

VOICE OF CREDIT

THE OFFICIAL JOURNAL OF THE INSTITUTE OF CREDIT MANAGEMENT
- CREDIT PROFESSIONAL BODY

"TO BE,
OR NOT TO BE"
VACCINATED
"That is the
QUESTION

WHETHER 'TIS
NOBLER IN THE
MIND TO SUFFER
THE SLINGS AND
ARROWS OF
OUTRAGEOUS
FORTUNE, OR TO
TAKE ARMS
AGAINST A SEA OF
TROUBLES, AND BY
OPPOSING END
THEM?"

~William Shakespeare



Lafayette - Photo - London.



Institute of Credit
Management NPC
- Credit Professional Body

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Issue 2 of 2021

INSIDE THIS ISSUE . . .

Highlights in this Issue...

From the desk of...

Top Assignments for 2nd Semester of 2021 (*Abridged*)

- Credit 1: The Impact of Level 4 Lockdown 2020 on the Country's Economy.
- Credit 2: South African Civil Unrest 2021.
- Credit 3: Transnet Cyber Attack.
- Credit 4: Amendments to Employment Policies considering employing vaccinated or non-vaccinated employees.
- Credit 5: Covid-19 Recovery Process.

Also included.....

June 2021 Exam Results
ICM Credit Professional Body Fees 2022

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From the desk of....



Heather Lawlor

President

**Institute of Credit Management - Credit
Professional Body**

People wonder just how much they can endure, until they are forced beyond their limits. Our glorious South Africans have been forced to endure so many hardships and then are pushed even further with Covid-19, lockdown and loadshedding – or should we name it as it is “rolling blackouts” across our beautiful country, despite this we have endured and achieved so much.

These changes have affected our learners lives with no face-to-face classes. The respective colleges have had to do the most significant change to protect our learner’s – online classes. Our learners at first were hesitant then with the guidance of the professional facilitators and colleges embraced the new style of facilitation and achieved success.

We proudly announce a partnership between Lancaster Publishing House and The Institute of Credit Management – Credit Professional Body, as from 2022, as we identified a need in the marketplace to assist with online learning and to create a Standard Manual and Essential Study Guide for all learners who register with The Institute of Credit Management – Credit Professional Body.

The year is swiftly drawing to an end, our learners have worked hard this year and have embraced all the challenges that have come their way.... We salute you!

We wish our learners good luck for the upcoming exams and look forward to seeing you all in 2022.

Credit Management 1 Assignment ~

THE IMPACT OF LEVEL 4 LOCKDOWN 2020 ON THE COUNTRY'S ECONOMY

~Michelle Roets

INTRODUCTION

The sharp, direct, and immediate negative impact of the Covid-19 lockdown on South Africa's economy cannot be taken away with any amount of sugar-coating.

Within a very short time, starting in Wuhan, China in late 2019, Covid-19 has become a global epidemic. Currently, the world is trying to control this pandemic in different regions and countries that is spreading very fast with diverse levels of fatalities.

Most countries imposed stringent lockdown measures in the first half of 2020 to contain the coronavirus pandemic and to protect susceptible populations. During the recession, the adoption of lockdowns was an important factor – schools and business activities were closed. People were prevented from leaving their homes (except for essential reasons), companies had been compelled all over the globe to lessen operations or shut down and an increasing number of people were laid off and there are fears that the South African financial system can be pressured to its knees.

THE IMPACT ON THE ECONOMY

The pandemic is still causing havoc on the global economy, affecting trade, investment, manufacturing, international travel, and global supply and demand. There has been no country spared. No economy has been spared. The pandemic has caused significant hardship and suffering in South Africa.

Closing workshops reduces the economic output of locked down regions. The negative economic impact of a lockdown in one region may spread to other non-locked-down regions. When a firm is closed down by a lockdown strategy, the productivity of the client's firms is likely to suffer due to a lack of intermediate

goods and services. Due to a lack of demand, suppliers of the closed firms are also likely to see reduced production.

There has been a large impact on the South African economy with the decision to implement strict social distancing measures and to limit the non-essential businesses. A reduction in production and a slowdown in non-essential businesses were forced by the lockdown – household spending patterns were impacted with the combined negative impact on the economy which also aggravated the disruption to global production and supply chains and the effect of uncertainty on the commercial environment and the financial markets.

The lockdown, combined with a ZAR 500 billion (USD 26 billion) stimulus program aimed at preparing the healthcare industry and protecting jobs, will necessitate more government spending and worsen current economic problems, including the government debt. The most recent estimates for South Africa's economic growth vary, but they all paint a bleak picture. South Africa has had to tap into the international debt market to cover the stimulus package and other government deficits, including approaching the International Monetary Fund, the World Bank, the African Development Bank, and the BRICS partnership.

"The impact has been felt across sectors, particularly retail and hospitality, but heavy industries like construction, mining and manufacturing have also recorded productivity losses."

While the national lockdown slowed economic activity, the repercussions of an uncontrolled outburst would have been significantly worse. However, it is far too soon to declare victory. Covid-19 will continue to be a part of our lives for some time, and we must adjust to this new reality and a new normal in all aspects of our lives.

RISING UNEMPLOYMENT

Despite these critical interventions, the pandemic's impact on an already fragile economy, employment, livelihoods, public finances, and state-owned enterprises has been massive. [In the second quarter of 2020, over 2 million people lost their jobs.](#) When compared to the previous quarter, our economy shrank by 16.4 percent.

According to countrywide information unemployed people increased from 344,000 to 7.1 million with inside the first sector of 2020. The official unemployment rate has in turn increased to 30.1 percent, up from 29 percent. [The most impacted by joblessness points back to the youth between the ages of 15 – 34.](#)

According to prevalent views in development economics, South Africa's informal economy should act as a shock absorber in the face of anticipated job losses. This argument contends that because there are no entry barriers into the informal economy, workers will relocate following job losses in the formal sector. South Africa, on the other hand, is proving to be a one-of-a-kind case. The informal economy of the country has a relatively low absorption rate. The informal sector employs approximately 5 million people or 34% of the working population; this is relatively low when compared to the global average of around 60% of the workforce. With such a high unemployment rate, there is little guarantee that the informal economy will act as a shock absorber, and it may instead contribute to further job losses in South Africa.



LOCKDOWN'S IMPACT ON THE CREDIT HABITS OF SOUTH AFRICANS, ACCORDING TO A NEW REPORT

Consumers and lenders have had to adapt to extremely difficult conditions, and we are beginning to see the emergence of a number of significant trends. Payment holidays have contributed to an increase in overall outstanding balances, but demand for new credit has decreased significantly. This could be due to a variety of factors such as:

- During the lockdown, access to branches and stores was restricted.

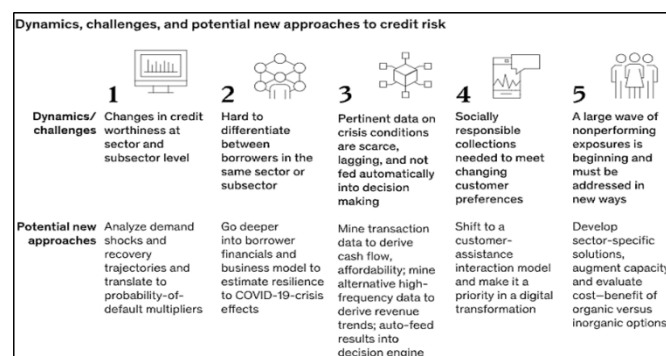
- Uncertainty about one's job.
- The consequences of the lockdown causing consumers to postpone taking on new debt.
- The reduction in household income.

Enquiries for credit cards fell by more than half compared to the previous year, indicating that the pandemic has had a significant impact on the consumer's confidence. Despite many of the identified trends, it is critical that lenders and consumers do not become complacent.

These are extraordinary times, and lenders must think differently. Maintaining a thorough understanding of portfolio risk, as well as the potential impact of further economic shifts as consumers adjust to a COVID-19 world, will enable lenders to develop and implement strategies that will help them increase customer loyalty and build business resilience.

ADJUSTING TO NEW DYNAMICS IN CREDIT

The conditions triggered by the COVID-19 crisis have specific implications for managing and mitigating credit risk for financial institutions. Banks have been adjusting to the new dynamics and exploring potential new approaches to the challenges. The analyses assess the crisis's overall impact on national or regional economies, as well as the impact by sector and subsector, along with specific credit-risk issues that necessitate real-time monitoring. Analyses have already revealed five different effects of the crisis on credit risk.



FINAL THOUGHTS / THE WAY FORWARD

[The South African government has not been idle and is actively seeking solutions to the country's crisis.](#)

By the time the major lockdown was lifted, the damage had already been done, and everyone has been attempting to cut losses and gradually recover. Experts from all over the world have predicted that the economy will only begin to recover from its current state in 2021, when the lockdown is lifted, and a vaccine is discovered. Despite this, the

impact of this event is expected to linger for nearly a decade due to the fatal consequences.

The plan's objectives for the road to recovery is clear:

- To generate employment, primarily through aggressive infrastructure investment and mass employment programs;
- To reindustrialise our economy by focusing on the widening of small businesses;
- To accelerate economic reforms in order to stimulate investment and growth;
- To try and overcome crime and corruption, as well as
- To improve the state's capability.

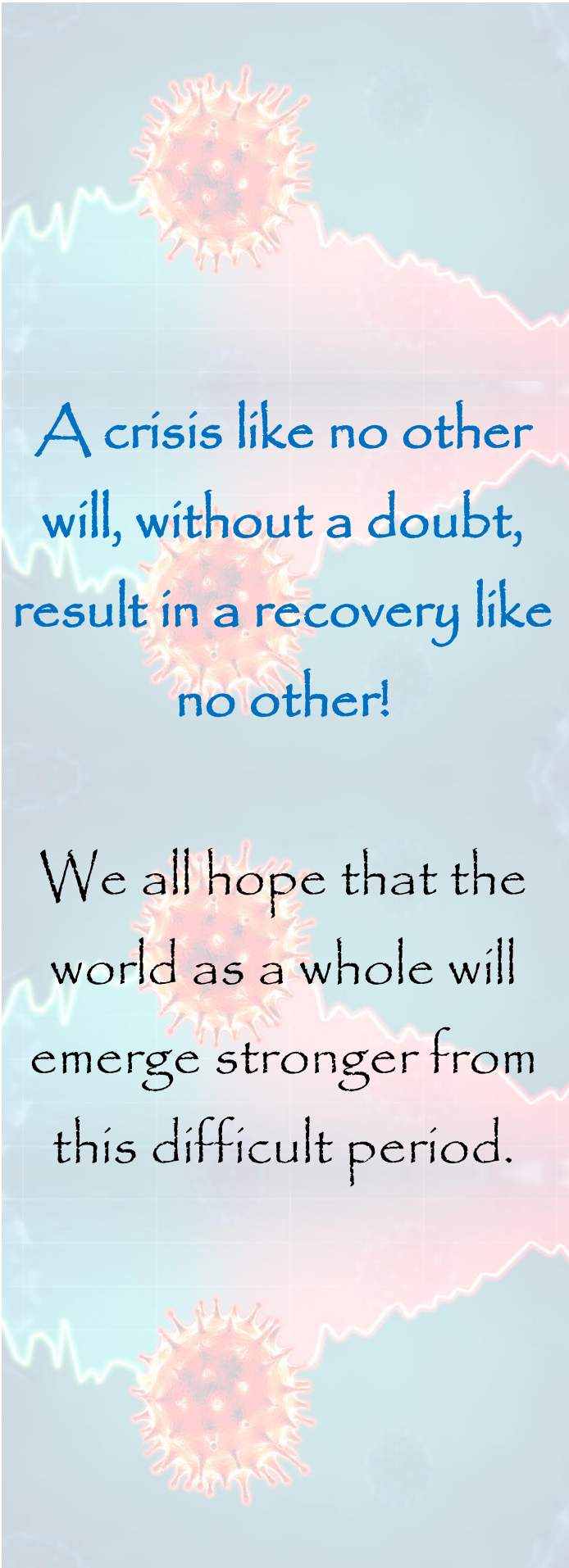
As with every cloud, there is a silver lining, and we must see this as a break with the past and an opportunity to enact fundamental and long-term change. [It is an opportunity not only to reclaim ground lost during the pandemic, but also to put the economy on a new growth trajectory.](#)

HOW TO BOOST THE LONG-TERM GROWTH?

South Africa has experienced weak economic growth well below the rate of population growth decades before Covid-19. After decades of slow economic growth, the effect of Covid-19 the income levels have set the South African levels back. Urgent intervention is required to turn the decline into a positive growth. Herewith are a few suggested changes that could positively impact the economy. Immediate implementation of improvements is required to realise the full benefits.

- Lowering cost of doing business, reducing red tape and improving access to development finance for small, medium and micro businesses.
- Support for agriculture, tourism and other sectors with high job creation potentials.
- Simplification of regional trade.
- Reducing the skills shortage by attracting skilled immigrants.

Overhauling the skills framework and undertaking a range of modifications in basic education and the post-schooling environment to improve outcomes for workers and the firms that can employ them.



A crisis like no other
will, without a doubt,
result in a recovery like
no other!

We all hope that the
world as a whole will
emerge stronger from
this difficult period.



Lancaster Publishing House is proud to announce the partnership with The Institute of Credit Management NPC (ICM) – Credit Professional Body for the course development and essential guides for the accredited ICM syllabus.

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| CERTIFICATE IN CREDIT MANAGEMENT | PART 3 | ESSENTIAL STUDY GUIDE CM3 |
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| CERTIFICATE IN CREDIT MANAGEMENT | PART 5 | ESSENTIAL STUDY GUIDE CM5 |

The course material shall be available in January 2022 for the 2022 academic year for learners who are registered and accredited by the ICM – Credit Professional Body. The material will be updated annually.

Only colleges may order for their learners through Lancaster Publishing House using the learners ICM – Credit Professional Body number.





Skynews.com

Credit Management 2 Assignment:

South African Civil Unrest 2021

Samantha Dewraj

Introduction

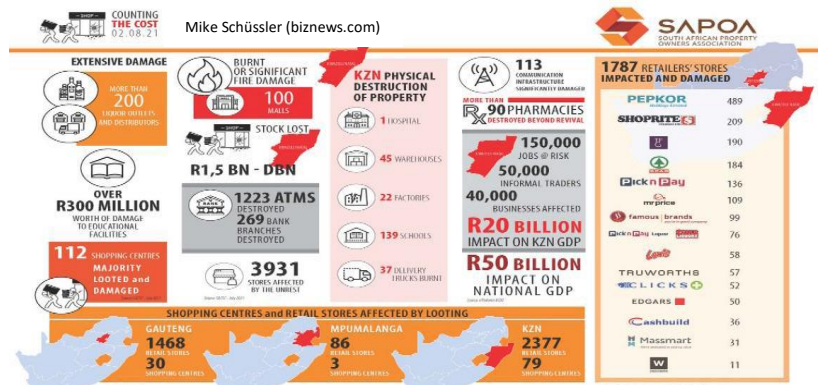
It is 3:30am on the 12th of July 2021, in the beautiful capital city of KwaZulu-Natal, Pietermaritzburg, waking up to the sound of frantic telephone calls, little did I know that this day would change my life, as I knew it. The atmosphere seemed quite tense, when I received a call from the security guard at our family business situated in the heart of Pietermaritzburg, KZN.

A group of looters had surrounded central Pietermaritzburg and began forcing their way into local businesses within the area. Our family business like most of the other businesses in the area had been in operation for over 25 years. Centuries of hard work and sacrifice had been lost within minutes, leaving many entrepreneurs emotional and helpless.

South Africa had made headlines across the globe, when the arrest of former president Jacob Zuma had given rise to violent civil unrest. Whilst still in recovery from the COVID-19 pandemic, the riot which occurred over a 7-day period had disrupted key commodity supply chain and industrial output.

An estimated 150 000 jobs at risk, 50 000 informal traders and 40 000 businesses affected. Almost every section in the economy has been either directly or indirectly affected by the riots. Changes in earning power and disposable income impact consumer spending and confidence.

The objective of my assignment is to highlight the (PESTEL), Political, Environmental, Social, Technological, Economical and Legal factors surrounding the July 2021 Civil Unrest.



PESTEL Analysis – Impact of the Civil Unrest

Political Factors

Political Leaders and Political Influencers insurrection against the government, due to apparent income inequality, high unemployment and infighting within the ruling political party has demonstrated South Africa's instability within the political environment and growing risks within the country. Corruption being prevalent in South Africa is a barrier to economic development. Tax payers' money being lost to corruption may lead to increases in Value-Add Taxes, government regulations. This creates a negative effect on Globalisation.

Environmental Factors

Demographic locations - damage to infrastructure and rioting at certain locations has decreased the value of residential & Industrial property in the area and has been zoned as a high-risk location. Logistic warehouses and distribution centres situated in high risks area, would need to secure their assets by investing in more stringent security, leading to an increase in costs. The countries' performance within the global logistics industry has deteriorated which influences global competitiveness of South African products.

According to the attached extract from SAPOA -Massmart, the second largest distributor of consumer goods in Africa had a total of 31 stores looted, one of which is located in Pietermaritzburg, Makro Pietermaritzburg was extremely successful situated at a massive warehouse space allowing for bulk holding of stock to service the demand of their customers. The entire warehouse has been destroyed and would take months to restore, as a result Makro has recently moved to a smaller location within Pietermaritzburg, however their stock hold has reduced due to warehousing space, thus leading to reduced sales and ultimately reducing human resources. (i.e. reduced workplace efficiencies).

Social /Socio-Culture Factors

The livelihoods, morals and values of many South African's have been compromised, with a fear for their future in South Africa and the safety and security for their loved ones. The country has seen an influx in educated, skilled and experienced South Africans wanting to immigrate to foreign countries due to financial instability, safety and security.

Technological Factors

One hundred and thirteen communication infrastructures significantly damaged, however shopping/trading online has become increasingly popular today, as a safer alternative. Rapid development in technology requires innovation and seemingly quick reactions from businesses to ensure competitiveness.

Business processes have fundamentally changed, (i.e. work from home alternatives), resulting in reduced operational costs, however one of the major drawbacks with technological advancements could be the decline in the demand of manual labour, thereby increasing unemployment.

Legal Factors

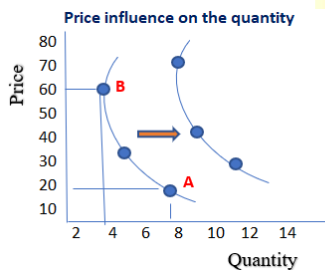
Product transformation, profit margins and viability of certain markets will influence legal factors in the economy. The media has reported lack of law enforcement and exponential growth in fraud and corruption in the country. Scarcity of certain food items resulted in increased prices and violation of the consumer act. Certain suburbs were placed on lockdown by the local residents, prohibiting specific race groups from entering these suburbs. (i.e. racial discrimination). Phoenix, Durban, 36 people were reported dead, due to racial discrimination.

Economics Factors

Microeconomics

According to Pietermaritzburg economic Justice and Dignity group food survey has shown a 10% increase in food prices and a 14.95% increase in electricity. Low buying power due to lower income and unemployment. Social Relief fund has been dispensed to households and workers affected by the civil unrest.

Consumer willingness and ability to pay - Supply & Demand



*The higher the price of goods, the less quantity demanded. Lower quantity supplied, higher the demand, higher prices.
Point A: Lower price – higher demand
Point B: Higher price – lower demand*

Lower demand by consumer's results in lower demand for raw materials and factors of production, reduced revenue influences the countries income taxes and Value Added Taxes.

Logistics (N2 & N3 Closure) & Durban Harbour shutdown – raw materials being imported into the country was halted, impacting on manufacturing of local products and increasing costs as ships were focused to be rerouted. Fuel shortages were experienced throughout KZN due to the N3 closure. Tourism industry – accounting for 7% of SA's GDP was on the road to recovery from the COVID-19 pandemic when the civil unrest unfolded in SA, causing even further decline in growth.

Macroeconomics

The estimated impact on GDP was R50 billion as a result of the 2021 civil unrest. Credit rating agencies views - "The budget deficient will now be larger and economy recovery longer", decreasing buying power and investor confidence. Government Budget (Surplus & Deficit) – Government collecting less in tax results in government budget deficit. International Deficit –more goods being imported and less goods being exported due to decline in manufacturing. Inflation -increase in inflation due to the rising prices, in accordance to the retail price index. Monetary Policy – Change in interest rates is emanate due to the decline in the income within the economy.

Recovery Proposal

Opportunities for growth

1. Sources of Finance for Customers Affected by the Unrest
 - Raising additional Capital by issuing shares – i.e. Shareholders are paid dividends (share of the profit), hence if the company isn't profitable, no dividends are payable.
 - Bank Overdraft - Requesting assistance from the bank for an overdraft facility, to ensure business continuity.
2. Flexible Credit Policy to secure future economic benefits for the company and economy.
 - Extended Terms – allowing clients deferred payment terms, giving the client the opportunity to increase their networking capital. Reduce margins in anticipation for future growth in revenue from the client. High Days Sales outstanding (DSO), interest on overdraft can be offset against discount that would have been paid, should the client have paid within 30 days.
 - Securing an account & payment plans – ensuring your company has security over the debtors who have been directly impacted, perhaps with a cession of book debt or mortgage loan over the debtor, calculating a reasonable payment plan by completing an acknowledgement of debt, subsequently allowing the debtor to trade themselves out of debt and towards the recovery.
 - Insurance – taking out additional cover/short term cover of specific debtors.
 - Increase provisions for bad debts – The civil unrest poses a financial risk to the business, therefore if consideration is made to grant the client extended terms, one could perhaps look at increasing the provisions for bad debt.

3. Consignment Stock

- Allowing clients to trade on consignment stock over a predefined term, thus the company retains ownership of the stock whilst the stock is located at the clients' premises, monthly/regularly stock takes should be conducted to identified stock being sold, and the sale is only recognized in the companies' books when the client has sold the stock.

4. Promotions/Rebates effective Marketing Opportunities

- Shop fitting - as a marketing/advertising tactic: many debtors had their entire store looted, therefore this would a great opportunity for companies to provide shop fitting with branding for the looted debtors. Marketing & Advertising budgets can be adjusted to accommodate these opportunities.
- Rebates & Promotions – should profit margins permit, companies should assist customers with promotional stock and rebates on high margin products or fast selling products.

Government spending

Increasing exports – allowing foreign currency to enter the country and increasing market share globally.

- Letters of Credit – Letter of credit can serve as security for international trade.
- Export Insurance to secure the debtor – as the country's laws and regulations differ to South African laws.

Conclusion

Being a victim of the riots, experiencing the struggle of having to source basic food and healthcare items, living in fear for the safety of my loved ones, has brought about immense change in my mind-set.

In my view, whilst the impact of the riot has devastating effects on the economy of South Africa, this is also an opportunity to reset, rebuild and refocus our Country.

Businesses affected by the July 2021 civil unrest will receive compensation from the South African Special Risk Insurance Association (SASRIA). In addition, National Treasury will support SASRIA with a further R3.9 billion to ensure all commitments to policy holders are satisfied.

The United Nations has pledged R20 million to supporting South Africa's mission to rebuild KZN.

Industrial Development Corporation (IDC) has secured a R1.5 billion funding package in response to the civil unrest.

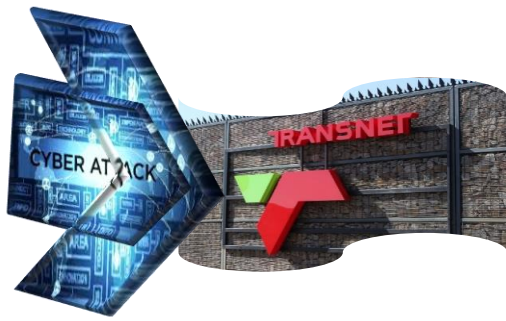
In my capacity as a credit manager, I can influence purchasing of local manufactured products and support towards the growth of my customers businesses.

Effectively validate Client's creditworthiness and assist the Client with solutions to add value to customers businesses. (i.e. being a financial advisor to the client and a risk assessor to the company).

Whilst there may be a deviation to the company's budgets, targets and objectives, subsequently increasing costs, surplus provisions raised during the year can be reversed into the income statement. In addition, maintaining customer relationships and support will generate long-term future economic benefits.

LOOTING
IS A CRIME





Credit Management 3 Assignment:

TRANSNET CYBER ATTACK

Clare Francis

INTRODUCTION:

On 22 July 2021, the first reports emerged that Transnet, a South African state-owned enterprise, was experiencing problems with its information technology (IT) networks. Transnet manages the nation's rail, port and pipeline infrastructure. The disruption primarily affected operations in several container terminals, interrupting cargo movement. Four days later, Transnet confirmed it had suffered a cyber-attack.

This attack is unprecedented. Since the start of the COVID-19 pandemic, the number of cyber-attacks has been increasing worldwide and in South Africa, inflicting financial losses across the manufacturing, banking and energy sectors. South Africa's critical infrastructure has been targeted before, with minor impact. The recent incident was the first time the operational integrity of the country's critical maritime infrastructure has suffered a severe disruption.

Transnet Cyber Attack and the Economy

The Transnet cyberattack throws more fuel on the fire for importers and exporters in SA after July's social unrest and supply chain disruptions. Trucks backed up outside Durban harbour are experiencing turnaround times exceeding 14 hours to collect or offload containers as a result of the manual processes implemented.

Labelling the incident as "an act of cyberattack, security intrusion and sabotage", the Transnet Port Terminals division declared force majeure at SA's major container terminals. There could be far-reaching effects in terms of lost sales and cash flow issues, and potentially a catastrophic congestion that forces shipping lines to start diverting their vessels away from SA ports.

The impact of the disruption is illustrated by the fact that Durban Port, which handles 60% of all SA's trade, is only operating at about 10% of capacity. If nothing can move in and out of SA, there will be serious economic ramifications amplified by all the supply chain disruptions we experienced from the recent civil unrest, global container and capacity shortages, and the lockdowns.

Should this system downtime be protracted, and port congestion becomes extreme, shipping lines may decide to temporarily blank or reroute sailings to/from SA until the situation improves.

Continuous supply chain delays can be expected in the next few weeks and months which will place further pressure on importers sales and cash flow when SA companies are hoping to improve sales and turnover over the upcoming Black Friday and festive season period.

Transnet Cyber Attack and the Credit Community

The recent hack at the state-owned rail and ports company Transnet is an alarming reminder of how cyber security has elbowed its way near the top of the list, but the threat was serious enough to take the firm offline for over a week and for Transnet to invoke the force majeure clause on its contracts. Ransomware attacks are the fastest growing form of cybercrime in the world.

A successful cyber-attack can cause major damage to your business. It can affect your bottom line, as well as your business standing and consumer trust. The impact of a security breach can be broadly divided into three categories: financial, reputational and legal.

Economic cost of cyber attack

Cyber-attacks often result in substantial financial loss arising from:

- Theft of corporate information
- Theft of financial information (e.g. bank details or payment card details)
- Theft of money
- Disruption to trading (e.g. inability to carry out transactions online)
- Loss of business or contract

Businesses that suffered a cyber breach will also generally incur costs associated with repairing affected systems, networks and devices.

Reputational damage

Trust is an essential element of customer relationships. Cyber-attacks can damage your business reputation and erode the trust your customers have for you. This, in turn, could potentially lead to:

Loss of customers

- Loss of sales
- Reduction in profits and cash flow

The effect of reputational damage can even impact on your suppliers, or affect relationships you may have with partners, investors and other third parties vested in your business.

Legal consequences of cyber breach

Data protection and privacy laws require you manage the security of all personal data you hold - whether on your staff or your customers. If this data is accidentally or deliberately compromised, and you have failed to deploy appropriate security measures, you may face fines and regulatory sanctions.

Remedy Factors and Preventative Measures

More companies are falling victim to cyberattacks, as a wide range of harmful software and social engineering schemes threaten to compromise the personal information and online safety of their clients. With cybercrime rates on the rise every year, it's important for businesses of all sizes to have a recovery plan in place to mitigate any losses. In the unfortunate event of the Transnet cyber-attack, these are the steps that the business should take to recover.

| | | | |
|--|--|---|---|
| Solution 1 Identify and contain the breach On average, companies don't know about data breaches or cyberattacks until at least 200 days after they've occurred. As soon as you become aware of a security incident, the first step is to identify and contain the project, then document the following: <ul style="list-style-type: none">- When it took place- How it will affect customers- What assets were affected- Who are the victims- The type of attack To contain and remove the issue, your IT department should be ready to spring into action by separating sensitive data from the network, resetting all affected logins, reinstalling affected files, disconnecting affected hosts, removing files installed by the attack, and applying security patches, if necessary. | Solution 2 Inform your customers promptly Large companies don't have a history of responding to cyberattacks in a timely manner. While they react quickly to contain the breach, it is often months before they address the general public, or even those impacted by the incident. This can lead to class-action lawsuits, marred reputations, and the exodus of massive amounts of customers. The solution is to ensure that you have a response plan ready long before any cybercrime has occurred. Liaise with your public relations and marketing departments to prepare communications that you can issue in the event of a data breach, including information about compensation and any steps you're taking to prevent future security incidents, such as implementing new cybersecurity protocols. When the time comes to distribute this information, involve your IT team to fill in the specific details. | Solution 3 Prevent future breaches In the event of a data breach, it is important that you have the right professionals on board to help your business recover. According to IBM, enlisting the help of cybersecurity experts, including a chief information security officer, business manager, and incident response teams, can save millions in your company's efforts to contain a data breach and respond to the affected parties. Companies can also lower their defence costs by investing in online security technologies. Research found that security intelligence systems saved companies an average of R30.7 million while encryption technology saved companies R14 million per year. Using advanced firewalls saved them R400 million. | Solution 4 Tighten up your legal defence After having information compromised by a data breach, it is not uncommon for customers to sue the company responsible. With Yahoo facing a class-action lawsuit in the wake of its recent data breach that affected over 500 million accounts, it is important for companies to prepare for the fact that they may be taken to court for allowing a hacker access to their customers' personal information. The Department of Justice advises business owners to form a relationship with local law enforcement before cyber incidents occur. This establishes a point-of-contact in the event of a data breach to whom you can report the crime. Legal counsel should also be retained before any cybercrimes have the chance to be committed. Business managers should ensure that their legal team has experience with cyber incident management, including the knowledge to guide you when reporting the breach to customers, and navigating liability for taking corrective measures. |
|--|--|---|---|

CONCLUSION:

Cyber-attacks are inevitable, it all boils down to whether or not businesses are fully prepared and equipped with the necessary tools, equipment and mainly great empowered leaders with all backgrounds of knowledge. As within every business, the heart point departments must enforce viable options to prevent such incidents and take precautions as well.

To work together as within the business and as within the economy will only be of great value in overcoming the past two years of nonstop chaos. It imperative to stand firm and united to once again uplift the business and economy.

And overall...

**THE SUCCESSFUL COMPANIES WILL BE THOSE THAT
BEGIN THE NECESSARY PROCESSES OF CHANGE
WITHOUT DELAY AND ADAPT THEMSELVES TO THE
NEW CONDITIONS.**



"You are essentially strangling the economy when you can't import and export, especially in South Africa where we have been enjoying a consistently strong trade surplus with good momentum there."

~ Denys Hobson – Investec Logistics & Pricing Analyst





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ICB
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QUALIFICATIONS

Amendments to Employment Policies considering employing vaccinated or non-vaccinated employees

Hannah Mahomed

Introduction:

Coronavirus has had a huge impact in the way companies are operating, forcing them to accommodate a “new normal” with regards to the safety of their employees and in return this impacts the success/livelihood of the business.

The government has recommended that all businesses review their risk policies in order to assess how much risk the company has and if the vaccination should be mandated. Looking at reviewing our risk policy for new employees that have not been vaccinated and amending our employment policy to include a Covid-19 vaccination plan to reduce these risks, whereby we would take into consideration the pros and cons of employing non-vaccinated or vaccinated employees.

Being in the health industry it is important that we implement the Covid-19 vaccination where possible for our employees to reduce risk of spreading or transmitting the virus. We will have a look at a few practical applications to help assist with this.

Reviewing our Risk Policy on new employees that have not been vaccinated



- Risk Assessment in the Work Place

Our employees are at higher risk of contracting/transmitting Coronavirus due to the nature of our business. High Movement in and out of the building (i.e. Patients, Medical Experts, Prospective Clients, Employers and Employees) is a big concern when it comes to exposure and social distancing. Any new employees who refuse to be vaccinated or cannot be vaccinated pose a direct threat to the workplace. A Risk assessment is a tool that will allow us to determine what measures need to be taken in reviewing our risk policy.

The risk assessment will take the below into consideration:

- ☑ The new employees job function- *What is the risk of transmission through their work.*
- ☑ Whether there is an alternative job opportunity that would make the vaccination less critical or working remotely. For those who cannot get vaccinated on Medical/Religious grounds – Their risk of contracting the disease and the result of death or complications due to their comorbidities.
- ☑ The importance of the companies departmental operations thus the importance of having the employees vaccinated.
- ☑ Reason for non vaccination - Whether it be Medical or Religious exemptions pertaining to the public health recommendations and laws.

Employees refusing to get vaccinated will be required to provide proof of medical exemption and will need to adhere to certain protocols more than vaccinated employees would such as:

- ☑ Wearing of a mask all day.
- ☑ Sanitizing more than others.
- ☑ Considering the possibility of working from home.

Constitutional grounds could be the right to bodily integrity in section 12(2) and the right to freedom of religion, belief and opinion in section 13 of the Constitution. Medical grounds refer to issues of an immediate allergic reaction of any severity to a previous dose or a known (diagnosed) allergy to a component of the COVID-19 vaccine. – direct quote from <https://www.gov.za/speeches/employment-and-labour-new-direction-regard-vaccination-workplace-14-jun-2021-0000>.

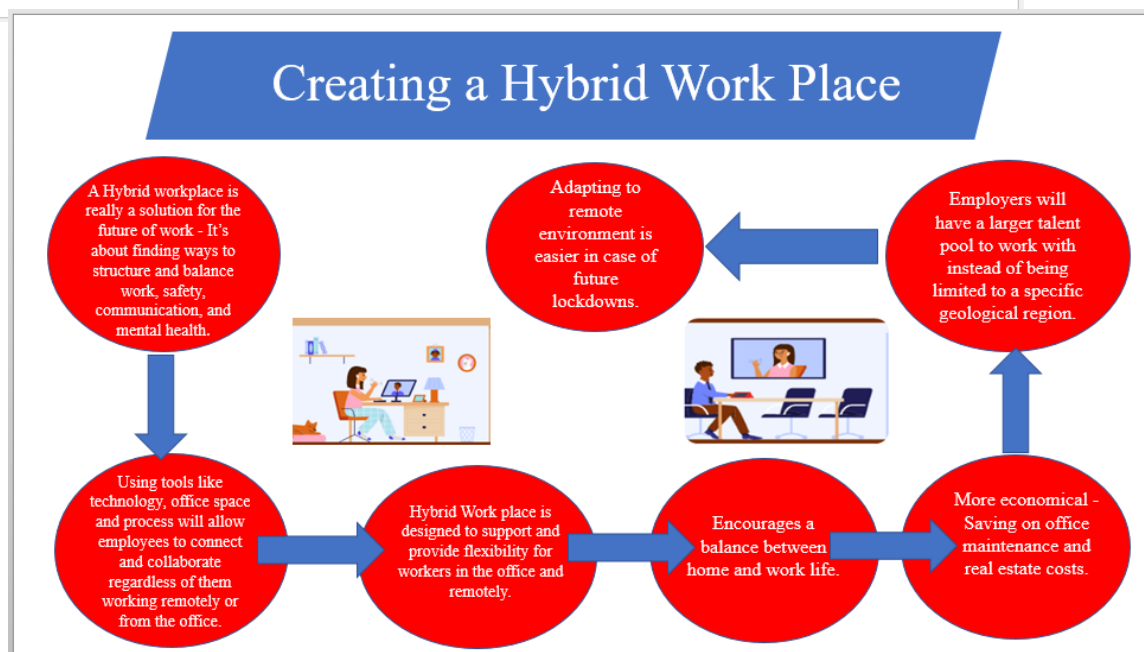
Amending Employment Policy and including a vaccination plan

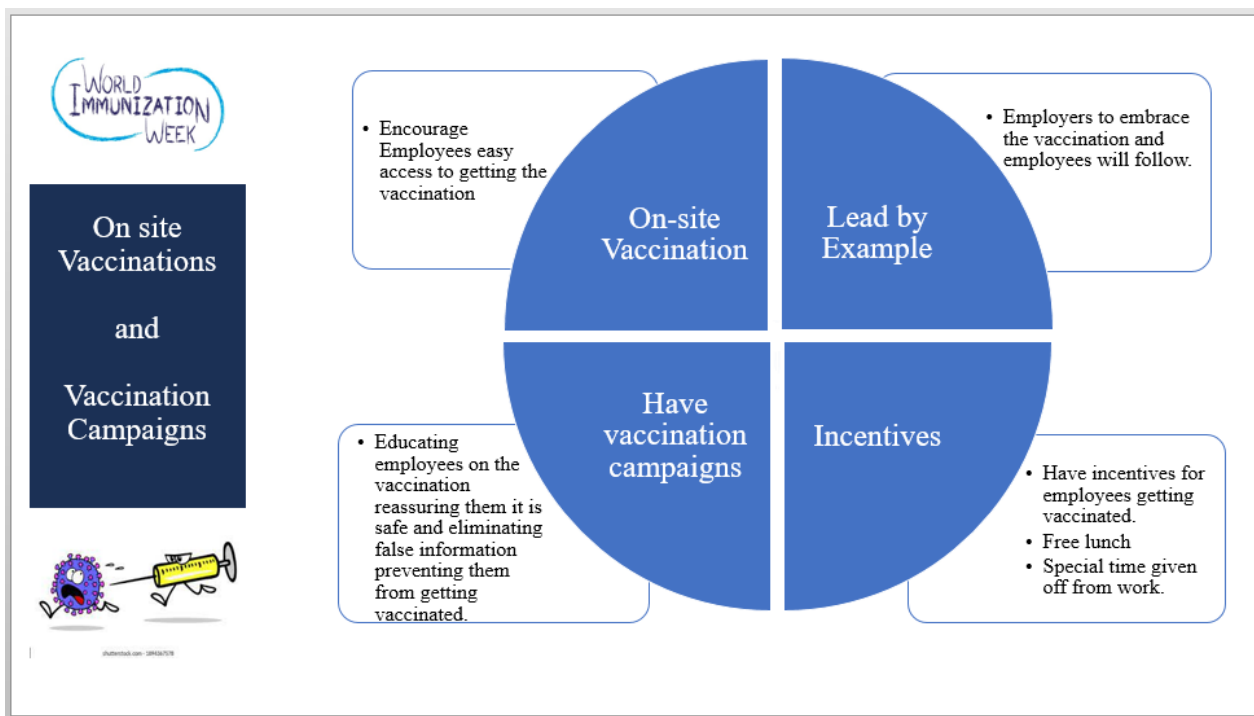
The Vaccination Plan is based largely on the risks that we have identified in the Risk Assessment previously. Employers and employees (or their unions, for a collective agreement) can negotiate variations to existing conditions. This could include adding COVID-19 vaccination as a term of employment, if it is reasonable for the role.

The Plan should include the following:

- ☑ Details of the employees job and their obligation to being vaccinated.
- ☑ The right to refuse vaccination on constitutional or medical grounds and providing proof thereof.
- ☑ Provide employees with his/her own isolated office if they are excluded from vaccination on medical/religious grounds.
- ☑ Any collective agreement (Trade union etc) regarding mandatory vaccination.
- ☑ Access to the COVID-19 vaccines for the obligated employees.
- ☑ Paid time off for getting vaccinated or if the employee has any side effects and needs time off to heal.
- ☑ Provide details of the employees identified for vaccination:
 - Process of vaccination:
 1. What date the employee is obligated to get the vaccination by.
 2. The opportunity to consult with a health and safety representative or trade union official for advice on the vaccination.
 3. Phases of the vaccination.
- ☑ Lastly, who the employees can approach to assist with the registration for vaccination.

| Pros and Cons of employing vaccinated or non vaccinated employees. | | | |
|--|---|---|--|
| Vaccinated Employees | | Non-Vaccinated Employees | |
| Pros | Cons | Pros | Cons |
| Healthier, safer work place – promoting stable staffing levels. Lowering the chance of spreading the virus in the work place. Reducing the Ripple effect. | Employees feel invincible - refusing to use a mask or adhere to sanitizing according the health and safety protocols in the work place. | Less legal implications towards employer as the employees won't feel they are getting forced to get vaccinated. | Higher Risk of contracting / transmitting Covid-19 |
| Reduce employee absenteeism. | Does not exempt employers from remote work requirements or safety protocols. | Employer won't have to grant time off from work to get vaccinated | Isolation in the office due to the higher risk |
| Fully vaccinated employees, who received their final dose in the 3 months after and who are not suffering symptoms, do not need to quarantine if exposed to COVID-positive individual. | Employees create animosity against non-vaccinated employees. | | Employees to make necessary working accommodations for employees who are not vaccinated. |
| More productive work place. | Higher chance of spreading the virus in the work place resulting in down time. | | Discrimination against not being vaccinated in the office. |
| Employees will feel safer and encouraged to work. | Refusing to work in departments with non-vaccinated employees. | | Regular Lateral Flow Testing |
| Lowers employee anxiety in the workplace. | | | |





Conclusion

In essence our company strives for the health and safety of their employees, Medical Experts and Customers who enter our premises. We need to ensure mandating the vaccine for employees is based upon objective facts and related to job duties and workplace needs. My approach is to provide reasonable accommodations for those employees who are unable to get vaccinated for protected reasons (Religious and Medical) – Such as wearing a mask all day, allowing them to work remotely when possible, creating a safe working environment. Considering this an employee cannot be forced to make a choice between taking the vaccination to secure a job or not however I have put effective measures in place to encourage them to take the vaccine making the work place safer for everyone to work in.

We will continue to monitor the variance of the pandemic to remain aware of updates posted by relevant authorities such as the Ministry of Public Health and WHO to effectively mitigate the transmission of COVID-19 in our workplace.





CERTIFICATE OF RECOGNITION
PROFESSIONAL BODY

This is to certify that SAQA has renewed the
recognition of the

**Institute of Credit Management of
South Africa**

as a Professional Body and has registered the following
professional designation in terms of Section 13(1)(i)(ii) of the
National Qualifications Framework Act, 2008 (Act No. 67 of 2008):

CPI - Credit Professional (Intermediate)

26 October 2017

Recognition Start Date

25 October 2022

Recognition End Date

Chief Executive Officer

PB 0000525

PB0000525



The National Qualifications Framework (NQF) Act requires the South African Qualifications Authority (SAQA) to recognise professional bodies and register their professional designations on the NQF. This only happens if the professional body meets the SAQA Policy and Criteria for recognising professional bodies and registering professional designations.

Benefits of being a SAQA recognised professional body:

- Recognition as trusted professional bodies through an Act of Parliament
- Part of a national database of professional bodies that uphold high standards of competence and ethics
- Registration of professional designations on the most comprehensive national database of learner achievements
- Exposure to best practice through access to fora that improve professional bodies functions

SAQA recognises a professional body if it:

- Complies with, and adheres to, good corporate governance practices
- Protects the public interest in relation to services provided by its members
- Promotes professional development of its members to meet their relevant designation requirements
- Has a code of conduct for its members to adhere to
- Does not apply unfair exclusionary practices in terms of membership admission

These are the **TRUSTED** professional bodies recognised by SAQA

- Actuarial Society of South Africa
- Allied Health Professions Council of South Africa
- Association for Office Professionals of South Africa
- Association for Skills Development in South Africa
- Association for Supportive Counsellors and Holistic Practitioners
- Association of Accounting Technicians (South Africa)
- Association of B-BBEE Professionals
- Association of Certified Fraud Examiners
- Association of Chartered Certified Accountants South Africa
- Association of Christian Religious Practitioners
- Association of Southern African Professional Archaeologists
- Association of Southern African Travel Agents
- Batseta Council of Retirement Funds for South Africa
- Chartered Institute for Professional Practitioners and Trainers
- Chartered Institute of Government Finance Audit and Risk Officers
- Chartered Institute of Management Accountants
- Chartered Institute of Procurement and Supply
- Chartered Secretaries Southern Africa
- Coaches and Mentors of South Africa
- Compliance Institute Southern Africa
- Contact Centre Management Group
- Contractors Plant Hire Association
- Corporate Counsel Association of South Africa
- Council for Equine and Equestrian Professionals of South Africa
- Direct Marketing Association of South Africa
- Disaster Management Institute of Southern Africa
- Employee Assistance Professionals Association of South Africa
- Engineering Council of South Africa
- Estate Agency Affairs Board
- Federation of African Professional Staffing Organisations
- Financial Planning Institute of Southern Africa
- Forum of Immigration Practitioners of South Africa
- Health Professions Council of South Africa
- Independent Regulatory Board for Auditors
- Institute for Local Government Management of South Africa
- Institute for Timber Construction South Africa
- Institute for Work at Height
- Institute of Accounting and Commerce
- Institute of Bankers in South Africa
- Institute of Business Advisers Southern Africa
- Institute of Certificated and Chartered Statisticians of South Africa
- Institute of Certified Bookkeepers and Accountants
- Institute of Chartered IT Professionals
- Institute of Commercial Forensic Practitioners
- Institute of Credit Management of South Africa
- Institute of Directors in Southern Africa
- Institute of Information Technology Professionals South Africa
- Institute of Internal Auditors South Africa
- Institute of Loss Adjusters of Southern Africa
- Institute of Management Consultants and Master Coaches of South Africa
- Institute of Mine Surveyors of South Africa
- Institute of People Management
- Institute of Professional South African Mariners
- Institute of Risk Management South Africa
- Institute of Safety Management
- Insurance Institute of South Africa
- Law Society of South Africa
- Library and Information Association of South Africa
- Marketing Association of South Africa
- Ocularists Association of Southern Africa
- Plumbing Industry Registration Board
- Professional Hunters' Association of South Africa
- Project Management South Africa
- Public Relations Institute of Southern Africa
- Register of Exercise Professionals South Africa
- SAINT Professional Body for NDT
- South African Association of Health and Skincare Professionals
- South African Board for People Practices
- South African Chefs Association
- South African Chemical Institute
- South African Council for Natural Scientific Professions
- South African Council for Project and Construction Management Professions
- South African Council for Social Service Professions
- South African Council for the Architectural Profession
- South African Council for the Property Valuers Profession
- South African Council for the Quantity Surveying Profession
- South African Dental Technicians Council
- South African Facilities Management Association
- South African Geomatics Profession Council
- South African Institute of Chartered Accountants
- South African Institute of Financial Markets
- South African Institute of Occupational Safety and Health
- South African Institute of Physics
- South African Institute of Professional Accountants
- South African Institute of Tax Practitioners
- South African Institute of the Interior Design Professions
- South African Nursing Council
- South African Payroll Association
- South African Professional Firearm Trainers Council
- South African Professional Institute for Kinderkinetics
- South African Restructuring and Insolvency Practitioners Association
- South African Reward Association
- South African Sports Confederation and Olympic Committee
- South African Veterinary Council
- Southern African Asset Management Association
- Southern African Communications Industries Association
- Southern African Emergency Services Institute
- Southern African Institute for Business Accountants
- Southern African Institute for Occupational Hygiene
- Southern African Institute of Government Auditors
- Southern African Marketing Research Association
- The South African Council for Administrators
- The South African Pharmacy Council
- Turnaround Management Association Southern Africa
- Vehicle Damage Quantification Governance Body of South Africa
- Water Institute of Southern Africa

Telephone: 012 431 5000
Facebook: SAQA

Helpdesk: 086 010 3188
Twitter: @SAQALive

Website: www.saqa.org.za
LinkedIn: South African Qualifications Authority

Email: sqaainfo@saqa.org.za



Covid-19 Recovery Proposal

Willem van Zyl

Introduction

In this presentation we will discuss the impact Covid-19 had on our Company and customer relationships.

- ☑ How to recover the Debtors Department from Covid-19 aftermath.
- ☑ Cost Savings and Productivity.

Working from home beneficial to both company and employee.



How Covid-19 affected the Workplace as well as Customer Relationships

- ☑ On 27 March 2020, the whole country was put under national lockdown.
- ☑ Non-essential divisions of the company had to close, relating in employees not being able to work, Creditors struggling to get hold of their debtors for outstanding payments and employees undergoing a mind shift to adapt to the new work from home norm.
- ☑ Due to cost factors, some offices and departments were permanently closed and resulted in some employees taking salary cuts.
- ☑ Some employees lost their jobs and other employees were now overworked as they had to do the extra work of employees who were not working anymore.
- ☑ Not only are some employees experiencing financial distress but also undergoing personal stress and emotions, in some cases the employees had to go for counselling as they could not get used to social distancing and not interacting with other people.
- ☑ Customer relations were affected as you were struggling to get hold of companies temporarily closed, resulting in not being able to perform to your ability. Some customers getting frustrated as employees had connection problems from time to time, queries taking longer to be resolved as some employees had no access to printers etc. Slowing down some of our turnaround time as it took some time getting used to finding new ways to work - these were all teething problems sorted out as people got used to the new work from home norm.

How to Recover the Debtors Department from Covid-19 Aftermath

- ☑ Our Debtors and Sales department must work together, ensuring recovery of financial loss during the pandemic. The Sales team can run promotions on stock on hand not sold during this period to increase cash flow. We can also revise our product range. Products that are no longer relevant to our customer market must be replaced with new products that are more suitable to increase our sales.
- ☑ The Debtors team can keep the lines of communication open where possible to avoid any disputes and potential payment losses by doing the following:
 - Request payment in advance before stock delivery, reducing credit terms with the customer, which leaves room for falling in arrears.
 - Review customer credit limits and provide weekly statements to remind customers of overdue invoices. Regular communication with clients to identify real financial distress. Repayment plans for overdue accounts must be set in place with urgency to avoid further losses.
- ☑ Implement new working shifts for employees to create longer trading hours. Customer satisfaction is key.
- ☑ Reduce unnecessary expenditure – working from home will save costs on office space, daily running costs (rates & taxes etc.).

Cost Savings and Productivity

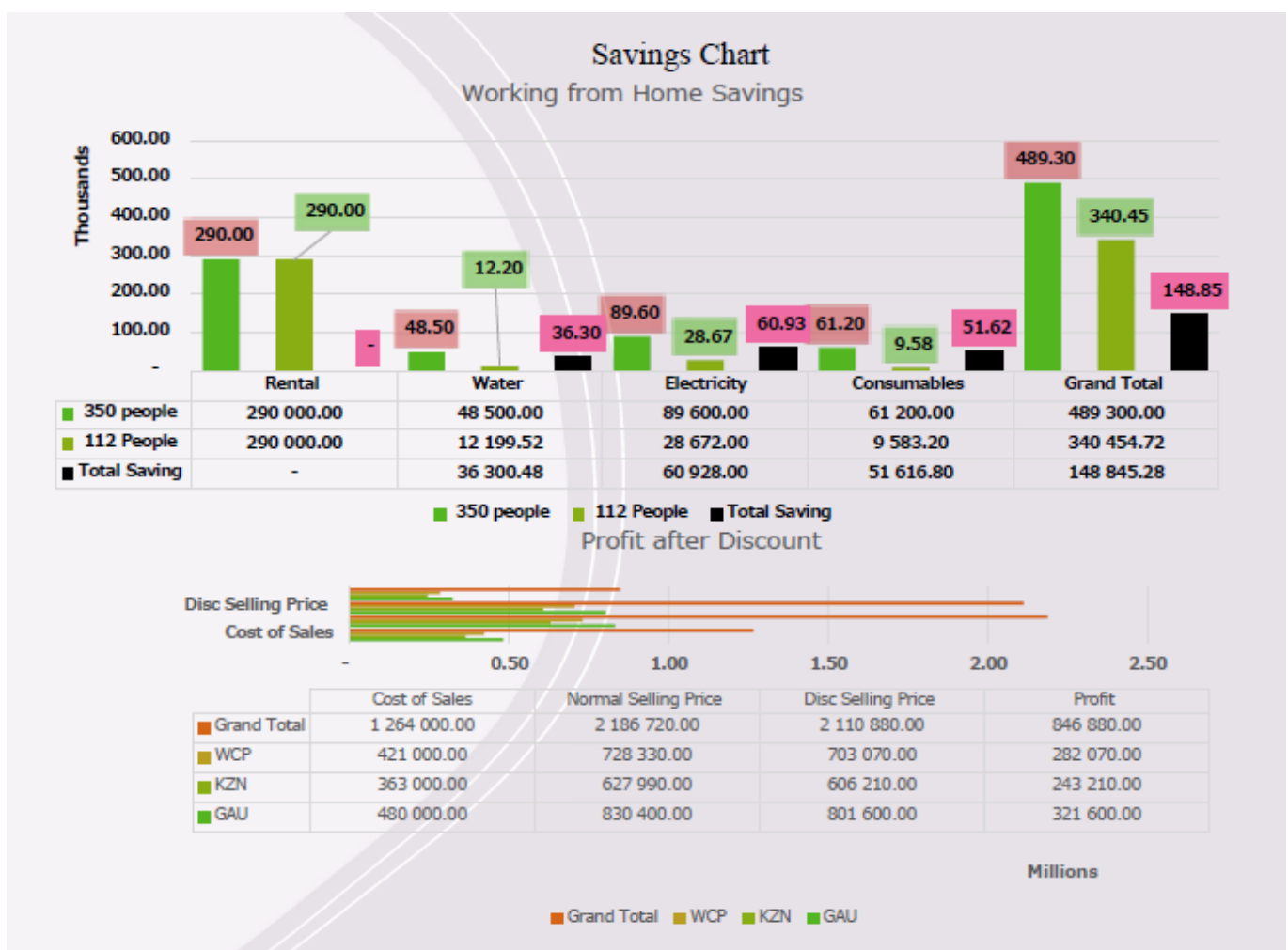
- ☑ The available evidence, suggests that works are in fact more productive when they work from home, but that of course requires their jobs are amenable to being carried out from home in the first place. There is also a direct saving in travel time, potentially allowing more time to be devoted to productive activities. Work from home may also allow workers to devote more time to work by more efficiently combining work time with family and other non-work responsibilities, as most workers tend to work

longer hours when they work from home. Working from home was found to lead to a 13 per cent increase in work performance.

- ☑ Allowing employees to work from home will decrease company cost on a day-to-day basis, since the company can save on office rental, utilities, cleaning staff, consumables etc.
- ☑ Running promotions on products not sold (short dated) during the pandemic can increase the company's cash flow and assist with making a recovery and prevent any further losses.

Conclusion

- ☑ We as the retail Debtors department can help recover cash flow lost during the Covid-19 pandemic but will require the assistance of the sales team, pushing more sales and running promotions will both be beneficial to the company and customers, but the Sales and Debtor's department will have to work together on this.
- ☑ Work from home is definitely another way that the company can recover for profit loss as this saves on daily operational costs.
- ☑ Customer relationships can also be rebuilt by more frequent communication to your customers and ensuring that there is always a team member available to assist them, with the extended hours discussed in the recovery proposal by allowing the team to work in shifts until the department has made a full recovery.





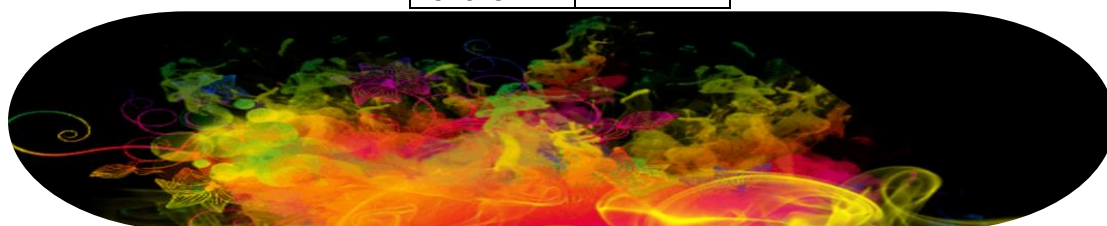
| Credit 1 | |
|------------|---------------|
| Student No | Final Results |
| 91024873 | 54 |
| 91025123 | 85 |
| 91025124 | 90 |
| 91025125 | 84 |
| 91025126 | 85 |
| 91025130 | 87 |
| 91025131 | 93 |
| 91025134 | 67 |
| 91025135 | 85 |
| 91025136 | 87 |
| 91025137 | 81 |
| 91025138 | 68 |
| 91025139 | 71 |
| 91025140 | 83 |
| 91025142 | 93 |
| 91025143 | 74 |
| 91025144 | 70 |
| 91025145 | 54 |
| 91025146 | 82 |
| 91025147 | 56 |
| 91025148 | 86 |
| 91025149 | 81 |
| 91025150 | 74 |
| 91025154 | 77 |
| 91025156 | 80 |
| 91025157 | 88 |
| 91025158 | 85 |
| 91025159 | 60 |
| 91025160 | 51 |
| 91025161 | 79 |
| 91025162 | 81 |
| 91025163 | 87 |
| 91025164 | 92 |
| 91025165 | 81 |
| 91025166 | 81 |
| 91025167 | 87 |
| 91025170 | 86 |
| 91025171 | 68 |
| 91025172 | 70 |
| 91025174 | 67 |
| 91025176 | 77 |

| Credit 2 | |
|------------|---------------|
| Student No | Final Results |
| 91024978 | 74 |
| 91025065 | 82 |
| 91025089 | 75 |
| 91025168 | 63 |
| 91025155 | 84 |
| 91025169 | 86 |
| 91024522 | 65 |
| 91024887 | 75 |
| 91025118 | 86 |
| 91025109 | 52 |
| 91025114 | 70 |
| 91025133 | 68 |
| 91025055 | 79 |
| 91025049 | 82 |
| 91025111 | 74 |
| 91025103 | 72 |
| 91006594 | 75 |
| 91025080 | 76 |
| 91025132 | 79 |
| 91024970 | 70 |
| 91025106 | 53 |
| 91025096 | 88 |
| 91025112 | 81 |
| 91024893 | 68 |
| 91025063 | 89 |
| 91024852 | 84 |
| 91025121 | 85 |

| Credit 3 | |
|------------|---------------|
| Student No | Final Results |
| 91004381 | 54 |
| 91006474 | 51 |
| 91024541 | 80 |
| 91024661 | 66 |
| 91024904 | 59 |
| 91024965 | 88 |
| 91024974 | 64 |
| 91024975 | 77 |
| 91024997 | 78 |
| 91025035 | 83 |
| 91025052 | 89 |
| 91025057 | 64 |
| 91025062 | 74 |
| 91025069 | 59 |
| 91025116 | 83 |
| 91025127 | 72 |

| Credit 4 | |
|------------|---------------|
| Student No | Final Results |
| 91007660 | 57 |
| 91011788 | 60 |
| 91011930 | 67 |
| 91024271 | 72 |
| 91024393 | 76 |
| 91024533 | 65 |
| 91024654 | 68 |
| 91024786 | 52 |
| 91024881 | 62 |
| 91024899 | 70 |
| 91024913 | 68 |
| 91024973 | 57 |
| 91024982 | 77 |
| 91025001 | 66 |
| 91025128 | 79 |
| 91025141 | 72 |

| Credit 5 | |
|------------|--------------|
| Student No | Final Result |
| 91010108 | 77 |
| 91024760 | 67 |
| 91024838 | 52 |
| 91024854 | 66 |
| 91024856 | 51 |
| 91024862 | 78 |
| 91024863 | 60 |
| 91024876 | 62 |
| 91024882 | 68 |
| 91024886 | 52 |
| 91024895 | 88 |
| 91024896 | 74 |
| 91024900 | 89 |
| 91024902 | 76 |
| 91024908 | 63 |
| 91024909 | 74 |
| 91024934 | 86 |
| 91025129 | 58 |



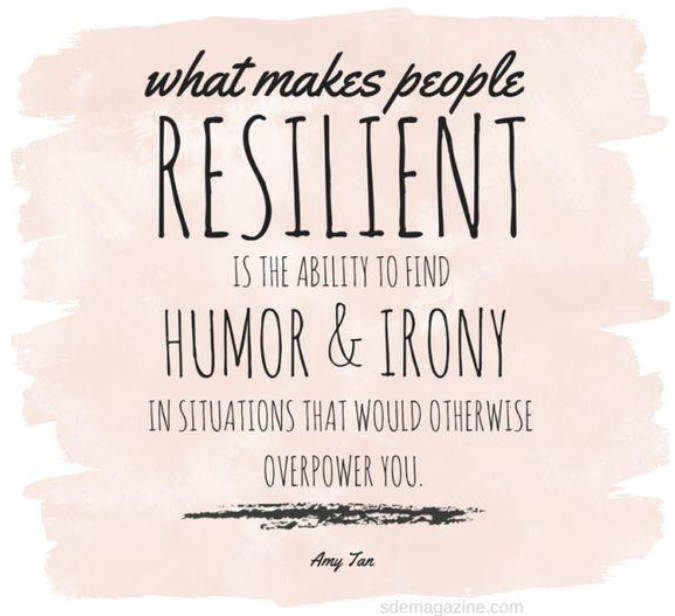
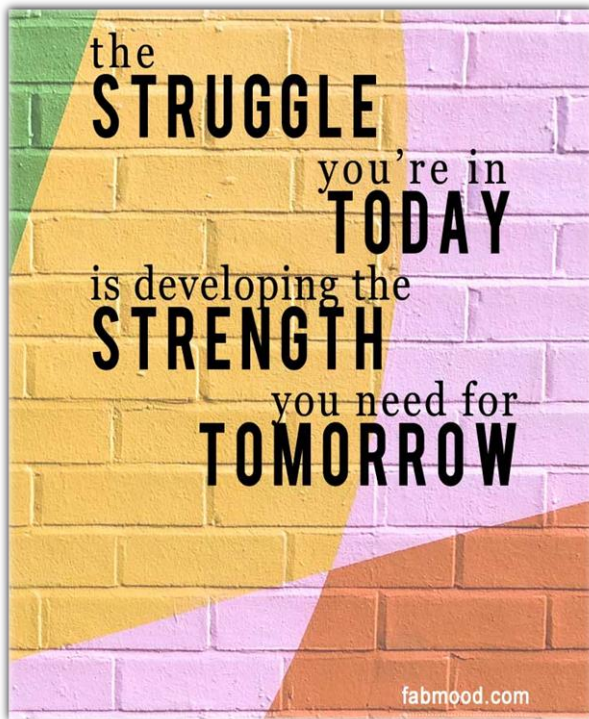
ICM – Credit Professional Body Membership

Fees Payable 2022

| MEMBERSHIP | 2022 |
|--|-------------|
| Annual Membership Fee | R780.00 |
| Once off registration fee (all first time registrations) | R240.00 |
| | |
| ASSOCIATE MEMBERSHIP | |
| Annual Associate Membership Fee | R780.00 |
| Once off registration fee (all first time registrations) | R240.00 |
| | |
| FELLOW MEMBERSHIP | N/A |
| | |
| CORPORATE MEMBERSHIP | |
| Annual Associate Membership fee | R5,990.00 |
| Once off registration fee (all first time registrations) | R599.00 |
| | |
| ADDITIONAL FEES | |
| Re-registration fee (payable where membership has lapsed) | R96.00 |
| Internal postage fees (compulsory for non-SA members and learners) | R240.00 |
| Re-print membership certificate (on request) | R250.00 |

Student Fees Payable 2022

| | Part 1, 2 | Part 3 | Part 4 | Part 5 |
|---|------------------|---------------|---------------|---------------|
| REGISTRATION FEES | | | | |
| All first time registrations (ONCE OFF) | | | | |
| Re-registration fee (payable where membership has lapsed) | R96.00 | R96.00 | R96.00 | R96.00 |
| | | | | |
| COMPULSORY YEARLY MEMBERSHIP FEES | | | | |
| Learner (No voting rights, no membership abbreviation) | R300.00 | | | |
| Member (Full voting rights, Membership abbreviation – MICM, Membership Certificate) | | R780.00 | R780.00 | R780.00 |
| | | | | |
| ASSESSMENT (EXAM) FEES | | | | |
| Exam fee (per exam) | R650.00 | R650.00 | R790.00 | R835.00 |



**Institute of Credit
Management NPC**
– Credit Professional Body

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