



# A new generation of leadership

The South African Deep-Sea Trawling Industry Association is one of the most influential organisations in the fishing industry. Its chairperson, Terence Brown, talks about a fundamental change in the Association's leadership, and the issues that concern the deep-sea trawling industry right now.

**S**ADSTIA is a representative industrial body. It is an association of trawler owners and operators who participate in a sustainable and well managed fishery, produce hake and other seafood products for domestic and international markets, and employ at least 7 050 people. According to a study conducted by Empowerdex in 2016, SADSTIA members are collectively more than 62% black-owned. "SADSTIA has elected a younger, more representative Executive Committee. The previous SADSTIA leadership recognised that it was time for a new generation of managers to lead the Association into the fishing rights allocation process (FRAP) we are looking ahead to in 2020 – and beyond. All of the new committee members have decades of experience in the fishing industry – it was time for us to step up and take on leadership roles. As a result of the change in leadership, the SADSTIA Executive Committee is now more reflective of the industry it represents," says Brown. He explains that the right leadership of SADSTIA is important because the deep-sea

trawling industry accounts for more than half of the value of the production of South Africa's commercial fisheries: SADSTIA's members deliver hake to fish & chips shops in every corner of South Africa; process and package fish fingers and other popular hake products for local supermarkets; and also supply a demanding international market with a range of value-added hake products. "The industry is sustainable and internationally competitive. It provides jobs and opportunities in coastal areas where these are often few and far between. This is a vitally important fishery and, in partnership with the government regulator – the Department of Agriculture, Forestry & Fisheries (DAFF) – SADSTIA plays an important role in its management," explains Brown.

"The new committee members represent the next generation of leaders of our industry. We have been waiting in the wings, we have been prepared for this leadership role. I would argue that the racial make up of the committee is much less relevant than the competencies of the

new members of the Committee. Each of us has years of experience in fleet management, factory management, marine science, quality management, stakeholder relations and many other areas."

The members of the committee include Terence Brown, Operations Director at Sea Harvest; Innocent Dwayi, Group Employee Relations Manager and Human Resources Manager at I&J; Trevor Wilson, a shareholder in and manager of the Viking Fishing Group of companies; Madoda Khumalo, Strategic Services Executive at Sea Harvest; and Arthur Shipalana, a Director of ZWM Fishing, Visko See Produkte and Basani Fishing.

"There are a number of burning issues facing the deep sea trawling industry," says Brown. "As an industry, we are acutely aware that our rights will expire in 2020 and we expect and hope that FRAP 2020 will kick off as early as next year. Therefore, communication and cooperation with the DAFF is the burning issue of the moment. We want to establish a relationship of trust and cooperation with the DAFF because



*Terence Brown, Operations Director at Sea Harvest*

we need to engage with the Department around allocation policies, the scoring of applicants and ensuring a smooth transition from the fishing season of 2019 to 2020. The goal is to keep our vessels at sea and our industry competitive throughout the allocation process. There is a lot of work to be done in preparation for FRAP2020 and as the industry's representative body, we are committed to working constructively with the Department towards this goal."

"Another issue that is very important for the industry is maintaining the certification of the Marine Stewardship Council (MSC), the world's leading certification and eco-labelling programme for sustainable, wild-caught seafood. The South African trawl fishery for hake has been certified as sustainable and well-managed by the MSC since 2004. Working effectively with the DAFF is key to our maintaining this certification which is not only good for the industry – it's effectively a seal of approval that really matters in the markets in which we operate – but it also holds the promise of perpetual sustainability. Our fishery is sustainable and we want to keep it that way, not because of the markets, but because a sustainable fishery is good for the industry and good for South Africa. It means we can continue providing good jobs and benefits – opportunities, taxes, levies – in perpetuity."

He explains that the vision of the association is to be recognised as an association that is representative of the industry it serves, but also recognised internationally as an industry that is a frontrunner in the sustainable fishing of a whitefish resource.

"South Africa and Namibia together catch only about two percent of the global whitefish catch, but our industry is recognised internationally. You know, when we go to international conferences, people always say "you're doing a good job down there in South Africa" and we are proud of that and of course we want to maintain that. It's a matter of continuing SADSTIA's proud track record," concludes Brown.