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**THE KATOTA BLUEPRINT FOR
AFRICA-FOCUSED DEVELOPMENT**

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This KATOTA Blueprint distinguishes itself from conventional blueprints by the ability of passionate people to unite extraordinary funding with exceptional expertise in order to empower Civil Society to take charge of its own development and thereby break the power of dependency and the spirit of entitlement. As the *KATOTA Blueprint for Africa-focused Development* unfolds, it will differentiate itself by being (i) meaningful to both developing and developed continents and its peoples, with positive developmental outcomes that are (ii) visible, and (iii) scientifically verifiable.

The KATOTA Blueprint adheres to the following three globally accepted prerequisites for sustainability: (i) social sustainability, (ii) environmental responsibility and (iii) sound governance. These values are underwritten by the alliance between the UN Global Compact and the Global Reporting Initiative, the World Bank and its 5 organisations, the Equator Principles (representing financial institutions responsible for 85% of global project investment), the Organisation for Economic Cooperation and Development (representing 35 leading countries) and the Private Equity Council Investment Guidelines.

The KATOTA Programme is the most comprehensive
Collective Development Programme
delivered by an Effective and Efficient Development Machine

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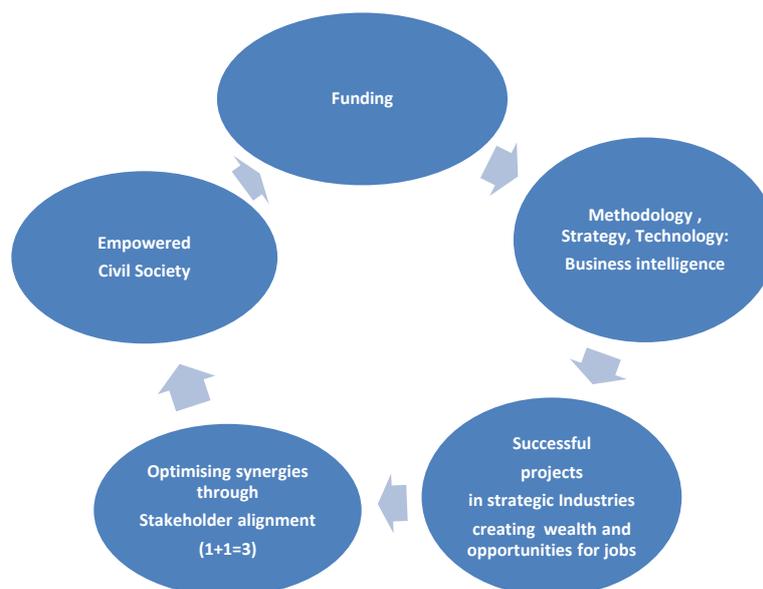
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1 EXECUTIVE SUMMARY

The KATOTA success recipe for sustainable development is as follows:

1. Leverage investment **funding** adhering to strict rules of business and within prevailing laws and applicable regulations.
2. Identify **potentially profitable and profitable projects** in strategic industries that could be used to accelerate the development of these industries and establishing a healthy trade connection with other developing or developed economies – a mutually beneficial integration of trade relationships.
3. Deploying potent Enhancement Programmes, driven by unique strategies & tactics, supported by state of the art information technology in order to build organisational (business, non-business and government) **capacity and intelligence** that will demand the respect and trust of trading partners.
4. Mobilising **relevant stakeholders** within (i) Government,(ii) Private sector (business) and (iii) Communities to form value-adding partnerships that will enable successful projects and sustainable development.
5. Empowering and building **Civil Society structures** and institutions to move out of the bondage of dependency and entitlement and to embrace the future with hope - enabling people to take care of their own development.

THE VALUE CHAIN FOR SUCCESSFUL DEVELOPMENT



The above portrays the KATOTA Success Circle for Development

2 PREFACE

The vision of KATOTA of *growth, development and a better life for all* has set the pace for global development strategies that could improve Africa's contribution to the world economy. Pertaining to Africa, KATOTA is the largest private initiative whose vision will "*get Africa going*" in line with the UN, AU & NEPAD philosophies.

Companies and projects that participate in the various KATOTA Development Programmes are fully assessed by internationally recognised professional service providers to ensure that each, as a stand-alone project, will contribute meaningfully to human development as well as to achieve acceptable internal rates of return required for sustainability.

The paragraph dealing with strategy (paragraph 3.3.1) indicates how the United Nations International Standard Industrial Classification will be applied together with World Bank statistics to guide development initiatives, globally. The following paragraph indicates how KATOTA is able to fulfil the expressed needs of NEPAD and its different organs.

2.1 ALIGNING THE KATOTA MISSION WITH THAT OF THE NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT (NEPAD)

The 14th Ordinary Session of the Assembly of the African Union (AU) held in Addis Ababa, Ethiopia, in February 2010 adopted a decision on the integration of the New Partnership for Africa's Development (NEPAD) into the structures and processes of the AU. This included the establishment of the NEPAD Planning and Coordinating Agency (NPCA), as a technical body of the AU.

The following sentences have been copied from the NEPAD strategic plan 2010 -NPCA Strategic Direction 2010-2012.

For the sake of conciseness, references to the explanation of how KATOTA is able to assist with these efforts have been added in brackets.

"The Assembly mandated NPCA to facilitate and coordinate the implementation of continental and regional priority programmes and projects and to mobilise resources and partners in support of their implementation." (*Please see par 3.3 dealing with*



strategy, specifically explaining how developing countries could optimise their scarce resources in order to find the shortest route to real development, often expressed by growth rate, or GDP. Biased choices could lead to waste, a real possibility, given the limitations of the human mind.)

“It also directed the NPCA to monitor and evaluate the implementation of programmes.” (A large part of this document deals with effective monitoring and evaluation of organisations and employees. But this is one side of the coin. How to (i) improve the monitored and measured performance, (ii) in which order of priority, (iii) using which combination of scarce resources, by (iv) how much effort, (v) and by whom, is critical if development is the reason for monitoring and evaluation. For this purpose KATOTA has developed Enhancement Programmes that supplement all monitoring and evaluation activities, creating a win-win scenario for all stakeholders in every organisation it serves.)

“As a technical body of the AU, the NPCA’s Strategic Direction is aligned to the African Union Commission (AUC) Strategic Plan for the period 2009-2012, comprising themes linked to AUC strategic objectives. The themes include: Food Security; Climate Change and Sustainable Development; Regional Integration and Infrastructure; Human Capital Development; and Economic and Corporate Governance.” *(The Enhancement Programmes mentioned above could be applied to any industry, any organisation and any level of government – no organisation is too small or too sophisticated – always leading to human capital development, however, not in isolation, but interwoven with the hard core practical realities demanded by a developing economy. The themes listed above will be addressed below, especially in paragraph 6.)*

“In terms of activities, NPCA will focus its attention on the conception and development of programmes and projects across the themes for endorsement and implementation by member States and Regional Economic Communities (RECs)” *(The conception, development, testing and refinements have been done for the last 19 years by numerous scholars and practitioners.)*

The following sentences are copied from the *Project Implementation Review* of the NEPAD infrastructure Short Term Action Plan (STAP) (Third Review, July 2010).

“The main intention of the third review of the STAP is to assess where the programme stands today in relation to its status at the time of the last review that was held in 2004. The third review reveals that the implementation progress of the STAP programme has been below expectations.” *(KATOTA reviews could be 24/7 and is 360⁰. Therefore, there is no need to wait for years to discover disappointing results and then try to react while not sure how to react.*

The Value Management Process – another word for the Enhancement Programme – is proactive. It projects months before the time what the end result of actions will be if no remedies are introduced immediately.

It then provides a Performance Improvement Proposal, containing Fundamental Management Information of Strategic, Tactical & Operational significance, guiding decision makers on the 5 choices of action they have, as listed above. A user friendly and easy to use intelligent reporting system is customised for every decision maker for his/her level of responsibility. These reports are automatically generated, based on the latest data, even a few minutes old, and could be delivered on a flat screen, or computer screen, or cellular phone screen, at precise pre-set times.)

“In all, 103 STAP projects were reviewed; of these (only) 16 projects reached completion. Approximately 70% of the STAP projects have progressed in some form or another. Among the STAP projects, 89% of study projects progressed, followed by 80% of investment projects, 65% of facilitation projects and 36% of capacity-building projects. A similar ranking is also observed among the STAP completed projects - 33% of studies were completed followed by 20% of investment projects, 6% of facilitation projects and 0% of capacity-building projects.” *(As explained above, the KATOTA service that is available to all organisations and governments would never allow this waste of scarce resources, opportunities and time.)*

“It has been observed that the RECs do not have any standard frameworks or tools to monitor the progress of STAP projects. Particularly, monitoring or facilitation of capacity-building projects is severely constrained on account of their definition which tends to be all-encompassing.” *As stated above, these frameworks and tools have been developed, although some customisation would be required. KATOTA has a special programme for capacity building, which includes the individual as well as social structures. It is supported by state of the art information technology as well tested interactive capacity building processes:*

- *Individual capacity building focuses on (i) identifying skills shortages, (ii) discovering lack of personal skills and (iii) remedying by specific intervention training, leading to a sustainable and verifiable change in behaviour – meaning better and more consistent job performance*
- *The other component of the KATOTA capacity building programme is that of empowerment of Civil Society structures (Community and business) to cooperate in constructive development.*

This is the KATOTA way of capacity building.

“There is a need to break these projects into distinct and manageable sub-projects that have a definite start and an end.” *(KATOTA has a special programme for project management based on the same principles already stated above.)*

“A framework for monitoring the progress of STAP projects needs to be developed.”

(As stated above it has been done and tested in different African situations, spanning hundreds of business- and non-business organisations as well as local- and provincial governments.)

“To effectively and efficiently monitor the progress of STAP projects, this framework should be adopted uniformly by all RECs.

Inputs and best practices from RECs should be captured while designing these frameworks. Capacity-building initiatives would need to be undertaken for all such stakeholders, once these frameworks were finalized”. *(KATOTA is able to establish best practices in a unique manner and compute performance benchmarks statistically accurately. It then uses its technology and strategy to permeate these critical developmental imperatives through organisations, industries, countries and continents. It creates virtuous circles and, correctly combined with all the concealed interdependencies, it creates a vortex for development, rooted in the potential of Civil Society from where all development initiatives need to be initiated.*

2.2 Important Cross-cutting issues for NEPAD

Capacity development is a critical issue. The NEPAD Planning and Co-ordinating Agency (NPCA) will devote considerable attention in the 2010-2013 period and should ask KATOTA to explain its application of scientific innovation to revolutionise training practices - applying scientific innovation for ensuring effective and efficient training, leading to meaningful, verifiable and sustainable change in behaviour and social participation. KATOTA capacity building is different from the typical capacity building programmes developed in the Western Societies with its highly focused individualism. KATOTA’s capacity building programmes for Africa are based on the principles of UBUNTU- ‘I am, because WE are’. Many well designed and good intended programmes developed by ‘western minded’ people have failed in Africa, because the principles of UBUNTU have been overlooked or even compromised.

Gender empowerment is central to NEPAD's work. It aims to enhance the role and rights for women on the continent. NEPAD is working on a holistic approach to gender mainstreaming and women empowerment and integrating these into NEPAD's programmes and processes. This could only be done successfully if women are sufficiently empowered to be *worthy players* in a male dominant world. Otherwise, it is a losing battle and the successes achieved will not be sustainable. The KATOTA enhancement programmes are specifically geared towards empowerment and generating self-worth.

The numbers of democratically elected leaders are on the increase. Backed by the African Union, democracy is spreading across the continent, already being recognised by governments across the world. However, a catalyst (such as KATOTA) is necessary for assisting governments to govern wisely, for businesses to create wealth and generate opportunities for more jobs, and for civil society to act responsibly and be responsive to the opportunities so created. KATOTA will endeavour to reposition the role of Government from ('sole') provider and controller of services to that of the facilitator, or the referee for Civil Society stakeholders to operate within a UBUNTU blend of democracy and taking charge of its own development.

3 WHAT IS KATOTA?

KATOTA introduces a Comprehensive Collective Enhancement Initiative, delivered by an Effective and Efficient Development Machine. KATOTA is globally based, but Africa focussed – rather, *home* focussed (or home grown by Africans, from whichever nation of different colour and cultures). Africa is a conglomerate of minorities and whosoever aligns him/her self with African development ideals, he/she is an African in heart and spirit.

As a home-grown agenda, KATOTA has its conceptual roots in the modern “*mushroom*” development motto – *Think Locally; Act Globally*. This ambitious pan-African programme is simply known as KATOTA (a Tswana word meaning “The Real”). Tswana is a widely spoken Southern African language.

It seeks to mobilise Africa-focused capital for real and meaningful development into carefully selected sectors such as education, agriculture, commercial, industrial, residential, and tourism to name a few, but all with the same aim of providing communities with a meaningful and sustainable way of life.

The pillar agenda for KATOTA is to create durable and sustainable structures for integrated development.

The over-arching philosophical imperative forming this refreshing focus is the re-orientation of political obsession with boundary-gritted nation-states, to a more dynamic notion that prescribes a supranational appraisal of Africa’s human, technical and capital resources projecting them as networks beyond borders.

Technological developments over the last decade have proven that virtual societies have become a force to be reckoned with. KATOTA is taking cognisance of these developments in order to capitalise on its potential and to create innovative ways of dealing with the age old challenges of development that hampered so many projects in the past.

The future of development programmes will not be dominated by the big-picture / controlling ‘Baby Boomer’ mind, but by the innovative spirit of Generation X and the special ability to operate in a virtual environment of Generation Y with their pragmatic approach to challenges. This is the KATOTA way.

Asia is experiencing the “Asianization of Asia” where, by two fundamental shifts in viewpoints, business behaviour has changed, leading to the (i) domestication of local capital, and the (ii) de-emphasis of the nation-state in favour of networks of excellence and entrepreneurship. Paragraph 6 explains how KATOTA will contribute to bringing about an “AFRICA INCORPORATED” - soon to evolve into a befitting theme for the African Continent - embraced by all, especially in terms of Networks of Excellence and entrepreneurship.

Leading global trend forecasters (such as John Naisbitt) have postulated this business philosophy as a major paradigm shift that is likely to affect the development prospects of our world of tomorrow. For various reasons, Africa is trailing far behind in capitalising on, and responding to, this self-harnessing trend.

3.1 THE HISTORY

The civil wars and other fratricidal conflicts seen as the hallmarks of African identity in the 60’s 70’s and 80’s have now been largely contained. This previously beleaguered continent is therefore set to move at an even faster rate, from the sluggish periphery, into the mainstream of the world agenda to swim with the tide of global progress.

A distinct character of the post-colonial Africa is the high population growth rate while experiencing a low rate of economic growth.



This has resulted in a decline of living standards and a general state of socio-economic decay in all countries of the continent. Indeed, this depressing spiral has a historical past which must not be ignored, for a sound knowledge of Africa's precarious foundation, will provide the keys for the remedial tools of the future.

Following the collapse of inter-regional trade patterns such as the Trans-Saharan Trade Agreement together with the emergence of continent-wide commercial slavery and colonialism, the indigenous African private sector had historically assumed a character of frailness, smallness, isolation, fragmentation, weak organisational structures and questionable management skills relative to the general global trend and commercial practices.

Consequently, colonialism limited the African entrepreneurial initiative to a peripheral and primary production culture, dominated by a stronger and much more influential and affluent economic might, mainly based in Europe and North America.

By its very nature and form, colonialism, as the then prevailing socio-economic pattern, could not serve as an advantageous interface to mainstream intra-African economic integration because the African economy was not at that point in time structured for inventiveness, creativity, or intra-African linkages.

Even the structural commercial production pattern of the colonies had been export oriented - essentially only to servicing colonial agendas and priorities. As a result, for instance, Africa is still bedevilled by this colonially skewed transportation infrastructure, technology and expertise. It is the only continent in the world without a continentally structured Trans-Highway network by air, sea or land! Perhaps technology and virtual connectivity could overcome at least some of the problems created by physical infrastructure.

In the post-colonial era, the private sector in most countries is still locked in the dependency syndrome with a strong leaning to government bureaucracy. Consequently, the absence of a dominant private sector presence resulted into a weak entrepreneurial culture. The system became rife with petty ethnic rivalries and squabbles for resource control, corruption, irrational state-induced interventionist policies, and other weaknesses. The UBUNTU culture is vulnerable when confronted with an 'aggressive' individualistic mind-set, - the reason for so many exploitation in the past.



Over the past decade Africa has experienced an impressive economic upturn inspired by both macro- and micro economic adjustments, induced by a healthier investment and business climate. Almost all the economies have consistently grown at an average rate of 5% per annum in the last ten years. Examples are Mozambique, Kenya, Botswana, Ghana, Algeria, and Mauritius.

The relatively slow pace of development in developing countries in the past has created a backlog of needs in the areas of infrastructure, education, telecommunications, civility, healthcare and housing, among others.

For Africa, this challenge has been particularly intense. Thus, the pressing needs for development provide a good opportunity for governments, investors, and entrepreneurs to come up with unique solutions in meeting the needs of Africa and KATOTA will be a dominant player in this arena. Many development programmes focused on raising the standard of living-creating a typical 'middle class appetite for consuming goods and services, but unfortunately compromising quality of life in the process. KATOTA development methodology is aimed to ensure that there is a balance between standard of living and quality of life.

With civil wars and fratricidal conflicts now largely over, the continent is set to move more confidently into the mainstream of the global agenda. Even South Africa, which is on a much better developmental footing than most of the continent, is not devoid of weaknesses.

The country has good infrastructure, a solid financial services sector, reliable communications systems and a relatively large economy. However, from historical antecedents, it has areas of desperate needs. For instance, there is an acute shortage of housing and KATOTA is set to address this need immediately.

The robust pace of economic growth since its democratic dispensation in 1994, coupled with government's policy of empowering the previously disadvantaged majority, have created a sizable middle class with an appetite for goods and services, among which is housing. KATOTA introduced phase I in Southern Africa during 2010. For reasons out of its control the commercial results were not as expected. However, it laid the foundation, and created the footprint KATOTA requires for an influential way forward.



3.2 VISION AND MISSION

The vision of KATOTA is to mobilise Africa-focused capital, build infrastructure, (both physical and Civil Society infrastructure), create opportunities for employment and create wealth for all developing countries as well as the so-called developed countries. This is but one side of the coin – the tangible results. For the flip side it is true that all countries suffer from inefficiencies, ineffectiveness, waste, corruption, bribery and a host of unsavoury practices. These negative forces inhibit the quality of life of people all over the globe. The role of KATOTA, and its ability to assist with eradication, at least in part, these dissipating forces is addressed in the paragraphs below – specifically paragraph 6. This is the intangible side of the same coin – human responsibility, transparency, accountability, competence and restitution (the fixing of mistakes) are the very reasons why trillions of dollars for development produce less than expected results.

KATOTA has an ability to address both sides of the coin.

The mission of KATOTA is to assist with transforming the landscape of continents for the benefit of its people. It will infuse accelerated socio-economic development and integration of countries. Due to providing the capital and capacitated human ability (for both tangible and intangible development) a higher quality of life, or at least a sustainable way of life is possible.

3.3 STRATEGY

KATOTA will roll out globally, continent by continent, while remaining Africa focussed, starting its constructive interventions in Africa. Staying Africa focussed means that the *development of Africa will be stimulated as the economies of developing countries get more aligned with those of the developed world.*

However, there are (unforgiving business, political and human) conditions for this alignment to take place on a meaningful scale.

KATOTA is able to work progressively with African companies to comply with the business conditions as they participate in the KATOTA development programmes. Governments will be given the opportunity to reposition themselves, to be the real facilitators and creators of the right climate for development.

Civil Society will be empowered to take hold of the opportunities that will be created for them by the KATOTA development programmes. Therefore, the statement above has substance - to bring into reality the alignment of the African economies with the global economies, in order to accelerate the development of Africa as a continent.

The cry, for many years, of the African Foundation for Development “less aid, let’s trade” will get substance once KATOTA provides the essential basis for healthy trade, currently lacking. As good as the slogan sounds it presupposes a sufficient Africa-based business, political and social substance and KATOTA will play its part in addressing these inhibiting inadequacies, explained in paragraph 6.

South Africa is an ideal pilot country for global deployment since it indeed is a world-in-one. Its 1st world component is equal to the best elsewhere, yet it has a third world component in all its different shades right down to functional illiteracy. Its peoples represent a rainbow of different cultures and languages, mirroring the rest of the world.

Therefore, the launching pad for the KATOTA Blueprint for Africa-focused Development will be South Africa which will provide the model for deployment in Africa and, soon, globally.

Each continent must be addressed individually, every country and eventually individuals, must benefit. There is however one very important business instrument that needs to be applied immediately.

This instrument -“**Optimisation of Scarce Resources**” has been developed in conjunction with the World Bank and the IMF. It assists decision makers, policy makers and development planners to make choices that previously have been impossible for the human brain to fathom.

The questions impossible for the human brain to answer revolve around choices that must be made between spending *limited resources on copious, and “equally important” top priorities* in such a way that a country will follow the *shortest route* to development, often expressed in terms of its growth rate and/or Gross Domestic Product.

No human brain can determine the shortest route to development if choices revolve around spending limited resources on different short term needs while each of them is interdependent on the other, each with its own medium and long term benefits. These interdependencies are only revealed by sophisticated statistical modelling. Consequently, the correct and often concealed priorities are established based on this unique and sophisticated statistical modelling process with a proven high accuracy factor. This potent statistical modelling instrument indicates how scarce resources should be allocated between a range of needs such as houses, schools, hospitals, roads, bridges, sewerage systems and numerous other top priorities for the fastest road to development and shortest destiny to national progress.

It is expected that international funders, once aware of this decision instrument, will demand its use for each country they support.

Once the correct priorities are set for project funding, KATOTA will use an appropriate customised **Enhancement Programme** to monitor each project. This will ensure its effective and efficient execution coupled to human development, supported by customised business intelligence in terms of compliance, project progress and remedies being instituted.

KATOTA, with its mission of Africa-focused development, will also offer its Enhancement Programme for projects funded by the World Bank and/or IMF, or projects initiated by NEPAD. Without this independent verification, funders and development agencies are often in the dark as to what proactive steps should be taken. Conventional reporting (as with financial statements) is belated – after the fact. Proactive steps are imperative when operating in developing countries – or with people in other continents, where cultural differences and distance exacerbate the challenges for effective and efficient execution.

By using its **Compliance and Proficiency Templates**, KATOTA has the ability to identify and mobilise local service providers with the required competency, proficiency and capacity to navigate, facilitate and perform all the processes required for large and complex projects.

It ensures that projects comply with the local countries' legislative and business environments and that execution is effective and efficient.

In this regard, the alignment of the KATOTA programme with the basic aspirations of the AU and its socio-economic programme, NEPAD, is paramount.

NEPAD is based on the common vision of a united and strong Africa. It is important to build partnerships between governments and all segments of civil society, in particular women, youth and the private sector. It also embodies the critical values and principles that would drive development through good public/private governance, rule of law, enabling business climate, and networking synergy between the regional economic commissions. Organized and decent community co-existence is high on the NEPAD agenda. Paragraph 6 provides more detail.

This fits perfectly with a NEPAD/KATOTA symbolic partnership by accelerating the process of integration in the continent. It will enable KATOTA to play its rightful role in the global economy by connecting the economies of Africa with the economies of other developing and developed economies. However, there are harsh realities that set conditions for success – the purpose of this blueprint. Paragraph 6 explains how KATOTA will address multifaceted social, economic and political weaknesses. These weaknesses are customarily exacerbated by the absence of synergies that could inherently inspire the dynamics of development. KATOTA has a major contribution to make to redress the situation in Africa.

The KATOTA Programme couldn't have been conceived at a better time. It is set to make a significant contribution towards accelerating structural synergies in the continent by partnering with the key transnational bodies, as will be deduced from this blueprint.

Globally, KATOTA plans from a continent level, but will be investing in partnership with the state, guided by its national priorities. Complementarily, the KATOTA approach is fuelled by wealth creation, creating opportunities for jobs and building Civil Society capacity through its unique '**Stakeholder Alignment**' programmes designed to empower and optimise the synergies within Civil Society.

The focus of KATOTA is on economically viable projects. The state may apply taxpayer funds to sectors that are necessary, but financially they remain cost centres in perpetuity. KATOTA concentrates on developing the profit centres of the economy – not intermingling with politically motivated agendas.

The KATOTA strategy includes the following main activities:

1. Mobilising global funding and all the guarantees required for such funding through competent off-shore and on-shore global intermediaries, treasury managers and banking facilities.
2. Acquiring suitable projects, globally that will meet the financial requirements of KATOTA.
3. Engage in stakeholder alignment and constructive partnerships to ensure that integrated and sustainable development take place.
4. This approach is designed to ensure that maximum internal capacity is generated and used to prevent stakeholder dependency which often comes with large development projects in developing countries.

It entails the following:

- a. Identification of relevant stakeholder groups and organisations within three stakeholder clusters: Government, Private Business Sector and Community.
 - b. Determine the needs and expectations of each with regard to the specific project or development programme at large.
 - c. Determine the respective contributions that each stakeholder grouping could make in terms of Expertise, Organisational capacity (processes, administration, management support) and Resources such as finances, equipment, and infrastructure.
 - d. The processing of this information is done through state of the art technology to ensure that the required business and social intelligence is available to maximise the utilisation of internal resources and to infuse self-worth.
 - e. Regular, relevant and concise feedback to all stakeholders, managing expectations.
5. Engaging service providers on local level with the required, proven and verified, competency and capacity to navigate and facilitate all the processes required for such projects, bearing in mind its magnitude and complexity.
 6. Ensuring that the FUNDER projects comply with the local countries' legislative and business environments.
 7. Developing a comprehensive financial plan that will facilitate each project, and its cost effective execution in each country.
 8. Develop and implement an effective roll-out plan while monitoring and evaluating work-in-progress in order to take proactive remedial steps where necessary.
 9. Using innovative patented scientific methodology and cutting edge technology to monitor and coordinate all projects while engaging the different role players, both off-shore and on-shore. Special emphasis is on collective development of all involved, indicating and instituting remedial measures as required, ensuring the overall goal and predetermined outcomes of each project are achieved.
 10. Projects should fulfil the expectations-, and requirements of the governments and peoples of the countries on the continent concerned as well as the AU and the UN. Therefore outcomes are measured, quantified and expressed in different easy-to-understand Performance Indices.



3.3.1 The International Standard Industrial Classification (SIC)

- This classification (as revised), was conceived by the Statistical Committee of the United Nations organisation. It forms the basis for the uniform classification of economic activities for each country.
- The Economic and Social Council recommended that member governments put it into practice by adopting it as a national standard and rearranging their statistical data in accordance with this system in order to facilitate international comparability. Not all countries complied, but they are in the minority.
- Since the SIC covers the entire field of economic activities and divides it into Divisions, Major Groups, Groups and Industry Groups, (*Statistical Papers, Series M, No 4, Res 1, Add 1, New York*).
- This is an important source document for a systematic analysis of information for planning purposes covering the following Divisions:
 - ✓ Agriculture, forestry, hunting and fishing
 - ✓ Mining and quarrying
 - ✓ Manufacturing
 - ✓ Construction
 - ✓ Electricity, gas, water and sanitary services
 - ✓ Commerce – Financial institutions, fixed property (three separate Divisions)
 - ✓ Transport, storage and communication
 - ✓ Services – General Government, and other services (two separate Divisions)

Since 2001, the member states of the Observatoire économique et statistique d'Afrique Subsaharienne (AFRISTAT) use common classifications for activities (NAEMA) and products (NOPEMA). This is an important tool for harmonisation and international comparability available to the member states for their statistical work, particularly with regard to data collection (surveys and censuses) and the compilation of national accounts.

These two classifications have been designed based on the international classifications of the United Nations, the International Standard Industrial Classification of All Economic Activities (ISIC Rev. 3) and the Central Product Classification (CPC Ver. 1.0).



Recently the United Nations Statistics Division undertook the revision of ISIC and CPC.

The new versions (ISIC Rev. 4 and CPC Ver. 2) were adopted in 2008. In order for these tools to continue to play their role in harmonization and international comparability, AFRISTAT has undertaken, since the end of 2009, the revision of these classifications (NAEMA and NOPEMA) to conform to the new international standards. KATOTA will follow this new classification closely.

KATOTA will, amongst other source documents, use the SIC for ensuring that important industry needs are met. The paragraphs to follow indicate how the intensive and comprehensive involvement with industries and enterprises allow KATOTA to be the first “outsiders” to identify industry trends, and the new needs arising from that. Information is king, and KATOTA will be able to identify lucrative niche markets long before any other.

3.3.2 The point of departure

KATOTA will form strategic alliances with numerous non-political organisations (represented by Civil Society) that could contribute to the rollout process. As a joint effort the buy-in of the highest political structures (such as AU and SADC) will be sought, and thereafter Heads of States will be approached from where it will cascade to Organised Business (if not already involved).

3.4 FUNDING

Mobilising global funding for KATOTA (amounting to several billion dollars) requires the alignment of efforts of a number of role players. They are represented in global structures, off-shore structures and on-shore structures. Investors are a key component for success, and they need to be sure that, not only is their investment safe, but that their funds are spent wisely and on the projects that they are provided for.

In order to achieve these objectives, KATOTA has established a team led by prominent international attorneys and auditors whose role it is to ensure full compliance with all applicable rules, regulations and laws. Innovative funding programmes are underway whereby investors receive an above average guaranteed return on their investment while the KATOTA initiative receives substantial funds to invest.



This is a truly win-win situation, especially as the investor has the satisfaction of knowing that, while the returns are good, even more so are the consequences on the ground for millions of people. This is the underlying principle of the KATOTA initiative - it creates a win-win scenario for all, starting with investors, who are able to receive independent scientifically verified progress and performance reports as well as assurances previously not possible.

3.4.1 Funds for community development

Funds will be employed by KATOTA for community projects, by the community, for the community – the active civil society.

However, this will be carefully managed. It is critically important to select the right community leaders (trustees) in the right manner (complying with the conditions of being unbiased and especially a-political). Furthermore, to establish the priorities for development in a transparent manner – based on real community needs – scientifically certified, so that nobody could even think of accusing KATOTA for being a pawn in the hands of any interest group.

- KATOTA has the ability to do justice to the selection criteria.
- It will use its Optimisation of Scarce Resources programme to identify, with the community, the priorities for development for that particular community.
- It will assist the trustees (stewards on behalf of the community) to spend this money effectively and efficiently in order to achieve sustainable change leading to a better quality of life for all.
- It will be able to provide unbiased feedback to whichever interest group in so much detail as required.

3.5 THE KATOTA STRUCTURE

The KATOTA structure has three levels:

3.5.1 Resource Mobilisation Incorporated

- Global Holding Companies

- Trusts
- Associations (such as prominent Public Benefit Organisations)
- Incorporated companies

3.5.2 Off-shore companies

- This is the place where the KATOTA investments are done.

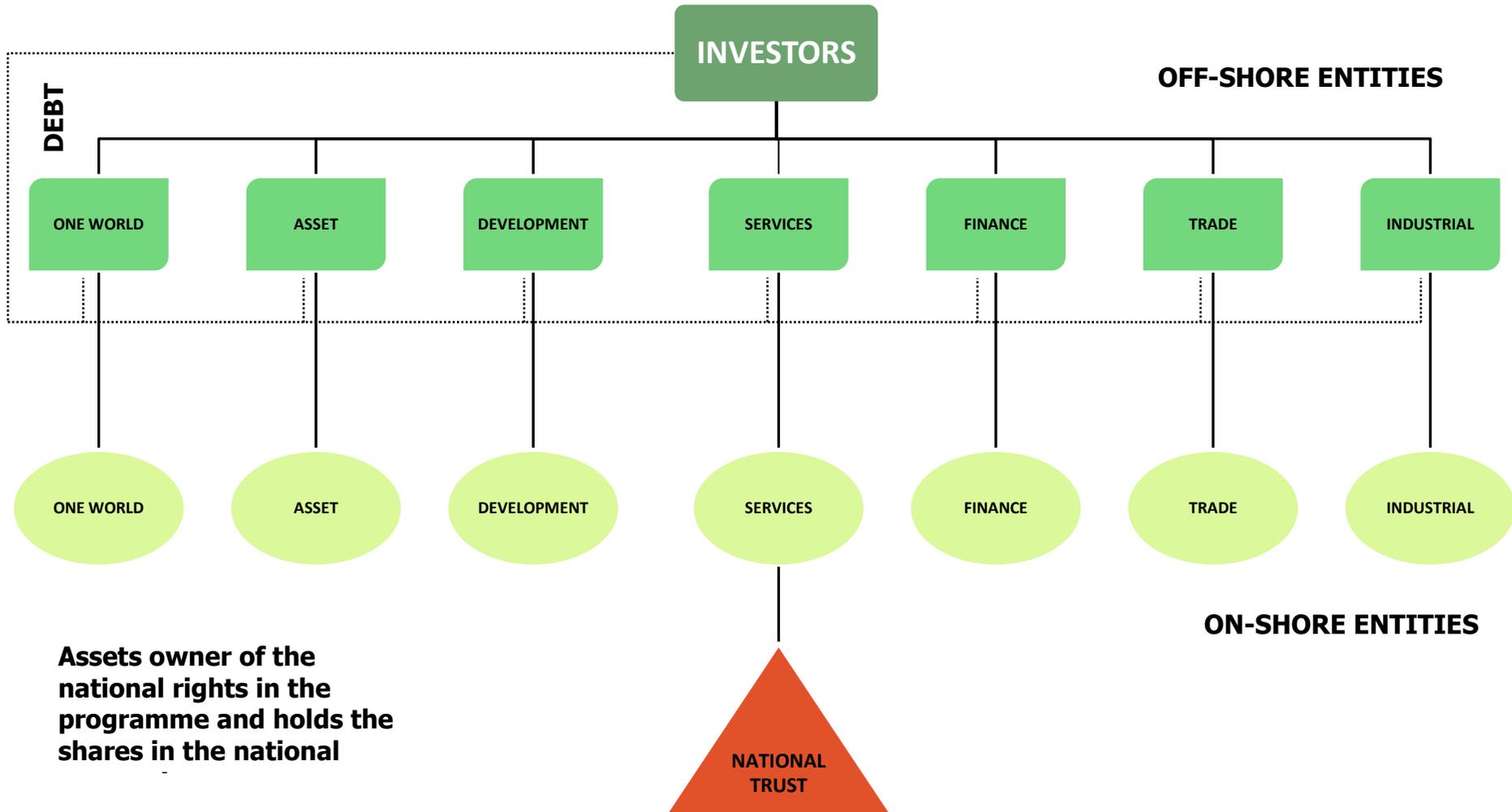
3.5.3 On-shore companies

- Trusts
- Incorporated companies
- Associations (local prominent Public Benefit Organisations)
- Holding companies

3.5.4 The seven pillars supporting the KATOTA philosophy

KATOTA will deploy its mission globally along the seven categories listed below. The same structure will be replicated for each country, organised on a national level, and managed by local people.

CATEGORY	SHORT DESCRIPTION	
	THE ESSENCE	THE KATOTA DISTINCTION
ASSET PILLAR	This is a collateral base of tangible assets to be used to raise capital.	Land and property as tools to meet development needs.
DEVELOPMENT PILLAR	Macro Development planning and implementation.	Collective development as a means to achieve meaningful and verifiable utilization of development capital.
SERVICES	Meaningful investment in services sector.	Consolidate fragmented service provision effort into globally competitive and comparable service entities to perform excellently for mutual benefit.
TRADE	Meaningful investment in the trade sector.	Consolidate trading activities into strong and viable trading entities.
FINANCE	Meaningful investment in the finance sector to support KATOTA objectives	Strengthening through investment in financial services sector to provide services at levels needed to accelerate development.
INDUSTRIAL DEVELOPMENT	Planned meaningful investment in production on industrial bases to expand production capacities.	Collective and cooperative production approach to sustainable manufacturing industries.
ONE WORLD	Undertaking infrastructure and social investment profitably	Invest meaningfully in the mobilisation of persons to develop sustainable markets for the KATOTA programme.



3.6 THE WAY FORWARD

The development of Africa is a top priority. It is a formidable task, but establishing key priorities in each of the African countries will be refined by the business instrument for the **Optimisation of Scarce Resources** mentioned above (working closely with the respective Government and regional structures such as the Regional Economic Commissions (RECs) in Africa).

Managerial infrastructure is being established in Africa and as funding becomes available, correctly prioritised developments will commence. These projects will not only create its tangible benefits, but since their execution will be continuously monitored by an appropriate KATOTA evaluation and development programme, specific remedies will be suggested, leading to human development in terms of managerial and trade skills as well as building appropriate Civil Society infrastructure resulting in the intangible benefits mentioned above.

The KATOTA initiative entails the identification of development needs from a continental point of view, and then designing strategies for addressing the identified needs at national levels. Development programmes are coordinated within sectors and further segregated to industry specific needs.

KATOTA will start applying its **Enhancement Programmes** in each country, using specific spearhead facets of selected Programmes in order to secure a wide local footprint and expose the population to the KATOTA philosophy.

It will build trust, as these **Enhancement Programmes** are human- and organisational development orientated, while the process of selecting prime investment projects is underway. The method for **Optimising Scarce Resources** will be used.

During 2011, KATOTA will begin to execute its vision of mobilising Africa-focused capital, building infrastructure, creating opportunities for employment and creating wealth and quality of life through Civil Society empowerment, applying its **'Stakeholder Alignment'** methodologies on the African continent. It will start by focussing on human and social development as a precursor to project development because the development results are attained more quickly, and it sets the scene for

choosing the right people and stakeholder groups for getting involved in the tangible development projects while these projects are being planned.

The infrastructural, business and residential landscape of designated regions on the African continent will be transformed whilst promoting accelerated socio-economic development.

Other continents will follow soon, systematically deploying the **Enhancement Programmes** first, which has unlimited capacity, since its application is based on the same technology used elsewhere – serving as a perfect and profitable pre-development initiative.

4 STATEMENT OF PRINCIPLES

Success is not achieved by doing a few things right. Success is achieved by doing *all the right things, right*. In order to do so, the endeavour to develop the economies of continents successfully, it must comply with a few basic requirements.

The most salient of these are that endeavours should be:

1. Comprehensive (not hit and run);
2. Intensive (not superficial);
3. Coordinated and integrated (not sporadic and ad hoc);
4. Global (not out of context, with the bigger picture that communities and countries are not an island to themselves, but should co-exist while providing mutual benefit);
5. Sincere (not driving hidden agendas);
6. A-political (not subject to political agendas);
7. Cooperative (not ignoring established social and political structures, but working with them),
8. Collaborative (not excluding any stakeholder or role player who could contribute to the development goal);
9. Sufficiently funded (not dependent on sporadic and unreliable hand-outs); and

10. Driven by experts (not just sincere and well-meaning people).

KATOTA works with well-established Professional Service providers at Global, Offshore, and National level, including project specific service providers.

However, for the detailed implementation globally, KATOTA does not claim to harbour the entire required expertise within the perimeters of its own incorporated subdivisions, its operating companies and their associates. It will therefore utilise its wide, scientifically based global networks to (i) identify, (ii) assemble and (iii) embrace any expertise needed for a specific situation.

It is important to note that according to the philosophy of identifying and building the capacity of local Civil Society stakeholders, KATOTA will refrain from importing all expertise from “outside” Africa and leaving communities disempowered and dependent like so many development projects are doing in this age of ‘neo colonialism’.

5 STATEMENT OF PROFICIENCY ON ENHANCEMENT PROGRAMMES

Explaining the proficiency of KATOTA to monitor, evaluate and prioritise remedies for human-, and organisational development is a separate issue. This capability is a core competence of KATOTA and the detail is explained in different documents that are available on request.

Additional detail will soon be available as part of an accredited post-matric course (with mathematics as a compulsory prerequisite) leading to the training and accrediting of Value Manager Fellows, Value Manager Associates, or Value Manager Professionals within a three-month period of dedicated study and practica.

Delivering, or providing value is the essence of KATOTA’s mission. Knowing how to create and manage that value is therefore essential.



As part of its Civil Society empowerment, or **'Stakeholder Alignment'** programme, it is envisaged to train large numbers of people to apply these methodologies in line with the mission of KATOTA not to create dependence, but to empower.

Because KATOTA is setting the scene for training these large numbers of Value Managers per continent (through e-learning and blended learning programmes) it is able to disseminate its philosophy swiftly across borders, spawned by a unique deployment strategy that allows all organisations to benefit from its positive developmental interventions.

Candidate Value Managers will be identified and recruited within the organisations and stakeholder groups KATOTA wishes to serve, thus empowering the organisation's staff to implement the KATOTA philosophy in order for them to reach maximum benefits. Simultaneously, being an accredited Value Manager opens a totally new and exciting career path for young professionals.

The combination of extraordinary funding with exceptional expertise forms the basis of the KATOTA blueprint for development.

5.1 EXTRAORDINARY FUNDING

The KATOTA group has achieved the ability to unleash the investment required for the development of projects. The fact that KATOTA is able to raise these funds and use it combined with exceptional expertise (fulfilling the conditions for success stipulated above) could elevate KATOTA to become a sought after development principal by international funders as well as developing countries.

KATOTA is thus taking up the challenge to defeat the prevalent African cynicism and funder fatigue by fulfilling the conditions for successful and sustainable development while delivering real development benefits to Africa and other continents.

5.2 EXCEPTIONAL EXPERTISE



The *KATOTA Blueprint for Africa-focused Development* is based on sound development philosophy, widely recorded over many years, but since this document is a *blueprint for execution*, it deals less with the philosophy and more with the harsh development realities.

Extraordinary funding is easy to understand, unlike exceptional expertise.

The world has become more complex than ever. One of the major challenges of modern life is the knowledge explosion and information overflow. What is presented here is the result of numerous Master dissertations and Doctoral theses and other research projects of more than three decades which put sound academic thinking, relentless testing, piloting and application in the 'University of Hard Knocks' together in a comprehensive development programme that is ready to be deployed in Africa as we as globally.

Sound academic theory has been put into practice by relentless testing and piloting, applying development processes and systems in order to address hard core realities prevalent in, and unique to Africa.

The following statement defines what is meant by 'Exceptional Expertise':

The power of the exceptional expertise is such that it will change the manner in which governments will govern, and businesses will conduct their affairs.

For every government department and for every business industry and non-business organisation there is a separate and dedicated methodology customised to the nth degree.

This Blueprint will from time to time refer to the appropriate KATOTA methodology that will be applied. This methodology includes a cluster of scientifically developed and tested instruments, tools, models, systems, processes and techniques.

Some of them are Optimisation of Scarce Resources, Enhancement Programmes, Compliance and Proficiency Templates, and Stakeholder Alignment facilitation programmes to mention but a few. These development methodologies enhance, develop, guide, never seek to embarrass, but rather build up and encourage by establishing value, managing it and enhancing it.

However, in its velvet glove is a secret weapon - a unique 5-point strategy that will ensure the swift rollout of the development programmes, enabled by the inherent characteristics of the patented methodology. The 5-point strategy, in short, uses the (i) desire and right of people to make best-for-me decisions. The KATOTA methodology (ii) brings about the transparency required to make best-for-me decisions, which (iii) enforces accountability and (iv) a commitment to restitution (the fixing of mistakes) – all of this are (v) fuelled by the KATOTA Q5 strategy of mass mobilisation to support those worthy of support.

The strategy uses the inherent traits of the methodology to ensure swift and enthusiastic dissemination throughout government, business and non-business organisations.

This strategy will ensure (even enforce) the swift adoption of the Performance Improvement Proposals, specialist reports and special reports, frequently compiled for the sake of decision makers so that they could reach their full potential that is scientifically computed and quantified – a unique feat exclusive to KATOTA.

Cutting edge and customised technology is specially developed in order to apply the methodologies scientifically correctly. An overflow of information is prevented through the application of intelligence software providing exact feedback at predetermined times.

6 THE FOUR KEYS OF DEVELOPMENT

Bearing in mind the ten principles referred to in paragraph 4, the components or “keys of development” listed below need to be addressed in a coordinated manner. They are all top priority – but the circumstances on the ground (e.g. accessibility) will often dictate the point of entry and it would be deployed.



Leaders in the following sectors have already been identified or established. Their ranks will be continually expanded as and when the need arises:

- Collateral Mobilization under Asset Holdings;
- Land Development (such as Infrastructure, Ports, Transport, Housing) under Development Holdings;
- Services Sector Development/investment under Services Holdings;
- Financial Services Capitalization under Financial Services Holdings;
- Industrial Development (such as communication, energy, mining, agro processing, manufacturing) under Industrial Holdings; and
- Trade and Commerce under Trade Holdings.

6.1 GOVERNMENT – THE 1ST KEY

Government remains one of the key stakeholders in any development project. The problem, however, is when Government becomes the 'only' stakeholder when the need for development and service provision arises. Echoing several recent speeches; the importance of partnerships between Governments, the Private Sector and Civil Society to accelerate development cannot be over emphasized and is one of the cornerstones of the KATOTA philosophy. It is therefore important for government institutions to partner with private sector organisations such as KATOTA who are committed to advancing ethics and good governance.

KATOTA itself is primarily conducting its business affairs with these principles in mind when transforming peoples' livelihoods. It is anticipated that these efforts would contribute towards achievement of the Millennium Development Goals.

One of the important spinoffs for governments striving for sustainable development through Civil Society partnerships is that it will broaden its tax base significantly due to the KATOTA projects leading to wealth creation, assisting businesses to be more profitable through its Enhancement Programmes and the job opportunities it will create. Tax money will do more due to the fact that Public Benefit Organisations will function more effectively and efficiently, requiring less funds, to do more.

It is critical to understand that for all investments within any given nation/state, the local promoter of the KATOTA programme is under obligation for full compliance with all applicable regulatory prerequisites.

KATOTA will use its legal instruments to confirm such compliance with its corporate governance standards and ethical transparent business practices.

Similarly, the focus and motive of KATOTA's investment management within a nation/state is primarily to enhance human living standards and quality of life and not oriented *essentially* towards maximising profits "at all costs". Profits accruing from its operations will be used for the sustenance of its presence in a particular country.

The following paragraphs indicate some of the parameters and focus areas that Governments in Africa need to take into consideration when engaging in broad development programmes.

6.1.1 The relationship with the AU, NEPAD, the RECS and SADC

As far as Africa is concerned, the Sirte Declaration of 1999 by the Heads of State and Government that established the African Union out of the now defunct Organisation of African Unity laid the basis, inter alia, for accelerating the process of integration of the continent as a major goal for development.

As indicated above, NEPAD was structured as Africa's principal organisation for the promotion of accelerated socio-economic integration of the continent, with the view to leading to greater unity and solidarity between African countries and its peoples. KATOTA will cooperate closely with NEPAD, being the AU's instituted specialised framework for its developmental aspirations.

KATOTA is aware of NEPAD's methodical intervention, working towards engaging the vibrant private sector.

In particular, expected outcomes include consensus building revolving around the establishment of best practices and benchmarks (hitherto impossible) among the fragmented shades of the African



private sector. KATOTA's constructive intervention (more fully explained below) will create a sustainable operational framework for the continent's private sector in the short-term.

KATOTA shares the NEPAD objectives for:

- A more focused & integrated public/private partnership by sponsoring locally orientated development strategies on national level as well as intra-Africa.
- A powerful and organised private sector to energise the much needed integration of African economies, achievable because of the special KATOTA decision tools.
- A productive private sector – the State should not be seen as the most active and reliable force for sustainable development and wealth creation – a turnaround now made possible by KATOTA.
- Well-coordinated business education programmes (for intervention training) for all levels of entrepreneurs and enterprises, thus creating a body of successful businesses around the continent, following statistically identified best practices and benchmarks, embedded in the culture of transparency, accountability and restitution (the fixing of mistakes) and internationally acceptable ethical standards.
- Using, amongst other means, sport to create a culture of self-esteem and confidence in the youth, especially those from disadvantaged backgrounds.

The Regional Economic Communities (RECs) and other specialized African institutions are now much stronger and more relevant than at the beginning of the decade.

Policy directions, covering virtually all of the economic and social sectors, have been developed and articulated, reflecting African consensus on strategic objectives. KATOTA has development programmes for each and every one of these objectives.

Other initiatives have been launched to implement NEPAD, such as the NEPAD Short Term Action Plan (STAP), the APF, the Infrastructure Consortium for Africa (ICA), and more recently the Programme for Infrastructure Development in Africa (PIDA) and the Minimum Integration Plan (MIP).

As noted in a 2009 study by the OECD and UNECA; *the Mutual Review of Development Effectiveness in Africa: Promise and Performance*, there has been considerable progress in many areas of social economic development in Africa, but large gaps remain, compared to the rest of the world.

This is especially noticeable when measured against the Millennium Development Goals (MDGs). Large resource and financing shortfalls remain to meet Africa's pressing development needs, and the continent faces immediate financial concerns due to the global financial crisis.

KATOTA is familiar with the NEPAD Programme of Action or Strategy for achieving sustainable development in the 21st century. The aim of this Programme was to lift Africa out of poverty onto a sustainable basis, to achieve the 7% growth rate aspired to by the UN Millennium Development Goals (MDGs), for which an estimated additional US\$64 billion per year investment would be needed.

In summary, the Guiding Principles of NEPAD and the RECs as articulated in many current documents, and they include:

- African ownership and leadership;
- Anchoring the development of the continent on the resources and resourcefulness of the African people;
- Channelling resources to the highest-quality operation as measured by development impact and alignment with client objectives;
- Accelerating and deepening of regional and continental economic integration;
- New partnership among Africans, and between Africans and the international community, especially the industrialised world; and
- Comprehensive, holistic and integrated development programme for Africa.

These principles and the KATOTA objectives for Africa Focussed Development are similar – in fact, this Blueprint indicates how these objectives will be achieved.



The Southern African Development Community (SADC) announced in March 2004 a strategic plan that sets out a time frame for the economic integration of the Southern African region. Some of the outlined measures include:

- The creation of a free trade area by 2008;
- Establishment of a SADC customs union and implementation of a common external tariff by 2010;
- Establishment of a SADC central bank and preparation for a single SADC currency by 2016;
- Creation of a SADC regional development fund and self-financing mechanism by 2005;
- Establishing a common market pact by 2012

These ideals will assist KATOTA to deploy its development programmes throughout the Southern African region.

6.1.2 Africa's relationship with China

China is now officially the second largest economy in the world. Its political views are in conflict with that of the largest economy. The Foreign Direct Investment (FDI) inflows to Africa contribute as much as 29% to the continent's capital. FDI to Africa peaked in 2008, but then fell approximately 36% in 2009. China's growing desire for overseas investment has positioned China as a major player in the world among outward investors. Global observer-analysts comment that the reasons for the increase of Chinese investments in African countries stems from China's global economic strategy, shaped by its political objectives and its demand for energy, minerals and other natural resources.

A number of critical questions remain unanswered regarding the further development of the Chinese global economy and Chinese firms' strategies abroad. Pertinent questions that demand answers revolve around the following matters important to Africa's development.

- Organisational culture and management of Chinese firms in Africa;
- Foreign policy of China in Africa;
- Immigration and overseas Chinese in Africa;
- Environmental concerns and sustainable development related to Chinese investments in Africa;
- Human resources management (expatriates as well as employees) by Chinese firms in Africa; and

- Policy implications of the inflow of Chinese FDI to Africa.

6.1.3 Advancing good governance: the African Peer Review Mechanism (APRM)

NEPAD believes that it is critical that African development and regional co-operation programmes take place in the context of good economic and political governance.

The African Peer Review Mechanism is a mutually agreed programme, voluntarily adopted by the member states of the African Union, to promote and re-enforce high standards of governance. The peer review mechanism is a self-monitoring mechanism.

KATOTA is in full agreement with the goals of APRM. It would like to contribute to their fulfilment by offering its methodology, technology and strategy without which these ideals have little developmental substance, especially since participation is voluntary and with no punitive action intended.

As part of the APRM there are periodic reviews of the participating countries to assess progress being made towards achieving the mutually agreed goals. KATOTA is able to provide these reports which must be seen as unbiased and with a sound scientific basis. However, reporting is one thing, but inspiring participants to take effective remedial and developmental action in such a way that improvement of performance could be proven – verifiably, by an independent a-political organisation such as KATOTA, is of critical importance.

APRM's mandate is to ensure that the policies and practices of participating countries conform to the agreed values in the four focus areas listed below:

1. Democracy and good political governance
2. Economic governance and management
3. Corporate governance
4. Socio-economic Development

Locked up and concealed in these four focus areas are a perplexing amount of detail and governance processes that must be correctly identified.



The values must not be vague and general but must be specific and quantified. Only sophisticated statistical modelling will reveal which of these governance processes are critical, their interdependency, and which priorities for remedial action must be set.

A report which does not measure the right processes, does not analyse it in a sophisticated manner and tenders no action, or at least not authoritatively, will remain a sterile and uninspiring piece of paper.

Trying to convince governments to govern better without proof of where they could improve, or at least where they should start with improvements, for various reasons, is not the right point of departure. Although governments worldwide make the best effort they could, they are often hampered by various degrees of ineffectiveness and inefficiencies which they will not readily confess. Instead of wasting time and effort complaining and trying to score political points (as opposition parties usually do, and one of the reasons for the reluctance of governments to admit to imperfection) the focus should be on contributing towards addressing the needs of the people in a responsible and responsive manner through constructive partnerships.

Constituents are on the receiving end of government's ability to serve their needs. Their experiences (good and/or bad) are important (authoritative) information democratically elected government officials will take note of, once communicated in a supportive manner.

6.1.4 Agriculture and food security

Food security is a major challenge on the African continent. Food shortages, high food prices and related social unrest can very often lead to other problems, including political instability. The African Union, through its NEPAD programme, aims to increase both the amount and quality of food produced on the continent and, by doing so, make families more food-secure, exports more profitable, and improve social and political stability.

KATOTA could make a significant contribution by monitoring, evaluating and suggesting prioritised remedies on this NEPAD programme and ensure its ability of making farmers more effective and efficient producers of food.

The programme helps African countries to improve economic growth through agriculture-led development. It brings together all the relevant agricultural organisations and helps them voice their concerns and coordinate their work.

The success of this focus vests in properly aligning the right stakeholders – a speciality within KATOTA that could expedite agriculture led development.

6.1.5 Climate change and natural resource management

Climate change and a deteriorating environment is a key challenge to sustainability, bio-diversity, food security and stability across Africa. Pollution, deteriorating soil quality, desertification and poor air quality are threatening the lives and futures of all of the continent's people exacerbated by the increased occurrence of natural disasters.'

NEPAD's Climate Change and Natural Resource Management programme plays a co-ordinating and advocacy role to promote regional and national programmes aimed at counteracting these environmental threats.

The Climate Change programme within NEPAD works to bring together all relevant regional and continental players to co-ordinate, share knowledge and encourage one another in addressing the threat of climate change.

The objective of the programme is to assist countries in integrating climate change responses into their national development processes. The programme aims to strengthen skills in adaptation, mitigation, technology and finance to combat environmental change.

The Enhancement Programmes of KATOTA bring transparency, accountability and restitution and could greatly assist in identifying skills shortages, strengthening skills and motivating change in order to reach the NEPAD goals.



6.1.6 Regional integration and infrastructure

Inter-country trade and regional co-operation are a key part of building a stronger and more sustainable African economy. By encouraging regional co-operation NEPAD aims to assist countries in being better able to trade, share resources and build mutually beneficial infrastructure.

NEPAD plays a co-ordinating, advocacy and facilitation role in this respect. This is however not sufficient. The KATOTA programme gives substance to these imperatives for inter-country trade and regional co-operation by generating respect and trust between parties wanting to trade. KATOTA provides a unique trade portal – a Procurement Decision Tool, offering numerous benefits, too many to list here.

There can be no meaningful development without trade and there can be no trade without adequate and reliable infrastructure. The NEPAD programme focuses on a number of key issues such as fostering partnerships between the private sector, infrastructure agencies and regional economic communities – typically the alignment of stakeholders that must be done, based on a win-win scenario for mutual benefit – one of the traits of the KATOTA programme.

One of NEPAD's primary objectives is to work towards greater economic growth and poverty eradication on the African continent. This is achieved through linking together key areas of human development, such as healthcare education and a sound judicial system.

6.1.7 Health services

NEPAD's work in the health sector is aimed at making positive interventions into healthcare to achieve the Millennium Development Goals. Any community needs healthy people to provide them with the physical ability to meet the challenges for development.

For this purpose, the KATOTA Health Services Enhancement Programme will be applied from continental position to participating hospitals and clinics that embrace the KATOTA concept. KATOTA will compute performance indices for all the links in the participating health services value chain in order to identify the needs for development, categorised in terms of people (medical, paramedical &



medical support and non-medical), systems, equipment and buildings. Buildings will be evaluated to establish both the appropriateness of structures and the efficacy of facilities management comprising the 17 service industries normally associated with the management of large buildings.

- These needs are correctly prioritised based on sound statistical analysis unique to KATOTA. All the non-capital requirements (such as management issues and training needs) will be addressed by an appropriate KATOTA structure and its service providers.
- The Performance Improvement Proposal will also identify capital expenditure needs (buildings & equipment) which will be considered on merit.

6.1.8 Education services

Stronger and better education is a key objective for human resource development. NEPAD is working towards Education for All (EFA) in Africa, a programme designed to fit within the framework of the AU Second Decade of Education for Africa (2006–2015) and the Millennium Development Goals (MDGs).

It has been KATOTA's position that the higher a continent's level of education and the more coordinated the education system, the faster the development in the individual nations.

The KATOTA Education Enhancement Programme will identify the continental needs for development, categorised in terms of people (pedagogical and administrative), systems, equipment and buildings (both the appropriateness of structures and the efficacy of facilities management comprising the service industries normally associated with the management of school buildings).

As above, appropriate KATOTA units and their associates will first address the non-capital issues with remedial recommendations from where capital expenditure will be identified and prioritised. Therefore, they will recommend capital expenditures on buildings and equipment.

Ostensibly separate from education, but vitally linked to the learning ability of young people, is proper nutrition. Improved standard of living, within family units, resulting from the collective



development programme inspired by this Blueprint will ensure that families are in control of nutritional needs of their children.

6.1.9 The entire judicial system

Effective law & order is imperative and the same principles touched on above will be applied here.

The effective application of laws in one nation can have serious consequences for an entire continent and its people. For example, a miscarriage of justice in one nation can have ramifications for a whole race or group of people. KATOTA, therefore, encourages the development and execution of an integrated legal system where there will be Regional laws, National laws, Continental laws and Global laws supported by the necessary courts of laws.

6.2 CIVIL SOCIETY – THE 2ND KEY

No group of people can afford the luxury of discarding its weak, or the waste of ignoring its potentially strong.

The concept of Civil Society (*societascivilis*) has been developed by the Roman Cicero about 2000 years ago. Before him, Socrates has debated the need for a healthy dialogue in Civil Society to ensure a ‘good life’ for the people.

In broad terms Civil Society refers to the institutional gap between the State at the highest (macro) level and families as the lowest (micro) level, filled by voluntary civic and social organisations and institutions like business, labour movements, charity organisations, faith based organisations, NGO’s etc. In totalitarian societies the state and government organisations will ‘fill’ the total gap and become the sole provider of goods and services. Open societies on the other hand, has government playing less of a controlling and more of a facilitating, or enabling role in the delivery of goods and services.

Since the classical period the concept has developed through many phases. When Governments ignore the voice of Civil Society, unrest becomes the “acceptable choice” as seen in the northern part of Africa and the Arab world.

The KATOTA philosophy for development is deeply rooted in tapping into the potential of Civil Society, not through interfering with the political structures, but working together with governments to harvest the energy of this largely untapped resource of emotional and spiritual energy and skills.

KATOTA, through its technology, offers to be the ears and eyes of whoever deals with Civil Society on grass roots level. Apart from providing invaluable feedback on people experiences on grass roots level, it will spot opportunities for development and the untapped expertise, organisational capacity and resources and make it available to Government, business leaders or development agencies.

It is able to provide unbiased, correctly interpreted Fundamental Management Information to decision makers wanting to have *mutually beneficial relationships* with people on the ground whether they are constituents (voters), customers, clients, guests, patients, or whatever role Civil Society fulfils at that particular time.

6.2.1 The weak and needy

KATOTA 's Humanitarian and Socio-Economic Development Framework is a collective people and community investment and development programme. The engagement of KATOTA in any development project is synonymous with the advancement of the quality of life of all those people directly and indirectly engaged in the project as well as the beneficiary communities.

Quality of life should not be confused with standard of living. Quality of life comes when Civil Society is empowered to take charge of their own destiny and break the dependency on external resources or even internal resources like the Government. Hence the approach of a 'tripartite' alliance between the key stakeholder clusters mentioned above.

With a fully empowered and developed Civil Society, government will play a facilitating and enabling role instead of being the sole provider or controller of the delivery of goods and of services. Government thus becomes the referee to ensure that the playing field is equal for Civil Society structures and institutions to operate efficiently for the benefit of the community they serve.

In the light of this approach KATOTA will encourage Governments to reposition themselves as facilitators of development. They will have state of the art information on expectations, needs, capabilities and experiences (of service delivery) available. Governments are therefore assisted to govern more effectively and with more empathy.

The Humanitarian & Social Economic Development (SED) Framework provides for the following objectives and deliverables (the detail of which are explained in Par 6.4.1. Top-down Strategy and business paragraphs following):

- Providing primary job opportunities through on-site project execution and delivery
- Providing secondary job opportunities through supply chain and procurement processes and/or ancillary services such as facility management, insurance, sales & marketing, maintenance,
- Empowerment of small and micro businesses through procurement and subcontracting
- Empowerment of indigenous people, women, youth and disabled people also referred to as Local Content and Minority Objectives
- Training and development of project related workforce
- Extending community development capacity on priorities such as infrastructure and/or services

While the above has a business connotation, properly serving the weak who are recipients of donor funds and services through a multitude of Public Benefit Organisations (PBO's) is critical. Therefore, KATOTA will apply the benefits of the KATOTA Social Development Programme to Public Benefit Organisations (PBO's) and donors. It will mean that needy communities are effectively served and donors receive authoritative feedback they never have had (in order to win the war in the boardroom). Simultaneously the PBO staff members develop into more skilful people.

A separate document explained how the KATOTA Foundation could:

- Become the principal social developer, Africa-focused;
- Revolutionise socio economic development in every continent; and
- Continuously replenish its resources while vigorously deploying its potent development programmes.



6.2.2 The potentially strong

- In spite of the generally accepted idea that money is the answer to the poverty syndrome, people need idealism, hope, courage and faith to escape their deprived circumstances.
- Therefore, KATOTA will use various means (such as sport and business successes) to create role models and life ambassadors who could inspire the communities where they hail from.

Strategic sport-based partnerships could be created within a common framework providing a structured environment allowing for coordination, knowledge, expertise sharing and cost-effectiveness. Similar sentiments have been made by Wilfred Lemka, Special Advisor to the Secretary General of United Nations on Sport for Development and Peace when he pointed out, *“Sport have a crucial role to play in the United Nations to improve the lives of people around the world. Sports build bridges between individuals and across Africa-focused partnerships, providing seeds of development and peace”*.

The AU conference attended by the UN, the African Union and United Nations mandated the Coalition of Supporters Unions of Africa (COSUA) to facilitate the establishment and recognition of supporter’s unions with the objective to provide a platform for harnessing opportunities for building African unity. It expects to have over a 100 million members from 53 countries.

It is structured to provide a platform for harnessing opportunities to build African unity and peace through cultural activities and sports. This will accelerate the Continent’s development process.

- Sponsors want to support worthy sports organisations demonstrating a clean and effective administration. The merit (worth) of sports organisations will be determined and maintained by the KATOTA Sports Enhancement Programme. It creates a win-win situation for all involved. Sports organisations that do not qualify due to insufficient merit will be assisted by the KATOTA Sports Enhancement Programme to fulfil their mission with greater efficacy so that they could qualify for assistance.
- Proper nutrition is closely connected to sports performance and nutritional products should be made available to all participants (and school children to improve their physical ability to learn) wherever the KATOTA philosophy is accepted.
- Continuous evaluation will indicate the degree to which scholastic and sports performance have been enhanced by administering high performance nutritional products.

6.3 BUILDING SPIRITUAL AND EMOTIONAL CAPITAL – THE 3^D KEY

In a world that is flooded with information and knowledge or intellectual capital one would expect that development projects should be highly successful, but unfortunately, the contrary is often true because people's emotional and spiritual "bank accounts are in overdraft" as it were.

Spiritual capital is needed *when transformation is required*, when people need to move away from the past and the old ways of doing things and embrace a new way of living. The metaphor of a caterpillar turning into a butterfly is useful to explain transformational development.

Emotional capital is needed to *motivate and mobilise people to act*. Emotional capital comes with inspirational leadership that brings hope and cultivates faith in the hearts of people.

These leaders need to be identified amongst stakeholder groupings and be given a platform to build emotional capital for the growth of a community.

KATOTA does not want to overpower communities with knowledge only, but wants to ensure that sufficient Spiritual and Emotional Capital are developed to ensure sustainable development.

KATOTA has access to diverse well developed and tested processes to build spiritual and emotional capital in Civil Society by using and building the internal capacity found in communities. Faith Based Organisations play a pivotal role, and they benefit from the KATOTA involvement by also becoming more effective and efficient in executing their daily operations.

6.4 BUSINESS – THE 4TH KEY

Business activities are placed at the end of this document, not because it is the least important, but because it is exceedingly vulnerable, should government and civil society fail to create the climate conducive to development.

African countries are still experiencing enormous difficulties in achieving macroeconomic convergence criteria set by their Regional Economic Communities (RECs). This is in many ways linked to challenges of economic and corporate governance which is part of the KATOTA solution being offered to NEPAD.

KATOTA has specific strengths it could offer NEPAD pertaining to the following seven challenges:

- Strengthening the capacity of member states to ensure good corporate governance and management, or facilitating of development programmes
- Assisting in improving technical aspects of procurement processes – specifically by its collaborative convergence trade portal offering the potent Procurement Decision Tool and moving forward to introducing professional procurement practices and tweaking of Service Level Agreements
- Strengthening capacity to supervise and control programmes and projects by offering its cutting edge technology
- Supporting efforts to strengthen the capacity of enterprises to implement flagship programmes and projects
- Improving corporate accountability by rendering verifiable proof of incremental improvements or deterioration in performance
- Supporting implementation of sound, transparent and predictable government policies
- Promoting sound public finance management by its transparency which enforces accountability and restitution as and when required

The following five paragraphs summarise what is more elaborately explained in different PowerPoint presentations available on request.

It is necessary to make the following restorative statements: The axioms “*poverty alleviation*” and “*job creation*” are coined by people ignorant of harsh realities.

The first portrays a disempowered spirit with hand-outs very much part of their infertile mentality. The second sees businesses as the panacea for creating jobs. For the latter, the opposite is true.



Businesses are not there to create jobs – in fact they don't want to create jobs – not only because of deterring labour laws, but also because of the costs involved. The top priority of businesses is to make profit by maximising income and minimising costs. They will only create jobs if forced by clear financial gain – because the need for jobs would then have been created. *The key is not job creation, but to create the need for jobs.*

The KATOTA Blueprint for the Development of Africa proposes “wealth creation” instead of “poverty alleviation”. Therefore, this document explicitly and implicitly focuses on leading enterprises to making more money by being more effective and efficient rather than mythical “job creation”.

It allows the financial gain expected from new appointees who are constantly monitored and mentored (trained) and supported (in order to make the right decisions, ensuring their success) to be the ultimate motivating factor. Job creation is not the vanguard, successful business is.

To this end KATOTA has developed a Customised Decision Support System – the result of a Doctoral Thesis. It goes beyond conventional Neural Expert Systems.

Its potency is such that organisations will never outgrow the System and no business is too small and no enterprise is too big, successful or sophisticated to outgrow its benefits - ever.

It spawns lifelong decision support while customising and harnessing internal and peculiar intellectual capital, laying the foundation for the organisation's “eternal existence” - innate sustainability.

For business development purposes, KATOTA has identified 5 major strategies. They could and should run concurrently.

Detailed documents (available on request) explain how these strategies eventually and triumphantly climax into the Collaborative Convergence Trade Portal, referred to below.

The following paragraphs indicate how countries could develop their economies by creating wealth and ensuring successful businesses that will create the need for jobs.

6.4.1 Top-down Strategy

- Big business is at the centre of this strategy. The focus is on introducing professional procurement practices that will eradicate all bribery and corruption within weeks of its introduction and will bring about significant cost savings due to numerous efficiencies being created for the procurer, even to the point where Service Level Agreements could be adjusted (fine-tuned) to the benefit of both procurers and suppliers.
- The detail explains the plethora of benefits for both procuring firms and their entire supply lines with dynamic developmental facets for both.
- It explains the seemingly paradoxical statement that large procurers will save substantial amounts of cash each month (because of more effective procurement practices and better value for money due to more cost effective service providers) while the very suppliers they contract make substantially more money from their contracts. It also explains how a junior procurer could make better (more accurate) procurement decisions than a seasoned procurer could with substantial experience, and to boot, in a fraction of the time it would take the “professional”.
- On the basis of the above an elaborate and comprehensive Compliance & Proficiency process is positioned, something that all suppliers will gladly embrace.
- This process is followed by the deployment of an appropriate KATOTA Enhancement Programme identifying and prioritising remedial steps for managerial and capital needs. This intimate and intensive process is enthusiastically embraced because it ensures the highest performance indices.
- These Performance Indices are reflected on an **Electronic Procurement Decision Tool** – the vanguard for the **Collaborative Convergence Trade Portal** (referred to below).
- A company’s **Performance Index** determines its next contract and the manner in which it is computed and communicated provide strong motivations for participation in order to develop the proficiency of staff members starting with exact intervention training (provided by different contracted-in service providers).
- It is called the top-down strategy because the development process permeates the whole economy by using the purchasing might of large companies and government to inspire development in smaller companies and even in micro enterprises.

- The purchasing might (of even smaller enterprises grouped in a region or by industry) is sufficient to inspire development activities from suppliers – even those suppliers larger than are individual purchasers.
- The detailed explanation indicates the role of virtuous circles creating a vortex for development within enterprises and industries and seemingly unrelated industries – permeating economies and continents.

6.4.2 Bottom-up Strategy

- This strategy focuses on service delivery experiences by customers, clients, guests, patients, constituents and members of congregations – those at the receiving end of what government, business and non-business organisations do. A Social Media Strategist will mobilise the numerous civil society organisations (even activist groups) to communicate their value experiences (on value received by any organisation) which data will be captured in a data warehouse from which data marts are extracted for special- and specialist reports.
- Mobilising the power of the people and correctly communicating its statistical computations are immensely powerful to encourage change (development) in organisations depending on the support of the public for their survival.
- Statistical results at this level are translated into special reports and specialist reports submitted to organisations. They clearly indicate the loyalty of their support base compared to industry results as well as the most salient reasons for these results.
- It is simple to convince decision makers that they need the appropriate KATOTA Enhancement Programme to remedy (by development) their mistakes, or to maintain (by continuous development) their good ratings.
- Eventually the bottom up strategy involves the same organisations than the top down strategy is serving, but they never clash as the first focuses on experiences and the latter on internal business processes (which in the first place were responsible for the measured experiences). The Top Down strategy starts with procurement (in order to uncover the first set of internal processes), but the performance of business processes and support experiences are different sides of the same coin as the latter is the outcome of the first. Knowledge of both is imperative for inspiring development.
- An appropriate KATOTA Enhancement Programme has been developed for every major industry in the world and is ready for deployment on short notice.

6.4.3 Special Interest Strategy

- The policy of governments determines their development priorities. KATOTA will prudently identify and align itself with these politically weighted objectives in such a way that mutually agreed objectives could be met. Carefully selected drivers are used to solicit maximum cooperative support from both government institutions and the affected constituents (e.g. the business community).
- For example, in South Africa Broad Based Black Economic Empowerment (3B-EE) with its seven imperatives will remain top priority for the South African Government for a long time. The principle is good for the country, although the execution could be improved. Here, is a typical opportunity for KATOTA to solicit enthusiastic cooperation with the view to adding value to a process that moves too slowly due to poor execution.
- By employing its own resources (such as money, expertise, infrastructure, strategy and technology) KATOTA is able to add significant value while being handsomely rewarded with profit and the evidence of development – both, for people and the economy.
- Industry Associations, Bodies of Authority and Membership Bodies all represent special interest groups. An appropriate Enhancement Programme has been developed for each of the above.

6.4.4 Special projects

- From all the activities above, KATOTA will receive a continuous stream of applications for funding. These applications will be properly verified and scrutinised by KATOTA in order to ensure that only worthy projects with creditable promoters that will reach pre-determined goals are considered. Once approved, these projects will be monitored by an appropriate KATOTA development programme.
- KATOTA will, as a priority, focus on addressing the following seven important needs. Through associated companies it has the ability to:
 - ✓ Produce potable water from severely contaminated water by sewage and mines;
 - ✓ Generate electricity cost effectively for households, commercial buildings and manufacturing plants;
 - ✓ Produce diesel from plastic and other refuse; and

- ✓ Deploy a wealth creation programme within communities that will culminate into people with sustainable jobs, owning a proper and individualised house and are shareholders in their own businesses. This elaborate venture has been planned in detail already and after refinements could be deployed on short notice.
- Addresses the critical housing shortage, wherever it exists in Africa. Improving conditions and addressing the housing crisis should be a high priority for national Governments and international donors, but for reasons that are not clear, it is not.
- The result has been assistance strategies that missed important opportunities for advancing economic, social and civic development.
- National governments, and the local housing departments, have not maintained the commitment or sustained level of intervention needed to make a substantial difference in housing outcomes. The result is a growing crisis that could be addressed by KATOTA.
- Make a significant contribution towards assisting mines to be financially able to afford rehabilitation projects once the mine is closed.
- Assist large corporations to afford their commitment for lifelong medical benefits to its retirees.

6.4.5 The Collaborative Convergence Trade Portal

All of the above activities produce a wealth of unique data which could facilitate trade between enterprises, locally and globally.

There are many trade portals and trade platforms. They enjoy limited support because of the limited value they offer at a relatively high risk for trading partners. There are many reasons why 1st world countries are reluctant to trade with 3^d world countries and why transcontinental trade is inhibited.

The KATOTA Trade Portal will eliminate most of the risks while adding significant value and cost advantages to all users because of its unique data mining possibilities.

It has no competition and no need to compete. Therefore, the trade portal is collaborative, it is white labelled (translucent) and offers unique added value.



All trade platforms and trade portals will be allowed to interface with the KATOTA portal (at a fee) making this portal even more powerful due to the massive data inflow. Its added value will be made available to whosoever should wish to fall in line with its operating philosophy.

7 SUMMARY

2011 is the beginning of a new dispensation for accelerated Africa-focused development.

The above is a succinct indication of how the provision of extraordinary funding connected to exceptional expertise under the command of passionate people could change the destiny of continents. Today, the world is but a village – what is possible in one country could be duplicated in another.

Government, Civil Society, Spiritual & Emotional Capital, and Business are the four keys underpinning development. The one cannot function properly without the other and if one fails – the whole development thrust suffers.

Funding, expertise and passionate people are no guarantee for success. People within government and business and non-business organisations must enthusiastically embrace the benefits being offered to them and bear with the sacrifices (of development) to earn these benefits.

Therefore the KATOTA strategy and the way it manages CAPI (the **C**oalescence of **A**uthority, **P**ower and **I**nfluence) across complete value chains and value streams is a critical component for development success.

8 IN CONCLUSION

It is the first time ever in the history of the world – that continents have been earmarked to benefit from such an elaborate, intensive, coordinated and dynamic opportunity for development.

Everybody should embrace the opportunity with an open heart and mind and diligently pursue the potential benefits waiting on the horizon of success.

KATOTA offers its own scarce resources in the form of extraordinary funding, combined with exceptional expertise, and it is able to mobilise passionate people to unite behind the goal of developing the continent of Africa.

It does not consume the scarce resources of Africa – it presents and offers its own scarce resources to create mutual benefits, and a win-win scenario for all.

‘UNITED WE WILL STAND, DIVIDED WE WILL FALL.

Justifiably:

**“THE KATOTA PROGRAMME IS THE MOST COMPREHENSIVE AFRICA-FOCUSED
COLLECTIVE ENHANCEMENT INITIATIVE DELIVERED BY AN EFFECTIVE AND
EFFICIENT DEVELOPMENT MACHINE.”**

Mr. Joseph Eshun

President of the KATOTA Africa-focused Group of Companies, 2010

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