



THE KATOTA MODEL FOR AN AFRICA-FOCUSED, COLLECTIVE INFORMATION PROGRAMME

THE KATOTA PROGRAMME RUNS THROUGH THREE FOUNDATIONS, EACH WITH A DISTINCTIVE FUNCTION, ADDRESSING MATTERS RELATED TO DEVELOPMENT, INFORMATION OR FINANCE.

INFORMATION FOUNDATION

For more information:

Please peruse the KATOTA blueprint and the KATOTA Business Case and visit www.katota.com (Not fully operational yet.)

TABLE OF CONTENTS

1. PREAMBLE	4
1.1 THE MEANING OF THE WORD “KATOTA”	4
1.2 KATOTA PROGRAM	5
1.3 THE KATOTA INFORMATION FOUNDATION.....	5
1.4 KATOTA INFORMATION PROGRAM	5
1.5 KATOTA INFORMATION PROJECTS.....	7
2. INTRODUCTION	7
2.1 WHAT DOES THE WORD “KATOTA” MEAN?.....	7
2.2 KATOTA PROGRAM	7
2.3 KATOTA AND ITS COMMUNITIES	8
2.3.1 <i>Defining communities</i>	8
2.3.2 <i>Winning the war in the board room</i>	8
3. THE KATOTA PHILOSOPHY	9
3.1 WHAT IS KATOTA?.....	10
3.2 GLOBAL ECONOMIC PREDICAMENTS – THE NEW REALITY DEMANDING EXCELLENCE	12
3.2.1 <i>Excellence pertaining to global sustainability</i>	12
3.2.2 <i>Excellence pertaining to project / enterprise sustainability</i>	13
3.2.3 <i>Excellence through embracing the KATOTA philosophy</i>	14
3.2.4 <i>Definitions</i>	15
3.2.5 <i>Governance</i>	15
4. KATOTA INFORMATION PROJECTS	17

5. UNION OF PROJECTS	18
6. THE THREE FOUNDATIONS	19
6.1 THE KATOTA INFORMATION FOUNDATION	20
7. PILLARS OF INFORMATION.....	20
7.1 ONE WORLD PILLAR	21
7.2 ASSETS PILLAR	21
7.3 LAND INFORMATION PILLAR.....	21
7.4 TRADE PILLAR.....	22
7.5 SERVICES INFORMATION PILLAR.....	22
7.6 INDUSTRIAL INFORMATION PILLAR.....	22
7.7 FINANCE INFORMATION PILLAR.....	23
8. SPEED OF DISSEMINATION	23
9. CLOSING REMARKS	25

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: (i) Co-workers (Class B shareholders), (ii) the target markets they serve and (iii) 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 THE KATOTA INFORMATION FOUNDATION

The Katota Information Foundation is the entity licensed for exclusively performing the functions of the Katota Information Foundation in a territory.

The Information Foundation, (depending on the legal requirements of the nation where it is incorporated), could be, for example, a Trust, Foundation, Not-profit company or normal propriety limited company)

The Information Foundation in each territory has a license for seven Pillars of Information and a minimum of eighty eight industry Unions in each Pillar. Unions are grouped according to the United Nation's International Standard Industrial Classification of all Economic Activity (ISIC). Each Union or Pillar after completion of the establishment procedure is licensed to become a Katota in its own right.

1.4 KATOTA INFORMATION PROGRAM

The Global Katota Information Foundation runs the Katota Information Program. This Program is a systematic convergence of comparable enterprises on a collaborative platform with the view of consolidating a select section of enterprises in the information industry. The goal is to transform each exclusive KATOTA into a leading Information Management Businesses with a minimum target of its Industry Union being rated among the top ten in their mandated territory.

The Objective is to convert small to large information businesses into influential and sound synergised source of information that provides reliable information, sufficient to sustain businesses, and sound enough to be a reliable source for profitable business decisions able to contribute towards meaningful economic development anywhere in the world.

The integration and re-alignment is done along the United Nation's International Standard Industrial Classification of all Economic Activity (ISIC) for each KATOTA demarcated territory. A territory may be a whole nation, portion of a Nation or a number of Nations. And the re-aligned Information Unit is called an Information Entity. Each Information Entity is a KATOTA on its own. It has its own Sponsor, its own Board and is anchored by the Local KATOTA Information Foundation as its partner that gives it the stability to be able to absorb credit.

The KATOTA Information Program involves Developing and trading in intangible products (such as, brands, franchises, patents, mandates, licences, IP) which are at a price based on perceived value.

Each Information Entity must be sound enough to be able to issue its own commercial paper within the Mandate purchased from the relevant KATOTA and equally attractive to entice the Local Finance Foundation entities to buy their commercial papers. The extent to which an Information Entity could trade within KATOTA is limited to the licence purchased from relevant KATOTA Information Company.

Each KATOTA Information Foundation in a territory is independent and has its own Board of Directors, Trustees or Members (depending on the type of legal entity). The Mandate for a Foundation to operate as a KATOTA Foundation is issued after payment of the appropriate fees to the Global Information Foundation.

The KATOTA Information Program is implemented through KATOTA Information Foundations worldwide, but remains Africa Focused. The Information Programme operates within the KATOTA Structure which means it has, 7 Pillars of Information in each territory. Each Pillar will encourage the setting up of Information Entities along the ISIC classification. Where a classification is too broad, the Pillar will drill down the Classification Tables to find the right Group, or even Class below the broad Division.

Prospective Sponsors must first become members of KATOTA and then complete the appropriate KATOTA curriculum of Excellence training course in order to be accredited for licensing.

The Entity selected must be one that the sponsor is familiar with.

1.5 KATOTA INFORMATION PROJECTS

Any one KATOTA within the KATOTA Information Program is known as a Project. Projects are grouped together under an Industry Union according to the ISIC classification tables.

2. INTRODUCTION

The KATOTA program runs from the top-down and not from bottom-up. The Programme originates from the assets vested in the nucleus which is Resource Mobilization Incorporated (RMI). It does not originate or participate in assets being gathered from project companies.

The assets in the nucleus are used to raise the money for the Programme. These assets are the value created by KATOTA initiated Programmes that originate from the nucleus from which exclusive business rights are offered for sale. These are offered for sale through the Central Companies in the Information Foundation.

The funds so raised are invested in Pillars (Union of Unions) accommodating information projects which produce more / new money. After an exclusive mandate for an Information Project has been acquired, it means that it puts the KATOTA that acquired the mandate in a position to trade in the mandated product.

2.1 WHAT DOES THE WORD "KATOTA" MEAN?

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

2.2 KATOTA PROGRAM

The Katota philosophy is a way of doing Business expressed through three Programmes initiated by Resource Mobilization Incorporated (RMI). They are the Development Program initiated by the Katota Development Foundations, the Information Program initiated by the Information Foundations and the Finance Program initiated by the Finance Foundations. There are Mandates available from the relevant KATOTA Foundation for setting up KATOTAS in terms of the KATOTA philosophy worldwide.

Katota Programmes can be Event Based, Product based, Time based (mainly 5 year), or a combination of all the above. As their names indicate, the role of each of the three Foundations is very different.

2.3 KATOTA AND ITS COMMUNITIES

KATOTA Programmes revolve around communities – people – the reason why KATOTA exists. KATOTA has no desire to build empires or to hoard profit for the self enrichment of the few to the detriment of many others as is customary worldwide.

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

The KATOTA philosophy strives to capture the indigenous African value proposition of UBUNTU and provides a platform that enables it to express itself in home-grown solutions for development.

The KATOTA Information Programme involves the re-arrangement of existing and new initiatives in the information business into a KATOTA. It is structured in such a way that each KATOTA (or a consolidation which is called an industry Union) focuses on specific industry needs.

The Information Programme also oversees the membership program run by the KATOTA Membership Foundation (for now, called the KATOTA Membership Company

Ltd. This membership Programme aims to accurately measure the progress being made with regard to the vision of “a better life for all”.

The Information Programme and the Membership Programme offers intangible products such as, brands, franchises, patents, mandates, licences, IP, memberships and all products that are priced based on perceived value.

Information programmes are structured similar to Development Programs, but have fewer projects than the Pillar of Development because there are fewer Information Entities. All Information KATOTA will receive Customised Decision Support to ensure they are managed most effectively, efficiently for optimised profitability and sustainability.

One of the main reasons for unsatisfactory development is that, in the past, the development paradigms, or philosophies have been imported from outside Africa, with little regard for the indigenous value systems of the continent, like UBUNTU.

3.1 WHAT IS KATOTA?

Katota is a democratically managed entity owned jointly by its investors and the community it serves. Globally, all KATOTA are represented at the nucleus by Resource Mobilization Incorporated (RMI). RMI initiates KATOTA Programs through three main Foundations. They are: The Katota Development Foundation, The Katota Information Foundation and The Katota Finance Foundation. Any entity that joins KATOTA falls under the jurisdiction of one of these three Foundations

KATOTA Industry Unions comprise a KATOTA with an exclusive license for a territory. It is authorised to issue sub-licenses to its member KATOTAS, allowing them to trade in the brand or sector for which the Industry Union has acquired territorial exclusivity. The community a KATOTA could serve is called members and they could be existing, or new companies, even localities including villages and towns, or any group of persons able to produce evidence they are willing and able to undertake economic growth.

A KATOTA Industry Union (a KATOTA) must be committed to recruit more members by encouraging acquisitions, or encouraging the establishment of new KATOTAS in its licensed sector.

The objective of a KATOTA Industry Union is to create a sound, reliable and sustainable economic sector unit that could be relied upon for investment into the sector by the Information Foundation. The Katota must be sustainable without help from the Programs in the other two Foundations.

The KATOTA Information Programme involves KATOTA information entities participating in declared KATOTA Information programmes as a means to work towards achieving the economic upliftment expected by the community they serve. On a wider scale this may involve bringing passionate people together (men and women in public, or private organisations) all over the world, but especially within the KATOTA community who believe all men are created equal in the sight of God and whose actions recognise that equality. Concerted efforts are being made across multiple fronts in society to achieve equality among men before the law and before God, despite individual differences, giving meaning to the statement "all men are equal before God".

A KATOTA comes into existence when a community in need is identified by a Sponsor and a legal entity is incorporated – the Industry Union Company. Investors take the class A shares. The Sponsor must find a minimum of two self-sustainable enterprises (members) which represent the community the KATOTA targets to serve. The two members must be in the position to subscribe to Class B shares (one share for each member). An Industry Union comes into existence when there is a KATOTA licensed as such with a community of not less than two KATOTAS to serve. In the case of an Industry Union, members must demonstrate that they are capable of running a KATOTA. As KATOTA (e.g. Union) is an entity managed by the community (members - being the minimum of two self-sustainable enterprises) it serves. The community must be at all times in the position to manage their KATOTA. A KATOTA should never fail. Should for any reason a Union fall away, the two enterprises should be able to carry on as self-sustainable enterprises each on its own.

From the KATOTA point of view, economic and social inequalities need to be addressed in a focused manner with the deliberate intention to uplift communities in need.

The yoke with which Africa has burdened the developed world will remain until the conditions that keep Africa under the yoke of unfulfilled needs is eradicated and One World is achieved where humans are free and can move around freely. Developing the world to a stage where equality and freedom of movement for humankind is achieved, is conducive to experiencing the peace and harmony we all want.

KATOTA is focusing on economic development (the creation of wealth) as a means of creating a better life for all people. Although the focus is on Africa, men and women from all nations are invited to participate. KATOTA is inviting all to assist by inspiring them to manage the value communities in need have to offer – transforming the assets of such communities into well deserved sought after objects in order to bring about the equality we all desire.

To execute the KATOTA Programme, KATOTA makes its Programme assets available over time. It consolidates similar businesses into collectives and package them in a manner suitable for global participation.

In order to find this critical point of departure, KATOTA has developed through project companies in its Information, Technology and Communications Union of Companies (a structure that is fully explained in the KATOTA Business Case) a scientific methodology to prioritise the allocation of scarce development resources in order to achieve maximum development impact, fully verifiable, in the shortest possible time.

This methodology – “Optimisation of Scarce Resources” - for example, allows decision makers to make correct choices between building a bridge, a school, or installing a sewerage system – humanly, an impossible decision if sufficient resources for *only one* of these priorities are available. The statistical model (developed with the assistance of the World Bank and IMF) is now able to prioritise all the development needs of a region, or country, indicating the shortest route to *sustainable development* with great accuracy.

The transformational methodology of KATOTA is designed to optimise the synergies of all the entities and stakeholders on the development playing field and to prevent domination and exploitation. KATOTA will play a facilitative and catalytic role to ensure that true value is generated in a win-win spirit as its development model supersedes racial, political and religious differences (so often the barriers for development, especially in Africa). No barrier could eventually stand in the way of the collective human spirit demanding the right to make “best-for-me” decisions because of the wealth of information available to them.

3.2 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 Development Programme addresses both.

3.2.1 Excellence pertaining to global sustainability

The KATOTA Blueprint (published on 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; 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),
- 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),
- 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) 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]).

Furthermore, South Africa has taken the lead with a uniquely fresh approach to sustainability – the concept of Sustainability 2.0. According to Nicola Robins (co-founder and director of Incite) “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.)

3.2.2 Excellence pertaining to project / enterprise sustainability

The KATOTA Programme is focused on Africa. It is funded by using the resources of Katota to consolidate the resources of the nations in need, whilst placing the responsibility for development with the nations being assisted. Nations being assisted by KATOTA take responsibility for their own development outcomes by using 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 battles 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.

For instance, each Project Company is monitored by trustees, an advisory board of selected directors and executive directors being elected by members. With the help of the above KATOTA organisations (and many more not listed here) they provide business intelligence that is in time, relevant and accurate. It ensures that every project 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 by Project Companies serving government departments, business and non-business organisations with invaluable information.

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 Information 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 Information 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 development of Africa, nation by nation.

In order to explain the manner in which the financial instruments and structure have been put together the following concepts need some explaining.

3.2.3 Excellence through embracing the KATOTA philosophy

The KATOTA Information Programme will succeed. Failure is not an option. This is a pledge made by KATOTA to Africa and all its peoples as well as the funders who put their trust (and money) in the care of KATOTA and its member companies with its co-workers. Therefore, co-workers confirm 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 country from which they operate, will follow and pass the KATOTA Curriculum of Excellence. It is a formal and accredited course disseminated by blended learning (e-learning combined with practical exercise such as role play) which will lead to co-workers being accredited with KATOTA membership. They will only then be licensed to form, or be involved, in a KATOTA. This strict rule ensures the KATOTA philosophy and culture are preserved and adhered to by all, conscientiously.

KATOTA projects (repeatedly stated due to its importance) are continuously monitored by measuring the level of proficiency (in terms of effectiveness and efficiency) by which their individual business, and organisational processes, are 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 development. 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.

KATOTA, because of its proactive approach implied throughout this document, will not allow one of its project companies to fail. The KATOTA Curriculum of 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.

3.2.4 Definitions

Project Companies: - These are individually owned and managed companies / enterprises in the same industry (referred to above) that function financially independent from its counterparts in the same or any of the different KATOTA Pillars.

Industry Union Companies: - Project Companies are consolidated within their industries like a union. The membership body is known as an Industry Union Company which is a coordinating and overseeing company dedicated to a specific industry along the International Standard Industrial Classification of all Economic Activities (ISIC). There are as many Industry Union Company as there are industries in an economy. They consolidate individually owned and managed companies in the same industry into a unified power house capable of providing the critical mass needed for sustainability.

Pillar of Information (National Union Companies): – It is a national (nation-specific) coordinating company consolidating the various Industry Union Companies along carefully diversified industries to eliminate concentration of risk.

UniBond: - debt instruments issued by especially Katota Industry Union Companies in the various countries.

3.2.5 Governance

Ownership: KATOTA has been introduced by Resource Mobilisation Incorporated (in the British Virgin Isles) after extensive research, trials and experiments in assisting businesses in African countries. This Programme is owned by Resource Mobilisation Inc and implemented on an entity-specific basis. The extent of each entity's participation in the KATOTA Programme is regulated by the license issued by, or on behalf of Resource Mobilisation Inc.

KATOTA is not a holding company, nor a conglomerate, but it is a Development, Information and Finance Programme in which any juristic or natural person could participate, provided they meet the criteria set by KATOTA.

Shareholding, risk and responsibilities

KATOTA wants to ensure its Information Programme (represented by individual projects) is home grown and not imposed on people. Therefore, KATOTA brings the possibilities and the means of execution to the knowledge of the people. In order to diversify business risks so that the whole KATOTA Information Programme could never be at risk, industries are separated according to the ISIC, and projects are independent operating legal entities.

Participants must be willing to take responsibility and ownership. Participants willing to take risk with the Information Foundation are called "Sponsors". Sponsors can be partners of the Foundation if they have the means to buy their shareholding in the Katota. Sponsors are required to hold the following equities:

- Sponsor: Pillar of Information - 1%
- Sponsor: Industry Union Companies - 5%
- Sponsor: Project Companies - 20%

For as long as any company in the KATOTA Information Programme issues UniBonds, 100% of the shareholding will be held, or committed to the Foundation, but owners could use their portion of the project proceeds to pay for their equity (settle their debt).

Structure: in a specific nation, KATOTA companies could be licensed as a Foundation, National Union of Unions Company, Pillar (National Union of Unions), National Union Company (Union), or Project Company, fulfilling the following functions:

- Project Companies are individual enterprises, functioning within an industry and grouped together as members of a Union. Project Companies are categorised according to the International Standard Industrial Classification of all Economic Activities - ISIC). Therefore, Industry Union Companies consolidate Projects (members) into their relevant ISIC Program per nation.

National Union of Unions Companies (Pillar of Information) consolidate all the Industry Union Companies into (one of seven) national Pillars of Information, each approaching the challenges of Information from a unique point of departure as explained below.

Extent and Limitation of Liability - liability is limited to the entity involved in the transaction. An entity or person doing business with KATOTA needs to acquaint him/her with the person/ entity in the project he/she is engaging with and the limitation of their mandate in Katota. Other Unions in KATOTA are not partners of other enterprises in the KATOTA structure. Liability is limited to the entity concerned within its Mandate in the Katota Program. No individual in KATOTA is allowed to take any personal risk or make any personal investment in Katota unless such investment is within the Mandate of the receiving entity.

The Foundations, Pillars and other Unions take no responsibility, or liability, on behalf of any Project Company except of its contribution in terms of its shareholding. All liabilities of a Katota entity is limited to its mandate.

Conduct - Foundations, Pillars, Unions, and Project Companies are governed by their own board of directors, to some extent assisted by their trustees, committees or members as stated in the document concerned.

All KATOTAs 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 contribution to Africa's development.

4. KATOTA INFORMATION PROJECTS

Projects are separate legal entities of business, each with its own board of directors, functioning independent from the other, but within the KATOTA philosophy. The success of KATOTA and all it stands for, depend on the fact that the majority, if not all, of its Projects need to be successful.

Therefore, each prospective participant will need to complete the KATOTA Curriculum of Excellence successfully in order to be accredited as a KATOTA member. Only KATOTA members could be licensed to run KATOTA Projects or be involved in any of its hierarchical levels.

Part of the KATOTA Curriculum for Excellence is the ability to manage value (a concept explained in antecedent documents available on request). Value Management Programmes are customised, first for an industry (for the industry, by the industry), then for each Project, assisted by the Project.

This grassroots involvement provides business intelligence, special reports and specialist reports to nominated management levels for proactive remedial steps to ensure the effective performance of business and organisational processes, efficiently and profitably in order to ensure sustainability.

These user friendly and in-time reports contain just the right amount of accurate information. It is delivered to the assigned management level as specified throughout the command structure, up to the highest level (Foundation Trustees) as required. Because of these proactive steps, no KATOTA project will be allowed to fail – especially important when dealing with intangible products.

5. UNION OF PROJECTS

Projects are grouped into their natural industries to which they belong similar to the **International Standard Industrial Classification of All Economic Activities** (ISIC), which is a United Nations system for classifying economic data.

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. KATOTA has adapted the ISIC system for structuring its Pillars of Information. The specific classification will not be repeated in this document. The tables are available on the website www.katota.com, (which is currently not fully functional yet).

In the KATOTA culture these tables represent Projects grouped into industries (Industry Unions). Each Industry Union is headed by a Sponsor who needs to elect a maximum of six directors who will act in an advisory capacity. Advisory committees could flow out of the advisory board. The executive board is elected from members, also electing the CEO.

The total list of Industry Unions represents a complete list of economic activity in a nation and, for KATOTA this is a Pillar of Information.

Because development is a specialist and multidisciplinary challenge, KATOTA operates from seven different Pillars of Information, each with its own function (speciality) as will be seen below. Each of three KATOTA Foundations houses the same seven Pillars, and the identical list of Industry Unions according to ISIC.

6. THE THREE FOUNDATIONS

KATOTA manifests itself by means of three foundations - each with a specific mission as described below. Each of them contains seven pillars, up to eighty-eight Industry Unions and numerous projects.

All nations have rights to (i) Pillars of Information (seven), (ii) Industry Unions (up to eighty-eight) and (iii) Projects (no limit).

The Information Foundations play a central coordinating role. They allow that ownership of a nation-specific Information Programme to be retained in the same country. The Information Foundations also ensure the Africa-Focused objective could be achieved by utilising unused profit to invest in Africa.

Each Information program in has its own unique character, depicted by its own logo.



The finance logo is scattered pieces of Africa coming together. When this image is extended further and further, individual blocs come together. They are being attracted to the centre and as it gathers strength, it becomes as wind, moving with a force and direction depicted by the Information logo (in the middle) where information management becomes critical. The better information is managed, the quicker strength will be gathered, and when strength is fully gathered it becomes a full tornado. A full sweeping tornado is seen in the Holding (development logo).

6.1 THE KATOTA INFORMATION FOUNDATION

The Information Foundation houses seven Pillars of Information and Industry Unions (along the United Nation's International Standard Industrial Classification of all Economic Activity (ISIC)) just like the other two foundations, but with a different focus – the one on development and the other on finance. It is also nation-specific.

The Pillars of Information sell intangible products (such as rights and franchises) to counterpart Unions in the Pillars of Development, Pillars of Finance and has fewer projects than the Pillar of Development) because there are fewer Information Entities – usually rights used to produce tangible products of some kind.

All Information Entities will receive Customised Decision Support to ensure they are managed most effectively, efficiently for optimised profitability and sustainability.

Information Entities are consolidated into Unions under Industry Union Companies categorised by the appropriate ISIC.

To finance an Information Entity its Industry Union under the Information Foundation issues UniBonds based the mandate of the Information Entity. In order to generate the cash required for a Information Entity its Union will sell UniBonds to its counterpart Union Company in the Finance Pillar.

KATOTA is committed to address the reasons it has identified for the lack of development in Africa's. This Foundation allows Pillars of Information and Industry Unions to partner with local private and public institutions to deliver on this commitment. Since development is a complex multi-disciplinary challenge that needs to be addressed through consolidated and coordinated efforts, by means of actions that deliver verifiable results, the Information Foundation caters for all activities revolving intangible products.

7. PILLARS OF INFORMATION

There are 7 Pillars of Information below the Information Foundation. 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 members (unions) elect an executive board of seven members (including the CEO).

Given the fact that the Pillars of Information each has a definite mission; it follows that Information Entities, or Industry Union Companies will benefit from their counterparts

other programs. The one serves all and all serves one, making it a specialised, comprehensive and dedicated approach.

7.1 ONE WORLD PILLAR OF INFORMATION

KATOTA One World pillar houses Projects (such as research work and acquired information rights, mandates, licenses, franchises, brands and patents) grouped in their natural industries along the ISIC. Its focus is human and society Information, defined in the broadest meaning of the word. This focus cuts across organisations responsible for many day-to-day value experiences of human beings.

Hand in glove with this mission runs the focus of mobilising civil society in order to address the information need for the development of Africa in a synergistic way as civil society rallies behind the KATOTA philosophy and ideals. A special information and training programme will disseminate the KATOTA philosophy in an inspiring manner.

KATOTA ensures that the details listed by its members comply with all the membership requirements as stipulated from time to time. The KATOTA progressive network ensures that sponsors, proprietors and decision makers can rely on the information supplied, and conduct their business dealings with ease and transparency, maximising efficiency, effectiveness, profitability and sustainability.

7.2 ASSETS PILLAR OF INFORMATION

The KATOTA Information Based Asset Pillar houses Projects (such as research work and acquired information rights, mandates, licenses, franchises, brands and patents) grouped in its natural industries along the ISIC but focuses on consolidating asset holding entities.

Where KATOTA capital is required to acquire an information-based entity, the Pillar ensures that an assessed project complies with all the assessment requirements as stipulated from time to time.

Owners of Information based assets could register their assets in the appropriate category and share in the asset acquisition and investment capacity of KATOTA. The goal is to improve, or expand, and generally increase the value of the asset to levels beyond their current capacity.

7.3 LAND INFORMATION PILLAR

The KATOTA Land Information pillar houses Projects (such as research work and acquired information rights, mandates, licenses, franchises, brands and patents) grouped in their natural industries categorised along the ISIC. Their focus is land development Information.

Where KATOTA capital is required, Value Managers ensure that Existing Land Information Based entities that join KATOTA are assessed to comply with all the assessment requirements as stipulated from time to time.

7.4 TRADE PILLAR OF INFORMATION

The KATOTA Trade Information pillar houses Projects (such as research work and acquired information rights, mandates, licenses, franchises, brands and patents) grouped in their natural industries along the ISIC. Its focus is on trading (the buying and selling sector).

Value Managers ensure that trade Information entities joining KATOTA comply with all the requirements pertaining to compliance and proficiency consistent with the requirements of the Information Foundation stipulated from time to time.

The KATOTA progressive network ensures traders, and decision makers, can conduct their business dealings with ease and transparency to maximise sales, profit and sustainability.

7.5 SERVICES INFORMATION PILLAR

The KATOTA Services INFORMATION Pillar houses Projects (such as research work and acquired information rights, mandates, licenses, franchises, brands and patents) grouped in their natural industries along the ISIC, but in the context of services only.

Value Managers ensure that Information Entities joining the KATOTA Program comply with all the assessment requirements as stipulated from time to time.

The KATOTA progressive network ensures service providers and decision makers can conduct their business dealings with ease and transparency to maximise sales and profit for sustainability.

7.6 INDUSTRIAL INFORMATION PILLAR

The Industrial INFORMATION Pillar houses Information Projects (such as research work and acquired information rights, mandates, licenses, franchises, brands and patents), grouped in their natural industries along the ISIC, but its focus is industrial development information which includes manufacturing and mining.

Where KATOTA capital is required, Value Managers ensure that Information projects listed as assessed, comply with all the assessment requirements as stipulated from time to time, and have the necessary underwriting.

The KATOTA progressive network ensures manufacturers, producers and decision makers can conduct their business dealings with ease and transparency to maximise sales, profit and ensure sustainability.

7.7 FINANCE INFORMATION PILLAR

The KATOTA Finance Information Pillar houses Projects (such as research work and acquired information rights, mandates, licenses, franchises, brands and patents) grouped in their natural industries along the ISIC, but in the finance sector only.

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.

Where KATOTA capital is required, Value Managers ensure that the listed finance Information companies joining the KATOTA Information Program comply with all the assessment requirements as stipulated from time to time.

The KATOTA progressive network and the transparent performance indexes (computed over time) ensure bankers, authorities and decision makers can have access to quality information to conduct business dealings with KATOTA with ease and transparency. This will reduce delays in investment decisions and approvals.

8. SPEED OF DISSEMINATION

KATOTA 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 local 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.

Value Managers bear no additional expense while executing the KATOTA philosophy in their current work environment – even paid more by their employers due to their higher employee value. The concept of Value Management opens new career prospects – one of the many new career opportunities created in the 21st century that have never existed before. People qualified and accredited as Value Managers will find that they are masters of information, making them authoritative and sought after advisors.

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).

9. CLOSING REMARKS

The integration of Information Programs are done along the ICIS standards in each Katota demarcated territory. A territory may be a whole nation, portion of a Nation or a number of Nations.

The transformed sound and powerful unit is called an Industry Union. Each Unit is a Katota on its own. It has its own Sponsor, its own Board and is anchored by its Local Katota Information Foundation as its stable partner that grants the KATOTAS the stability to take credit. The conditions for trade within the Katota Program are limited to the mandate purchased from the Katota Information Foundation.

In spite of the extremely high failure rate of small, medium and micro-enterprises (SMME's) in Africa, it is highly unlikely that any KATOTA project will go that far down the road to failure. The reason is first of all Katotas are not SMMES and secondly appropriate comprehensive Value Management Programme and Customised Decision Support System will be deployed to each project as described above, providing management, directors and trustees (overseers) with 24/7 business intelligence on their personal computers, even mobiles, or in a conventional "war room" with rolling reports.

With this Business Intelligence in place for each project, and overseers doing their duty by instituting the *proactive* prioritised remedies, referred to above, creditors would never be able to prove lack of managerial capacity or negligent management. Production will not be stopped - this applies to all tools of production. KATOTA encourages stability and consistency. Indeed, the KATOTA Programme is a most comprehensive and intensive Africa-Focused Collective Development Programme delivered by an effective and efficient nation-specific Development Machine.

COMPILED BY:

THE GLOBAL INSTITUTE FOR APPLIED HUMAN AND MANAGEMENT SCIENCE



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