



## **THE KATOTA MODEL FOR AN AFRICA-FOCUSED, COLLECTIVE DEVELOPMENT PROGRAMME**

KATOTAS ARE DEMOCRATICALLY MANAGED ENTITIES OWNED BY THEIR INVESTORS, SPONSORS AND THE COMMUNITIES THEY SERVE. THERE ARE THREE DISTINCTIVE PROGRAMMES INITIATED FROM THE NUCLEUS THAT RUN THROUGH THREE FOUNDATIONS, EACH WITH A UNIQUE FUNCTION, ADDRESSING MATTERS RELATED TO DEVELOPMENT, INFORMATION OR FINANCE.

## **DEVELOPMENT FOUNDATION**

For more information:

Please peruse the KATOTA blueprint and the KATOTA Business Case and visit [www.katota.com](http://www.katota.com) (Not fully operational yet.)

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## 1. PREAMBLE

KATOTA is an Africa-focused Collective Development Initiative. It has its conceptual roots in the development motto – *"together we stand, divided we fall"*. Therefore, a KATOTA is only a KATOTA if it participates in collective development initiatives. A stand-alone enterprise, organisation or person must meet stringent criteria for becoming a KATOTA.

KATOTAS are democratically managed entities owned jointly by its investors and the community it serves. Every KATOTA has a unique community as per the few examples below.

For RMI, its community comprises Global Foundations Central Companies, Global Pillars, – these are the Class B shareholder in RMI.

For a Territory Pillar, its community (Class B shareholders) comprises the Industry Unions in this particular pillar.

For an Industry Union, its community (Class B shareholders) comprises all its Projects (members) in the Union.

For a Project, it has the following three communities:

Co-workers (Class B shareholders),

the target markets they serve and

people in need that cannot help themselves without the intervention of other more privileged (stronger) people. Please see KATOTA Model – Generic version for a more detailed explanation and how KATOTA deals with this community in order to create a "Better Life for All". \

### 1.1 THE MEANING OF THE WORD "KATOTA"

This pan-African development Programme is simply known as KATOTA (a Tswana word meaning "The Real"). Tswana is a widely spoken Southern African language.

### 1.2 KATOTA PROGRAM

The KATOTA philosophy spawns three foundational ministries which are focused on all identified industries in an economy in order to bring about meaningful development. Resource Mobilization Incorporated (RMI), initiates three Foundational Programmes. They group all economic activities along industry types and each Foundation focuses on its core competency in their quest to satisfy physical, information or financial needs of persons, (natural or juristic).

Efforts to satisfy physical needs lead to the necessity of addressing information and financial needs.

RMI re-classifies all industrial activities to ensure a clearer focus on how the needs of communities could be served better. The Development Program; initiated by the Development Foundation focuses on serving communities by procuring investments in re-focused industries called KATOTAS. They are grouped into industry types / competencies to more effectively produce goods and services to meet the physical needs of communities being served by a KATOTA. It arouses the need to communicate information relevant to the above.

### **1.3 KATOTA DEVELOPMENT PROGRAM**

The Development Programme initiated periodically from the nucleus of the KATOTA Programme involves the production of goods and services in a coordinated manner in order to satisfy the physical need of the community each KATOTA in the Development Programme serves. The KATOTA Development programme is executed by all KATOTAS (anchored in the development foundation) according to their allocated territory as grouped by their industrial classification.

The KATOTA Development Programme involves the re-arrangement of existing and newly initiated businesses. Their focus is on supplying goods and services in order to satisfy the physical needs by the KATOTA licensed to do so. KATOTA Development Programmes are classified according to The United Nation's International Standard Industrial Classification of all Economic Activity (ISIC).

The Development Programme sells products such as, brands, franchises, patents, mandates, licences, IP, and all products for satisfying physical needs. One of the appropriate five generally accepted pricing practices is followed.

Development Programmes are structured in such a way that each level of the Programme serves the level below, not as subsidiaries but as a typical KATOTA community.

### **1.4 THE KATOTA DEVELOPMENT FOUNDATION**

The KATOTA Development Foundations in the different territories provide the base that anchors all KATOTAS in the Development Programme. It allows all KATOTAS to trade freely with other KATOTAS. The KATOTA Development Foundations are ultimately underwritten by the combined resources of the KATOTA Programme. They are only limited by their license to (i) operate as a KATOTA Development Foundation, (ii) and to perform trust services for the

immediate community they serve. (Members of this community are their shareholders, beneficiaries, and the KATOTA in which they hold class A shares. This Class A shares allows the Foundation the right of oversight to ensure each KATOTA stay true to its purpose. It must serve its identified community with verifiable economic growth

The Development Foundation is the engine room for establishing KATOTAS to implement the Development Programmes initiated from the nucleus.

## **1.5 KATOTA DEVELOPMENT PROJECTS**

Any one KATOTA within the KATOTA Development Program is a Development Project responsible for efficiently and effectively producing the goods or services for which it exists in order to meet the expectation of its immediate community.

## **2. INTRODUCTION**

The focus of the KATOTA Development Program is to produce goods and services to meet the physical needs of the communities a KATOTA serves.

Suffice it to say, that development is a complex multi-disciplinary challenge that could only be successfully addressed under Divine inspiration and provision, contrary to singular unstructured and uncoordinated development aid by well-meaning philanthropists. It is envisaged that with KATOTA available in all sectors of the economy constantly seeking communities to serve in a structured and profitable manner, the Program will cascade down till it reaches every person in need.

### **2.1 WHAT IS KATOTA?**

KATOTA is a democratically managed entity owned jointly by its investors and the community it serves. The investors and the defined community holding class A and B shares are the immediate community a Katota serves. Class B shareholders are members, or if a Project, the co-workers. The target market of a KATOTA is the ultimate community (the second community). Then there is the third community – the forgotten community – the people in need, those dependent on help in order to help themselves. Each KATOTA must clearly identify these three communities in their business plans and indicate how each will be served.

KATOTA is about constant service to the people on capitalist platform as means to promoting sustainable economic development. The community a KATOTA serves could be an existing enterprise, or new in any area within its licensed territory.

## **2.2 WHAT DOES AN AFRICA-FOCUSED COLLECTIVE DEVELOPMENT PROGRAM MEAN?**

The KATOTA Development Program is implemented globally but resource allocation originates from the Nucleus for each Programme.

## **2.3 KATOTA AND ITS COMMUNITIES**

A KATOTA is defined by its communities and the purpose of the investment is to meet the physical needs of people starting in Africa. The focusing is done from the Nucleus through the allocation of resources.

Any KATOTA is as good as any business, except that its management system is democratic, and its workers are co-workers having a voice on a democratic principle.

### **2.3.1 Defining communities**

KATOTAS are democratically managed entities owned jointly by its investors and the community it serves. Every KATOTA has a unique community as per the few examples below.

For RMI, its community comprises Global Foundations Central Companies, Global Pillars, – these are the Class B shareholder in RMI.

For a Territory Pillar, its community (Class B shareholders) comprises the Industry Unions in this particular pillar.

For an Industry Union, its community (Class B shareholders) comprises all its Projects (members) in the Union.

For a Project, its community comprises in the first instance its co-workers (Class B shareholders) and the target markets they serve as well as the often forgotten community –people in need that cannot help themselves without the intervention of other more privileged (stronger) people.

### **2.3.2 Winning the war in the board room**

From the above it is clear that the community plays an important role in the KATOTA philosophy. A community could be a group of people, a village, a town, existing co-operatives, a Union, or any defined group of people who have a need for economic upliftment. Therefore, a community (for a Union) could be existing companies or new companies with evidence that it has the capacity to contribute meaningfully to the economic development of its target market (which is their community).

Communities also harbour people in need. These people traditionally are reliant on charitable work done out of sympathy and funded from Corporate Social Investment initiatives. This leads to a war in the boardroom as labour argues that instead of “wasting money” more jobs should be created, employees and management argue that their bonuses and salary increases are dissipated and shareholders argue

for the sake of preserving their dividends. Consequently, the minimum is reluctantly spent on social upliftment. Often there is no proof in which way the community has experienced real, or sustainable benefits because charitable organisations, for many reasons, are known for their inefficiencies and ineffectiveness. Analysts make a valid argument that poverty has become a major industry and it is essential for many with vested interest in the Poverty Industry to keep people needy and dependent.

KATOTA is set to change the definition of poverty. What will be regarded as poor after KATOTA has become involved in a community will be different to what is currently defined as poor (before KATOTA got involved in a community) because of the manner KATOTA creates and distributes wealth, sustainably.

One way of achieving this goal is the manner in which KATOTA defines and involves "The Community". KATOTAS recognise the following three elements of their community they are called to serve. (i) the co-workers in a Project, (ii) the Project's target market, and because both represent people on grass root level who live in a society (area/district) they also live amongst (iii) people in need. Therefore, Co-workers and target markets comprise people that are aware of other people in need living amongst them. A Project must identify these needy communities with the aim of providing relief, or some form of assistance. This is executing the KATOTA philosophy of creating a "Better Life for All".

However, since a project is (and should be) focussing on its core business, it is human nature to neglect non-business matters. Therefore, One World will approach Unions in the different Pillars with the view of introducing this third (and often forgotten) community forming part of the responsibility of each of their Project Companies. OneWorld will solicit a percentage of the net profit of a Union or its individual Projects on behalf of their third community (living amongst their co-workers and target markets) for which they are responsible according to the KATOTA philosophy.

One World is constantly compiling and updating a database of all Accredited and Performance rated Community Benefit Organisations (charities) who operate in that particular area/district and who will use the resources so released to perform *effective and efficient* charitable and upliftment services.

This money from the Project will be distributed to worthy (accredited) Community Benefit Organisations who will perform their upliftment duties under the supervision of the One World Union for Membership Organisations who will constantly monitor their performance and the value delivered on grass roots level.

A methodology and strategy has been devised whereby a Project Company could regard this before tax expenditure as part of its marketing and public relation expenditure as this money will be used to also build its brand (for brand loyalty) and its reputation (for company loyalty) as well as creating for it a status of preferred employer, enabling it to draw the best employees (co-worker talent) from the community because of the goodwill so created. It is therefore a win-win scenario.

### 3. THE KATOTA PHILOSOPHY

From the point of view of the KATOTA Development Program, the KATOTA philosophy establishes a KATOTA with its focus on satisfying the physical needs of the communities they serve. The KATOTAS are grouped into a sound territory structure and ultimately into a global structure to give KATOTAS the critical mass needed to be extremely competitive.



The philosophy works towards a world without discrimination and a world without prejudice as resources for production, irrespective of the territory in which a KATOTA may be, originate from the same Nucleus.

Goods and services produced by a KATOTA carry central warranties, backed by the KATOTA Central Company. These warranties are redeemable anywhere and is one of the reasons KATOTA are so popular.

### **3.1 GLOBAL ECONOMIC PREDICAMENTS – THE NEW REALITY DEMANDING EXCELLENCE**

During the 2011 world congress of the Society for International Development, the economic predicaments of many donor nations were noted. This is one of the resolutions:

*"Be prepared to argue for development effectiveness and be prepared to talk about measurement and evaluation in new, more detailed ways. Reduced dollars means greater competition for those dollars. Whoever has both the political clout and the best story to tell about how to spend aid dollars is going to win."*

Following this new reality of diminishing development aid, the topic of sustainability must encompass both global and project / enterprise sustainability. Responsible funders demand both. Therefore, the KATOTA value proposition is one that will reduce the mistrust and will lead to greater freedom for all human beings, bringing about "better life for all".

#### **3.1.1 Excellence pertaining to global sustainability**

The KATOTA Blueprint (published on [www.katota.com](http://www.katota.com)) 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 Programme (The Sustainability Handbook; Smart Strategies for Responsible Companies in South Africa, Trialogue [July 2009]. *Global Reporting Initiative*, [www.globalreporting.org](http://www.globalreporting.org); [www.unglobalcompact.org](http://www.unglobalcompact.org)),
- The World Bank and its 5 organisations (*World Development Report 2010: Development and Climate Change*, [http://publications.worldbank.org/index.php?main\\_page=product\\_info&cPath=0&products\\_id=23631](http://publications.worldbank.org/index.php?main_page=product_info&cPath=0&products_id=23631)),
- The Equator Principles (representing financial institutions responsible for 80% of global project investment)(Ethical Corporation [November 2006]. *Special Report: Financial Sector Responsibility – Regaining Trust through Transparency*, [www.ethicalcorp.com](http://www.ethicalcorp.com)),
- The Organisation for Economic Cooperation and Development (representing 35 leading countries) (The Sustainability Handbook; Smart Strategies for Responsible Companies in South Africa, Trialogue [July 2009]. *OECD Guidelines*, [www.oecd.org](http://www.oecd.org)) and

- The Private Equity Council Investment Guidelines (*Fiduciary Responsibility: Legal and Practical Aspects of Integrating Environmental, Social and Governance Issues into Institutional Investments. A Report by the Asset Management Working Group of the United Nations Environment Programme Finance Programme [July 2009]*).

“Sustainability is an approach to creating value that sustains or enhances the systems (resources and processes) upon which that value depends.” Summarised, this sustainability concept goes beyond mere compliance as it (i) optimises value creation for a wide range of stakeholders, (ii) develops transition competencies, processes and relationships required to compete and capture value in a changing world and (iii) ensures resilience by linking sustainability initiatives clearly to the profit formula in the short, medium or longer term. (Please visit [www.incite.co.za](http://www.incite.co.za).)

### **3.1.2 Excellence pertaining to project / enterprise sustainability**

The KATOTA Development Programme is focused on Africa. It is funded by using the resources of the Nucleus to consolidate the resources of the communities in need. The responsibility for development remains with the people being assisted. Communities being assisted by KATOTA take responsibility for their own development outcomes by managing their KATOTA in the manner they see fit within set guidelines. The KATOTAS shall have at their disposal the services of the local Institute for Applied Human and Management Science, Community of Experts and Schools for Decision Support. Amongst other things, they deploy appropriate Value Management Programmes and Customised Decision Support Systems, encouraging adherence to the KATOTA philosophy of transparency which leads to accountability, which in turn demands restitution (the fixing of mistakes) where needed.

KATOTA has to battle the pervasive African pessimism caused by decades of failure and lack of trust by the manner in which it (i) has compiled its financial instruments, (ii) has structured its operations, and (iii) will conduct its development initiatives.

Each KATOTA must be registered with the appropriate authority and must comply with the regulatory framework over and above the KATOTA Development Programme prescribed monitoring process by trustees, an advisory board of selected directors and executive directors being elected by members.

With the intensive supervision as stated above, KATOTA Information organisations provide business intelligence that is in time, relevant and accurate. It ensures that every KATOTA is managed effectively, efficiently, profitably and sustainably by delivering optimal value to its customer base, *consistently*.

Value Management Processes are customised for a specific industry (for the industry by the industry) for deployment to Project Companies serving government departments, business and non-business organisations).

The process provides regular Performance Improvement Proposals containing Fundamental Management Information of Strategic, Tactical & Operational significance. It correctly prioritises remedial action for decision makers. It is a guide (colour coded action sheet) assisting managers to make significant and informed strategic, tactical and operational judgements in order to keep operations on budget, as

specified, and within time as well as other constraints contained in Service Level Agreements. This is the recipe for conducting a business operation successfully.

Because of the above, the KATOTA Development Model has been hailed as the most comprehensive and the most intensive development model ever to be devised for implementation in any country, or continent.

Never before has sufficient funding been linked to sound development model methodology, supported by cutting edge technology and driven by a dynamic deployment strategy implemented by well trained,

passionate people – each of them an expert in his/her own right for the coordinated production of products to satisfy the physical needs of Communities.

### **3.1.3 Excellence through embracing the KATOTA philosophy**

The KATOTA Development Programme re-aligns existing and new initiated businesses into KATOTA along a defined need being satisfied with the participation of the defined community whose physical need is being satisfied. The investment initiative is prompted by the community in need and then factored backward to meet investment expectation of the investing community.

Human capital is supplied by, co-workers who equally pledge their allegiance to the KATOTA philosophy and its culture of excellence by their compliance to the KATOTA ethos.

In order to ensure compliance, it is a rule that all co-workers, irrespective of their level of involvement and the KATOTA from which they operate, do follow and pass the KATOTA Curriculum for Excellence. They will only then be accredited to form, or be involved, in a KATOTA after completion of the prescribed study. This strict rule ensures the KATOTA philosophy and culture are preserved and adhered to by all, conscientiously.

KATOTAS are continuously monitored by measuring the level of proficiency (in terms of effectiveness and efficiency) by which their individual business, and organisational processes, is being executed. Performance Indices are constantly being computed and compared to benchmarks being created for best practices according to statistical modelling processes.

*The sole reason for this is for sound financial management.* Each KATOTA needs to establish the reality of current competencies and proficiencies and assist individual co-workers to change from a less desired, to a more desired level. Therefore, much of the information so released is confidential and directed to the individual in need of improvement. However, projects receive Performance Improvement Proposals containing Fundamental Management Information of Strategic, Tactical & Operational significance to assist decision makers in constantly enhancing Enterprise Value. People who insistently deviate from these values will constitute a breach of contract that could lead to a cancellation of accredited status that will prevent them to make business decisions on behalf of the entity they are responsible for.

KATOTAS in the Development Program, because of the proactive approach implied throughout this document, cannot allow themselves to fail.

The KATOTA Curriculum for Excellence comprises five main modules:

- 1. Personal Excellence/Leadership**

The objective of this module is to empower people to crystallise their life purpose and to learn to live life excellently in order to make a significant impact on their personal and professional environments.

- 2. Value Management**

An enterprise or relationship exists because of its value. The object of this module is to understand the principles of value and the secrets of creating, enhancing and maintaining the value of enterprises or Government and the relationships involved – also addressing interpersonal relationships.

- 3. Sustainability 2.0 and SHEQ**

The object of this module is to teach the principles of (i) optimising the creation of value, (ii) developing transition competencies, processes and relationships required to compete and capture value in a changing world and (iii) ensuring resilience by linking sustainability initiatives to the

profit formula in the short, medium or longer term. This cannot be achieved without addressing safety, health, environment and related quality issues.

#### 4. **Ethical Best Practices**

It is expected from all in KATOTA to maintain high ethical standards and it is important to ensure all involved from the most modest position to the highest position conduct themselves appropriately.

#### 5. **Governance**

The object of this module is to explain the principles governing the KATOTA philosophy, structure and some best practices revolving around KATOTA procedures.

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### 3.1.4 **Definitions**

**Katota Development Project Companies:** - These KATOTAS in the same development industry (referred to above) function financially independent from its counterparts in the same, or any of the different Pillars of Development.

**Development Program Industry Unions:** - KATOTAS in the development program are consolidated within their industries like a union. The Development Unions are KATOTAS in their own right who trade as Master Franchise holders in a Territory mostly dedicated to a specific industry along the International Standard Industrial Classification of all Economic Activities (ISIC). There are as many Industry Union KATOTAS as there are industries in an economy. They consolidate KATOTAS in the same industry into a unified power house capable of providing the critical mass needed for sustainability. Industry Union Katotas in the development program can also be brand based, meaning they exist to manage their unique brand only.

**Pillars of Development:** – It is a defined economic sector specific to KATOTA, mostly providing advocacy services to the defined community it serves.

**UniBond/UniFactor:** - the financial instruments issued by mandated KATOTA Companies in the various Foundations as a credit note, or for raising cash.

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### 3.1.5 **Governance**

**Ownership:** Katota in the development program are jointly owned by the immediate community they serve.

Shareholding, risk and responsibilities

KATOTA Development Foundation in the territory provide the base for all KATOTAS in the Development Program and jointly holds class A shares together with the sponsor who shares the risk in the KATOTA proportionately to their shareholding. The Community the Katota serves hold class B shares in the KATOTA.

Sponsors are encouraged to take the below stated class A equity and with it responsibility of the KATOTA. Operating capital is made available by the KATOTA Program. Those willing to take advantage of the exclusivity allocated and take risk with the Foundation concerned by way of participating in A class shareholding are called "Sponsors". Sponsors are required to hold the following equities:

- Sponsors of Pillars = 5%
- Sponsors of Unions = 16%
- Sponsors of Projects = 20%

**Extent and Limitation of Liability** - liability in any KATOTA entity is limited to the mandate allocated to the entity. Liability is always limited to the entity concerned and its mandate. KATOTAS in the Development Programme may sell other KATOTA products from day 1 to raise all the capital required as mandated to participate in declared programs. There is therefore no need for a KATOTA to incur further liabilities. Liabilities in any KATOTA are highly reduced.

### **3.1.6 Conduct**

All KATOTAS in the Development Program adhere to the code of excellence (constantly monitored, quantified and adjusted where necessary) in order to meaningfully and verifiably contribute to the collective objective of the KATOTA Programme for an effective development focused on Africa.

## **4. KATOTA DEVELOPMENT PROJECTS**

KATOTAS in the Development Program are separate legal entities, each with its own board of directors, functioning independent from the other, but within the KATOTA philosophy. Each stand alone KATOTA anchored by the Development Foundation is a KATOTA Development Project, any number beyond 1 of such KATOTAS are together called Katota Development Projects.

## **5. INDUSTRY UNION**

KATOTA in the Development Program are grouped into their natural industries by license (franchise) issued by the Industry Union. The same International Standard Industrial Classification of All Economic Activities (ISIC), which is a United Nations system for classifying economic data, is followed.

The ISIC is widely used, both nationally and internationally, in classifying data according to the kind of economic activity in the fields of production, employment, gross domestic product and other statistical areas.

ISIC is a basic tool for studying economic phenomena, fostering international comparability of data, providing guidance for the development of national classifications and for promoting the development of sound national statistical systems.

Global KATOTA Development Foundation have adapted the ISIC system for structuring its Pillars of Development in each territory focused on producing goods and services to meet the physical needs of the community they serve.

The total list of Industry Unions in the Development Program represents a complete list of economic activity in a territory ( focused on meeting physical needs).

Because development is a specialist and a multidisciplinary challenge, KATOTA Development Program operates from seven different Pillars of Development, each with its own function (speciality) as will be seen below.

## **6. PILLARS OF DEVELOPMENT**

The Development Foundation has seven Pillars of Development. Each of them has a unique function that is concisely explained below, not in any particular order. Each pillar has a Sponsor (pillar head) and six selected directors – the advisory board. The executive board is elected by the community the KATOTA serves and comprises an executive board of seven members (including the CEO).

Given the fact that the Pillars of Development each has a definite advocacy mission; it follows that Project Companies, or Industry Union Companies will benefit from their counterparts situated in the adjacent Pillars of Development, but each with its own specialised value proposition. The one serves all, and all serves one, making it a specialised, comprehensive and dedicated approach.

### **6.1 ONE WORLD PILLAR**

KATOTA One World pillar provides advocacy service to, or on behalf of KATOTA Projects, also grouped into their natural industries along the ISIC. Its focus is human and society development, defined in the broadest meaning of the word.

This focus cuts across organisations responsible for many day-to-day value experiences of human beings.

## **6.2 ASSETS PILLAR**

The KATOTA Asset Pillar provides advocacy service to KATOTAS grouped into their natural industries along the ISIC but focuses on consolidating asset holding KATOTAS. .

The Asset Pillar of Development serves its community of Industry Unions from an advocacy point of view first to ensure their economic well being, and secondly to sustain the business of the industry Unions. It also acts as the vehicle for an external KATOTA to take equity in another territory's industry unions if the need arise.

## **6.3 LAND DEVELOPMENT PILLAR**

The KATOTA Land Development pillar houses Projects grouped into their natural industries categorised along the ISIC. Their focus is the economic well being of land development Industry Unions who are the community the Pillar serves.

The Pillar also acts as a vehicle for other territory KATOTAS to take equity in another territory's Industry Union if the need arise.

## **6.4 TRADE PILLAR**

The KATOTA Trade pillar provides advocacy services to KATOTA grouped into their natural industries along the ISIC. It focuses on trading (the buying and selling sector). A KATOTA Pillar is the equivalent of a tertiary co-operative, it will offer advocacy services to its community to ensure economic growth for its members.

The Pillar also acts as a vehicle for one territory KATOTA to take equity in another territory's Industry Union if the need arise.

## **6.5 PROGRAMMES SERVICES PILLAR**

The KATOTA Services Pillar has members who are the community it serves. Its members is grouped into their natural industries along the ISIC, but in the context of services only.

The pillar as an advocacy KATOTA engaging all structures necessary in its territory with the objective of ensuring the community it serves will show verifiable economic growth.

## **6.6 INDUSTRIAL DEVELOPMENT PILLAR**

The Industrial Development Pillar provides advocacy service to KATOTAS grouped into their natural industries along the ISIC, but its focus is industrial development which involves manufacturing.

Whilst it is the objective to work towards the sustainability of the KATOTA it represents, it will also prepare its community to be attractive to other KATOTA in other territories to invest in its community if the need arise.

## **6.7 FINANCE PILLAR**

The KATOTA Finance Pillar provides advocacy services to Finance Institutions trading as KATOTAS grouped into their allocated speciality along the ISIC.

Banks and insurance companies that want to form part of the KATOTA Union shall be required to operate specialised departments when offering financial services to members.

The Finance Pillar serves the community it represents, by ensuring there is consistent verifiable economic growth among its members.

The Finance Pillar also act as the vehicle to allow other KATOTAS in other territories to invest in Financial services Industry Union it its territory if need be.

## **7. SPEED OF DISSEMINATION**

KATOTA Development Program has the ability to disseminate its Value Management Programmes at the same speed as it expands its operations nationwide, continent wide and globally – even while simultaneously serving non-KATOTA organisations as well. The secret lies partially in the quintessence of the methodology, cutting-edge technology and dynamic strategy.

However, this is only one side of the coin. The other side lies in the fact that it has an open source (with a few limitations) policy.

KATOTA does not stand for selfish, self-enrichment. Therefore, all the operational procedures are shared with whoever is interested to cooperate with KATOTA and follow its philosophy.

In order to achieve this goal, accredited training courses have been (and are being) developed to train eight different vocation designations. This training opens new career opportunities never available before.



The most important of these designations are the Value Manager Fellow, Value Manager Associate and Value Manager Professional – depending on academic qualifications and experience.

These people are typically employees of companies who will be trained in the science of value management. After successful examination, they will be certificated by the Global Institute for Applied Human and Management Science with the accreditation to practice as a Value Manager.

They will remain in the employment of their companies but now empowered to apply the Value Management principles correctly, and thereby adhering to the philosophy of KATOTA, allowing KATOTA to fulfil its mission with no cost and no risk, rapidly.

Due to the principles of blended learning (e-learning combined with practical experience), the Institute for Applied Human and Management Science is able to train hundreds of thousands of Value Managers.

They will be able to serve and guide all levels of management, and the boards of enterprises and organisations that have employed them, with accurate and in-time Fundamental Management Information of Strategic, Tactical & Operational significance.

The methodology, technology and strategy are so devised that all organisations will want to follow the principles of Value Management (for reasons extensively explained in previous documents).

## **8. CLOSING REMARKS**

Katota is about serving the community it represents in a manner that will significantly improve the economic well being of its members.

With this Business Intelligence in place for each project, and KATOTA working in terms of the philosophy, it is expected that the KATOTA Development Programme to significantly contribute to accelerated development wherever KATOTA is established. Indeed, the KATOTA Programme is a most comprehensive and intensive Africa-Focused Collective Programme for development delivered by an effective and efficient nation-specific initiative.

## COMPILED BY:

THE GLOBAL INSTITUTE FOR APPLIED HUMAN AND MANAGEMENT  
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## INCORPORATING:

The South African Data Mining Institute  
The South African Benchmarking Institute

## PARTICIPATING IN:

The Telkom Centre of Excellence – NWU (Potchefstroom campus)  
The Centre for Advanced Decision Support Systems

## IN COLLABORATION WITH:

The Decision Systems Laboratory – School of Computer, Statistical and Mathematical Science  
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## MEMBER OF:

The South African Institute for Management Scientists  
The Southern Africa Case Research Association  
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