succession planning, board composition and hiring practices.

Women also require mentorship as well as sponsorship, with these two tools considered by most women as the most effective a company can implement in order to help pave the way for attracting them to—and retaining them in—the industry.

In addition, we need to find new ways to spark women's interest in the industry at an early age. This includes focusing on the subjects of science, technology, engineering and maths; engaging with the manufacturing sector, high school programs and support for innovation competitions.

The education sector is considered by many to be the best at attracting and retaining women and can provide industry leaders with roadmap for developing a better understanding of what makes a sector attractive to women and exploring opportunities to leverage specific ideas that could help drive women to the automotive sector.

The future of the automotive industry is going to depend on its ability to attract and retain a gender-diverse workforce.

Enhancing the representation and growth of a gender-diverse workforce across company ranks can help automotive companies to resolve the ongoing talent crisis and thereby potentially fuel their innovation initiatives. But this is going to require a drastic realignment of the existing cultural norms to make them more conducive for all.

**Deloitte.**

**For more information read *Deloitte's Shifting diversity into high gear* report here: <https://deloi.tt/2SNEgZq>**



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## Dube Trade Port Feasibility Study

**T**he Dube Trade Port Corporation (DTPC) has commenced with a feasibility study for an Automotive Supply Park (ASP) situated in Illovo South, South of Durban. The ASP is intended to include general industrial land uses associated with manufacturing, storage and distribution of automotive parts and components to service regional Original Equipment Manufacturers (OEMs). Located on a parcel of land of 1000 hectares, the ASP will occupy approximately 400 hectares.

With the adoption of the South African Automotive Masterplan (SAAM) and capital investment commitments of almost R40 billion committed by OEMs to 2023, the ASP is due to come on line at a time of significant production and sales growth, with local automotive component suppliers well positioned to capitalise on

this growth. Informing the design of the ASP at an early phase in the development pipeline is essential to ensure that it will be effectively positioned to address the needs and requirements of the automotive manufacturing industry, and complement and support the growth trajectory.

If you are potentially interested in acquiring property in the ASP, please complete our short, anonymous survey. The information gathered will be used to inform the planning and design of the ASP to ensure it effectively caters to the automotive industry's requirements and supports its growth.

**To complete the survey, go to: [https://dbnautocluster.org.za/0310\\_dac\\_kzn-asp-survey-survey-jotform/](https://dbnautocluster.org.za/0310_dac_kzn-asp-survey-survey-jotform/)**

## Japanese philosophy impacts positively in South Africa

"Kaizen" is Japanese for "continuous improvement", achieved through introducing simple yet significant initiatives that add value to the workplace. The philosophy originated in Japan's Meiji Era when the country reconsidered its political and economic status. At this time, the Japanese found it imperative to cooperate with foreign nations for skills exchange in especially the automotive industry to achieve economic stability and competitiveness. Today, countries across the globe have achieved success through Kaizen.

The Japan International Cooperation Agency (JICA) has been collaborating with the Automotive Industry Development Centre (AIDC) since 2015, under the Department of Trade and Industry (dti) on the National Automotive Industry Human Capital Development Programme aimed at capacitating local automotive suppliers. Under the Programme, JICA dispatched two Japanese experts as Automotive Human Resource Development Advisors, Messrs Kazunori Hayashi and Michiharu Suzuki, retirees from Toyota. The experts have worked closely with the AIDC and have thus far been able to train nine suppliers.



**Key stakeholders/partners who attended the launch event**

Baires Plastics, which produces plastic components for Nissan and Isuzu, is one such supplier. Baires Plastics experienced challenges such as stagnation due to unprocessed tasks. However, through the implementation of "5S", the workplace and factory became more functional. Another success story is Q-Plas, which produces interior and exterior plastic components. Q-Plas faced excess stock in storage, irregular stock in temporary storage areas, and delayed assembly stations. After implementing Kaizen, they were able to improve production by minimizing the time from one station to the next in their assembly lines from 73 to 42 seconds.

On 13 June 2019, AIDC and JICA celebrated their partnership by reflecting on the Programme, and by recognising and rewarding individuals who excelled. The event outlined achievements of the nine suppliers who have consistently implemented Kaizen in their production lines to reduce waste, minimize clutter, improve production, monitor improvement, support competitiveness, and increase sales and revenue.

"Initially, Kaizen was considered Japanese terminology, but today it's being adopted all over the world. The collaboration between AIDC and JICA on Kaizen has been very successful, and I'd like to encourage JICA to expand this Programme," H.E. Mr Norio Maruyama, Ambassador of Japan to South Africa.

"We're here to celebrate our milestone in aiding the economy and to thank Japan for their assistance as none of this would've been possible without them," Mr Lance Shultz, Chief Executive Officer, AIDC.

### **Key Beneficiaries of the JICA Programme below:**

Participating current component suppliers on the programme are: 1. Duys Automotive Components (KZN), 2. **Acoustex Automotive** (EC), 3. Baires Plastics Automotive (GP), 4. **Supreme Springs** (GP), 5. Lumen Special Cables (KZN), 6. **Q-Plas Automotive** (EC), 7. Steelbest formerly known as Zealous Automotive (GP), 8. **Auto Industrial Machining** (GP) and 9. Excellence Motor Trimmers (EMT) (GP). AIDC GP Trainers/AIDC EC Trainers - (**In red - NAACAM Members**)

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## National Negotiations Update

**N**ational negotiations to reach respective wage agreements in the Retail/Component (MIBCO), Auto as well as the New Tyre sectors commenced in the second quarter of this year against various mandates received by way of the required internal processes.

Progress has been relatively slow to start with, and other than the New Tyre sector where official opening positions on wages have been tabled, no official opening offers have been tabled within Auto (AMEO) and Mibco as these sectors have been involved in a number of preliminary issues before actual negotiations could commence.

As both the New Tyre and Auto sector agreements have expired on 30 June 2019 and their new agreements are effective from 1 July 2019, we can expect the momentum to increase over the next 30 day period. These negotiations will in turn inform the pace within Mibco as negotiations in this sector is scheduled to continue with a meeting on 1 and 2 August 2019, with a number of bargaining sessions being planned for August as the new Mibco agreement is effective from 1 September 2019.

As the pace of negotiations is expected to significantly speed up from here, we will in the next edition be in a better position to comment on the status of the negotiations and how far the parties are from reaching agreement and/or the challenges unfolding in the process.



**Mark Roberts, NAACAM Industrial Relations Advisor**

## B-BBEE Codes: Amendment to the Skills Development scorecard and inclusion of the Youth Employment Service (YES) Initiative

**T**he Broad-Based Black Economic Empowerment Amendment Act, 2013 introduced some changes to the structure of the B-BBEE scorecard. These changes placed greater emphasis on the achievement of Skills Development points with Absorption post-training weighing in at 5 bonus points. On 31 May 2019, the dti gazetted further changes to the B-BBEE codes which include changes to the Skills Development category. The gazetted changes include:

- 1 Skills Development targets and weightings have changed – from 8 to 6 and from 6% to 3.5%
- 2 Inclusion of one sub-pillar: Expenditure on bursaries for Black Students at Higher Educations Institutions with a target of 2.5% of the leviable amount and 4 points
- 3 Employed and Unemployed learnership categories are now combined
- 4 Category F and G capped at 25% no longer 15% (YES category)
- 5 Travel, Catering, Accommodation and Training Manager capped at 15%
- 6 Scholarships included in Category A
- 7 Stipends linked to bursaries now included as skills development cost

The introduction of the Youth Employment Services (YES) Initiative in 2018 introduced further changes to the B-BBEE scorecard. YES, enables B-BBEE investment to be spent on job creation for black unemployed youth. In terms of YES, organisations will be able to claim up to 50% of skills spend on YES Youth in the Category F and G on the Learning matrix. These categories refer to Informal Training (industry led, non-accredited programmes). The previous spend recognised was up to 15% on Informal non-accredited training.

The amended codes enable the achievement of points for categories of Skills Development spend which were previously not provisioned for. These changes will ensure that organisations are able to claim for the full ambit of their skills development spend.

The amendment to the B-BBEE Codes series 300, statement 300 can be accessed via: [https://www.gov.za/sites/default/files/gcis\\_document/201905/42496gen305.pdf](https://www.gov.za/sites/default/files/gcis_document/201905/42496gen305.pdf)

The Practice note on the Y.E.S Programme and its B-BBEE recognition points is accessible via: <http://www.thedti.gov.za/gazettes/41866.pdf>



*Natalie Nelson, NAACAM Skills Advisor, is a seasoned Skills Development Specialist with over 15 years of experience within the HR and Skills Development arena. She's had the privilege of working within both the private and public sector arena, having been within the automotive industry for the past 10 years. Natalie joined OEM in 2009 as a Non-Technical Training Manager overseeing organisational and the dealer network development.*

*She joined the Automotive Industry Development Centre (AIDC) in 2013 and spearheaded the establishment of its flagship training facility, the Gauteng Automotive Learning Centre and its subsequent facility, the Trade Test Centre. Most recently, she embarked on an entrepreneurship journey and runs an Accredited HR and Skills Development Consultancy, Tetelestai Holdings. Natalie has a passion for sustainable people development and takes the view that skills development should not be a compliance exercise, if done strategically and with purpose, it lays the foundation for building a sustainable business.*

*Natalie is a registered Chartered Human Resources Practitioner with the South Africa Board of People Practitioners (SABPP), a registered Skills Development Facilitator and a Member of the Institute of Directors and sits on the Southern African German Chamber of Commerce's Education and Training Committee.*

