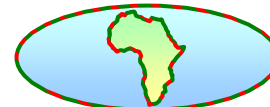




NatGrowth Fund



NATGROWTH



I’AFRICA IYATHUTHUKA

National and Africa Growth, Development and Investment Centre

**GOING FOR GROWTH AND INVESTMENT PROGRAMME
SUMMARY REPORT APRIL 2009**

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1.	GOING GROWTH AND INVESTMENT PROGRAMME GLOBAL, NATIONAL AND GAUTENG, 31 MARCH-2 APRIL 2009 GALLAGER ESTATES	
1.1	Global and SA Economic Scenarios, Strategies and Investment Opportunities	
1.1.1	Lih-Wen Chu, International Economist, Thebe Securities	
	<ul style="list-style-type: none"> • The Quadruple Global Great Recession is likely to bottom out in 2009, but continue in its effects for 3-5 years in Developed Markets, despite over \$3 Trillion in Bailout packages, based on historical trends and the extent of the structural crisis, including Credit Markets, Housing Markets, Stock Markets and the Real Economy. • Emerging Markets are likely to recover sooner in 2009-10, in a form of decoupling, due to stronger domestic economies and less exposure to sub-prime toxic securities, led by the continuing rise of China, as well as India, South America, Eastern Europe and Africa. • Crisis = Danger + Opportunities including a Nike shaped recovery, led by Global Chinafication, Industrial ChinAfrication and excess liquidity boosting asset process. 	
1.1.2	Chris Hart, Economist, Investment Solutions	
	<ul style="list-style-type: none"> • It’s a Tough New World: The Bear is in the Box: The Global Outlook remains gloomy, with a viscious cycle of low asset prices breaking new technical levels, increasing the pressure on banks and credit • Policy responses have not yet had the desired impact, including Bail-out pledges of over \$9Trillion, Infrastructure spending with huge budget deficits (US 12.5% GDP), Interest rate cuts, increases in the money supply and Credit Default Swaps (CDS’s). Notional Derivatives of \$700 Trillion and Pension Fund Deficits of UK £67b and US \$409b herald more pain to follow. • A Tale of 2 Regions: Developed markets are “falling of the cliff” structurally to excess debt, while Emerging markets are experiencing a more limited cyclical downturn, in terms of most indicators; eg. Growth in Developed economies is expected to be -2% in 2009 and 1.1% in 2010, compared to 3.3 and 5.0% in Emerging economies. The £ and \$ are thus expected to be weak, with a stronger R in 2009. • Decoupling is possible, with a Recovery period of 1-2 years in Emerging Markets vs 3-5 years in the US, UK and EU. • Investment Opportunities need to be seen in the correct perspective: It’s tough out there and likely to worsen in a multi-year bear market though mainly in the West; Avoid debt, excessive risk and rash responses; Survivors will be much stronger and huge winners. 	

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1.1.3 Eric Stillerman, CEO Natgrowth See Presentation and <http://ericstillerman.blog.com>

- **The Recovery has commenced** with a **steady upturn** in global and local financial and real economic markets in the past few weeks, renewed confidence in the **G20’s united strategy** of support measures and regulatory reforms, and the isolation of **toxic assets** in the West from the rest of the body of the global economy.
- **Investment opportunities** include generally under-priced Assets, Infrastructure and 2010 spending, Commodities and sectors involved in a renewal of international trade.
- **Bold Strategic Leadership** and sound Management in the Public and Private Sectors **are** seen as the primary medicines to boost confidence, asset prices and real economic growth and to overcome the uncertainty of political and economic changes, no less in South Africa.
- **South Africa’s GDP Growth fell** from 5.1% in 2007 to 3.1% in 2008 with a decline of 1.8% in the 4th Quarter. **Growth** remained strong in the Q4 in **Agriculture 16.7%** and **Construction 10.8%**; and stable in Trade and Services. The worst hit sectors were **Manufacturing -21.8%** Q4, especially the auto sector and **Mining - 6.5%** for the year.
- **Unemployment fell surprisingly** from 23.5% in Q1 to 21.9% in Q4 with an increase of 221 000 jobs for the year, across all Provinces. The biggest gains were in Construction, Government and Community Services. **2009** figures are expected to be significantly **worse** including mining, manufacturing and vulnerable seasonal sectors.
- **SA’s Response** (www.nedlac.org.za) includes **interest rate cuts of 2%** thus far with a further 3% expected in 2009 assuming further decreases in inflation, continuing and improved **Public Infrastructure** Investment of >R786b, **increased Budget Social spending** to protect the most vulnerable, **EPWP** targeting 4 m unemployed for minimum 6 months, targeted **Sector Support** and Incentives (eg. Auto, Clothing and Textiles), restraints by Business on Retrenchments, and by Labour on wage demands.
- **The 2009/10 Budget** Expenditure increase 16.5% to R738.6b, with a deficit of 3.9% of GDP R2.474 Trillion; Growth forecast 1.2% increasing to 3% and 4% in the next two years, inflation 5.8% falling to 5.3% and 4.7%, and balance of payments deficit falling 6.9 to 6.3%.
- **The 2008 LSM Statistics** of the SA Advertising Research Foundation continued to show a **Diamond Shape** with growing **Middle-income segments** particularly in the Provinces with higher GDP share, Gauteng 33.5%, KZN 16.2% and W Cape 14.5% (Stats-SA 2007). The **Rural Provinces** remain poorest, needing bolder growth and employment initiatives.
- **Implementing High-Impact Projects and Investments** is the theme of the Natgrowth programmes in 2009-2010 in all Provinces, including Infrastructure, 2010, Agriculture, Agri-BBEE, Energy and Solar Water Heaters, Transport, Tourism, Trade, ICT, Education, Skills, Housing, Business Development and Integrated Social and Economic Development.

1.2 2010 Update: Stadia Progress and Business Opportunities

Leslie Sedibe 2010 Local Committee Representative

- **The Impressive Stadia are on track** for the ConCup in June 2009 towards 2010.
- **Ticketing is progressing** for both events, with Hospitality packages already sold out.
- **2010 R15b Media Revenue** is a record excluding Tickets, Sponsorship and other Revenue
- **Transport and Infrastructure** projects are progressing including Gautrain and the BRT.
- **FIFA Fan Parks** are on track in the host cities and main centres
- **Public Viewing Areas (PVA’s)** offer opportunities for Provinces, Municipalities & Business
- **Security measures are progressing**, including over 41 000 extra police on duty
- **Accommodation 55000 rooms** is a major challenge and opportunity for hotels or non-hotels
- **Tourism and Trade** opportunities are increasing with **450 000 extra** foreign visitors and many more African visitors expected, reaching a record of **10m** in 2010
- **Marketing and Communication** need to be enhanced to capitalize on the opportunities
- **Business Opportunities abound** in all areas, as indicated on www.fifa.com

1.3 **City of Johannesburg Spatial Development Plans and Projects**
Herman Pienaar, Director Development Planning, City of Joburg

- **The Integrated Spatial Development Plans (SDPs)** presented inform the City of Joburg’s IDP and major Capex Budget (See full plans on www.joburg.org.za)
- **The BRT** is the main infrastructure project along the **central spine**, to facilitate public transport, optimise infrastructure and bulk services and minimise urban sprawl
- **Urban sprawl settlements** on the periphery over-stretch bulk infrastructure and are not conducive to sustainable human settlements or public transport, whether RDP or upmarket.
- **It was acknowledged** in discussion that the SDP’s may be **over-centralised** and may lead to concentration in the centre, and neglect of major settlements on the periphery. The SDP’s also focus on **transport**, needing more attention to social and economic initiatives.

1.4 **Infrastructure, Construction and Transport Projects**
Peter Namingona QS, Jane Liale Marketing and Business Development, Liale & Co

- **The Infrastructure Boom** including Construction and Transport is stretching professional and delivery skills and resources, often increasing costs and compromising quality delivery. It was noted in discussion that the industry needs to rise to the challenges and opportunity of increasing capacity, including more experiential components in professional training.
- **The EPWP** often focuses on numbers and lacks skills development due to budget constraints and sustainability after short term employment. It was noted that the new extended **EPWP** will require a minimum of **6 months employment** and that the **Skills Fund** should be used to ensure adequate skills development. **Exit strategies** should also be part of the process, including multi-skilling and access to a range of exit opportunities.
- **BBBEE** Joint Ventures often use black contractors for labour only, rather than sharing management functions, skills transfers and profit on a fair basis. **BBBEE Partners** should take **professional advice** to ensure that JV’s are **properly structured** to maximise the benefits, and progression in the **CIDP** levels.

1.5 **Bio-fuels and Food Security (See Presentation)**
Andrew Makenete ABSA Regional Manager and SA Biofuels Association (SABA) President

- **“Bioenergy** provides us with a historic chance to fast-forward growth in the worlds poorest countries, to bring about an agricultural renaissance and supply modern energy to a third of the worlds population” Jacques Diouf DG UN Food & Agriculture Organisation: FT 15.08.07
- **Green Opec: Sub-Saharan Africa** is among the **most fertile regions** in the world which could feed Africa and the world, and generate substantial renewable **bio-fuel production**, with the appropriate strategies, investment and management, which are lacking. In **SA**, this includes the poorest regions of KZN, E Cape, Free State, Mpumalanga and Limpopo. The new focus on **rural development** could see an upturn in both food and bio-fuel production.
- **Food security and prices** should not be compromised by Bio-fuels, where staples such as Maize are generally in surplus, bye-products are used for animal feed and bio-fuel offtake agreements create price stability for farmers. The reasons for price increases and food shortages, it was argued, are more related to parallel increases in demand in Asia and other world markets, and distributional inefficiencies, rather than to bio-fuels.
- **Maize** is the most viable biofuel feedstock in SA and yet is excluded from the current E2 (2% Ethanol) blend policy despite major research and investment. The majority of Maize in SA, being yellow Maize, is used for animal feeds rather than food. The EU, Brazil and China are capitalizing on SADC Biofuels with higher E blends and no exclusion of maize. It is hoped by SABA that the policy will be reviewed by the new government.
- **Other Feedstocks** are in pilot stages including Sugar cane, Sugar beet, Soya and Canola, but excluding Tatropa which is popular in SADC. Bio-diesel has significant potential, as diesel has overtaken petrol in consumption in SA, particularly in farming and industry.
- It was also noted in discussion that effective **Agri-BBBEE** partnerships between emerging and commercial farmers, are key to land reform, to ensure optimal land use, access to markets and supplies, skills transfers, and sustainable businesses along the value chain

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1.6 Eskom Solar Water Heating Rebate Programme

Cedric Worthmann Eskom SWH Programme Manager

1.6.1 Eskom SWH Programme

- **National programme aimed peak reduction and energy efficiency**
 - With diversity reduce 0.625 kW per geyser- peak
 - Decrease average energy consumption by 4.5 kWh/day in family home of 2.
- **Programme based on Quality systems**
 - SABS test report required short term, and Mark Approval long term
- **Rebate mechanism**
 - **Rebate calculated on thermal efficiency**
 - **Customers claims**
 - **Timer and installation requirements set for compliance**

1.6.2 Targets

- **Target market** - anyone utilising energy for heating water in residential sector
 - Existing homes
 - New homes
- **Target is 925,000 SWH’s in 5 years**
- **Estimated to 3500 GWh savings**
 - 578MW’s
- **Current programme aimed at High/middle income earners due to cost of equipment**
 - However any residential home owner can claim
- **Tested low income systems could become a reality**

1.6.3 Barriers to uptake

Supply chain

- **SA manufacturers capacity small**

Cost of Equipment

- Systems are relatively **expensive** and will not be readily adopted due to perceived **low incentive value, low electricity costs and low buy in.**

Installation capacity development

- **Installation capacity** required to meet targets not available
 - **Needs sustainable** development of industry

Regulations and testing

- **SABS testing speed has** increased however there are still issues and incapacities
- **Sustainable and suitable regulations not available**
- **Certain departments not functioning optimally**

Awareness

- **Consumer awareness of SWH** and its benefits, and the energy crises
- **Consumer awareness of Rebate programme**

1.6.4 Aims of the Programme

The aim of the programme was to stimulate a sustainable SWH market which included:

- **Minimum quality standard** - create consumer confidence in the product’s operation and longevity.
- **Assist** with the development of a supply chain.
- **Increase installation capacity** for solar geysers.
- Create an environment that will **encourage the conventional geyser manufacturers** to enter the solar market with quality products.
- Open links to the **high impact insurance and financial industry.**
- **Stakeholder education and stimulation** (municipalities, government departments etc).
- Provide both **consumer and supplier education and confidence.**
- **Provide some financial assistance** to increase the uptake of quality solar water heating systems.

1.6.5 Progress to date

To date, the following has been achieved:

- **31 suppliers and 36 distributors** have been **accredited.**
- **50 systems** have SABS test results and 5 companies have mark approval on their equipment.
- **Over 1027 systems** have been installed.
- **SESSA** the industry body has grown from **9 suppliers to over 100.**

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1.6.6 **Municipalities: Entering the market: 2/3 of Households vs Eskom 1/3; eg.**

- **City of Johannesburg:**
 - Evaluating tender for 210 000 systems
 - Funding challenges to be addressed
- **Nelson Mandela**
 - Pursuing fee-for-service scheme: 90 000 systems
- **Ethekwini**
- **Sol Plaatje**

1.6.7 **Feasibility Study**

- Current programme perceived to be **too slow moving**
- Study to investigate **solutions to barriers** identified in existing programme:
 - Alternate **funding options**
 - Opening up **supply chain issues**
 - Addressing **marketing and communication**
 - **Legislative** options
 - **Technical bottlenecks** and assistance
- **An inclusive Industry Forum** is needed to coordinate and drive action, with the possible need for independent facilitation to balance the interests of different role-players

1.7 **SOLAR WATER HEATER ROLLOUT ISSUES, STRATEGIES AND PROJECTS**

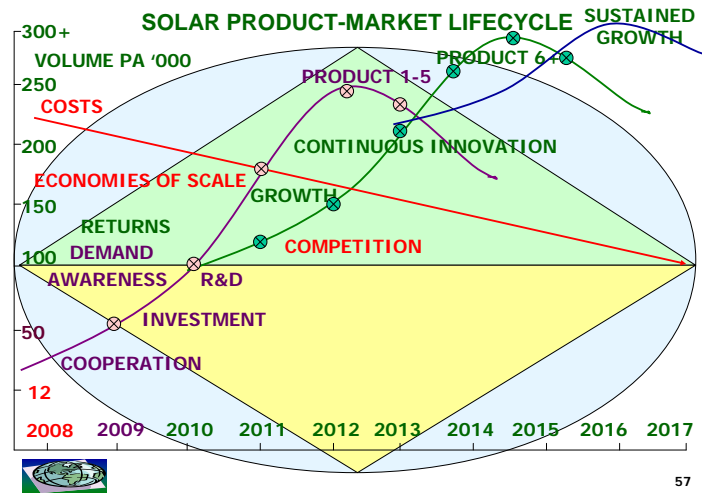
Eric Stillerman, NATGROWTH CEO

1.7.1 **BACKGROUND: SWH HEATER PROGRAMME**

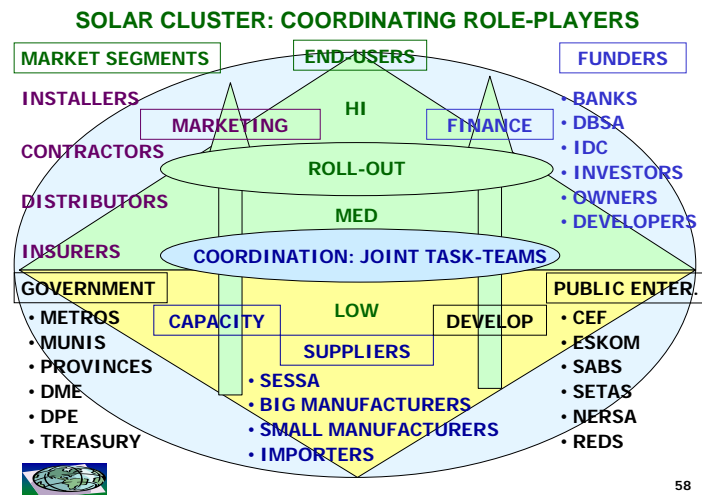
- **TARGET: PER ESKOM 925 000 IN 5 YEARS = 200 000 PER YEAR**
- **POTENTIAL: >10M HOUSEHOLDS + COMMERCIAL AND INDUSTRIAL**
 - REPLACE ELECTRIC >4M
 - NEW INSTALLATIONS >6M
- **REBATES: UP TO +/- 20% DEPENDING ON SAVINGS**
- **CONDITIONS: APPROVED SUPPLIERS AND INSTALLATIONS**
 - SABS APPROVAL
 - REPLACE ELECTRIC ELEMENT
 - TIME SWITCH
- **ACTUAL 2008: ONLY +/- 800 REBATES CLAIMED (>1000 TO DATE PER ESKOM)**
- **TOTAL SOLAR INCREASED FROM +/- 8 000 TO +/-12 000**
- **VS +/- 60 000 ELECTRIC GEYSERS PER MONTH = +/- 720 000 P YEAR!!??**
- **+/- 40% INSURANCE REPLACEMENTS > 300 000 PER YEAR!!??**

1.7.2 **KEY ISSUES**

- **COORDINATION LACKING:** FRAGMENTED, MANY PLAYERS DOING OWN THING
- **ACTION INERTIA:** LACK OF DRIVERS, STRATEGIES AND ACTION
- **MARKET AWARENESS LOW:** HOUSEHOLDERS AND OTHER MARKET SEGMENTS
- **EFFECTIVENESS NOT DEMONSTRATED:** DOES SOLAR WORK?
- **SAVINGS NOT PROVEN:** 70% GEYSER? 30% OF ELECTRICITY BILL?
- **COSTS HIGH:** NEED R5-8000? VS AVERAGE R13-15 000? FULL COST R20-30 000?
- **FINANCING UNCLEAR:** UP FRONT VS INSTALMENTS
- **INVESTMENT NEEDED:** TO GEAR UP CAPACITY
- **SUPPLIERS LACK CAPACITY:** +/-12 000 ACTUAL VS > 300 000 TARGET
- **DISTRIBUTORS NOT READY:** NOT OFF-THE-SHELF SALE
- **INSTALLERS NOT READY:** PLUMBERS, ELECTRICIANS, CONTRACTORS
- **JOBS NOT BEING CREATED:** WORKERS NOT READY
- **STANDARDS AND SKILLS LACKING:** TO MAKE IT WORK PROPERLY
- **LEGAL ISSUES:** DO WE NEED BYE-LAWS? ARE WE READY?



- As with other new Products, **Solar** requires Industry **Cooperation**, a Generic **Awareness** Campaign and **Investment** to create and meet the Demand.
- Once **critical mass and returns** are achieved, eg. 100 000 units per year for the first group of Products, Competition and Continuous Innovation will be required to sustain the growth path towards the target of 200-300 000+ units per year.



- The Solar industry requires **coordination** of a range of role-players in an **inclusive Cluster Forum**, including Government, Public Entities, Suppliers, Installers and Funders.
- **Joint Task-teams** are needed to resolve the key issues of Marketing in different market segments, Finance, Capacity and Skills Development.
- An **Inter-Governmental Steering Committee** is being set up to coordinate Government and Public Sector initiatives. SteerCom will need to engage with SESSA and suppliers.
- It was also suggested by various participants that **Independent facilitation** is needed to balance the various interests in the industry.

1.7.3 STRATEGIES AND ACTION PLANS PROPOSED

COORDINATED ACTION

- **SET-UP AN INCLUSIVE INDUSTRY CLUSTER FORUM AND TASK TEAMS**
- **KICK-START ACTION** WITH CLEAR DRIVERS, STRATEGIES, ACTION PLANS AND TARGETS

MARKET AWARENESS

- **JOINT GENERIC AWARENESS CAMPAIGNS** ARE NEEDED BY SEGMENT AND REGION
- **DEMONSTRATE SOLAR EFFECTIVENESS** AND COST SAVINGS
- **COSTS: TEST MARKET SEGMENTS** FROM LOW R5-8000; AVE R13-15 000; TO R20-30 000

FINANCE AND INVESTMENT

- **LINE UP INSTALMENT PACKAGES WITH FINANCIAL INSTITUTIONS**
- **DO BANKABLE BUSINESS PLANS AND INVESTMENT PROPOSALS**
 - SUPPLY CHAIN: JOINT ACTION AND TRAINING PROGRAMMES**
- **SUPPLIER CAPACITY: GET MOVING ON PRODUCTION TOWARDS 300 000 PA TARGET**
- **DISTRIBUTORS AND INSTALLERS: GET READY WITH STOCK AND SKILLS**
- **JOB CREATION AND SMME’S: RECRUIT AND TRAIN FOR BROAD-BASED ROLL-OUT**
- **STANDARDS AND SKILLS: IMPLEMENT PROJECTS FOR QUALITY AND QUANTITY**
 - LEGAL STICK: NOT NEEDED OR READY (NATGROWTH VIEW)**
- MANY ROLE-PLAYERS BELIEVE THAT **BYE-LAWS** ARE NEEDED TO ENFORCE SOLAR TOWARDS THE TARGETS SET.
- NATGROWTH BELIEVES THAT WITH EFFECTIVE MARKETING OF THE BENEFITS, EFFECTIVENESS AND COST SAVINGS, **BYE-LAWS ARE NOT NEEDED**, AND THAT THE INDUSTRY IS **NOT READY** TO FAIRLY JUSTIFY A LEGAL STICK

1.8 SKILLS DEVELOPMENT AND CAPACITY BUILDING IN THE PLUMBING INDUSTRY IN SOUTH AFRICA FOR HOT WATER INSTALLATION (INCLUDING SOLAR)

Marie Roux, Department of Public Enterprises (DPE) Solar Consultant

1.8.1 Background TO THE

- **Government calls for 10 000 GWh renewable energy** contribution by 2013.
- This is equivalent to replacing two units of Eskom’s combined coal fired power stations.
- Water heating in the home accounts for 30% - 50% of a household's electricity consumption.
- Successful projects to promote Solar water heaters will make a significant difference to this target.
- **DPE introduced a target of 1 million solar** water heater systems to be installed by **2010**.
- Research and Investigations into the following was conducted and an immediate implementation plan was developed to address **key barriers**, i.e. **Installation and maintenance capacity and bulk procurement**.
- **There is a serious Skills Shortage in the Solar and Hot Water Industry**, including the need for +/- 8 000 Plumbers who should be properly trained and registered

1.8.2 DEMAND INITIATIVES

- **In order to create demand that will make a significant difference that** also includes a sustainability model with regards to local development, the insurance industry in South Africa was approached.
- **The insurance industry** facilitates replacement of faulty water heaters through short term insurance claims. It is estimated that the insurance industry replaces around **315 000** units per annum – close to 30 000 per month.
- **SAIA** – the South African Insurance Association has been closely involved in educating and encouraging their Board and Members to start with initiatives to replace with solar water heaters instead of electric geysers.
- **SAIA** is currently working towards endorsing such initiatives at Board level at their **next board meeting held on 7 April 2009**.
- This initiative aims at encouraging an **immediate 10% difference**

Targets/ Deliverables

- **10 insurance companies** implementing pilot projects country wide by June 2009.
- **10% of water heater replacements with solar water heaters**
- **20 insurance companies** implementing country wide by June 2010.
- **20% of water heater replacements with solar water heaters by June 2010.**

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Current Structures: Demand Side

IN PLACE:

- **Central Coordination and Communication through SAIA** on behalf of the Insurance Industry
- Insurance industry **best practice processes** and procedures in place to administer the process
- Insurance industry has current **processes in place to collect ESKOM incentive** on behalf of customer
- Insurance industry has current **relationships with suppliers and installers**

BARRIER:

- **Quality control of installation and maintenance.**

DPE, ESKOM, IOPSA and SAIA are currently working on the registration and implementation of the **Plumbing Industry Registration Board (www.pirb.co.za)**. Registration of the PIRB as a statutory body will demand a Certificate of Compliance from a certified installer for each installation.

- **Financial shortfall for replacement of solar.**

DPE, ESKOM, IOPSA and SAIA are currently working on a **model to minimise the shortfall**. Apart from the ESKOM incentive an **additional funding scheme** managed through SAIA for the period of pilot projects will assist. This fund may have a ceiling but will assist in driving down costs with regards to units as well as maintenance.

1.8.3 MAINTENANCE AND INSTALLATION INITIATIVES

- **The SA Plumbing industry consists of an estimated 13 000 workers .**
 - **3 000** are qualified workers ;
 - **10 000** are semi-skilled (can do the job but has no certificate or formal qualification).
 - It is also estimated that 50% of the semi-skilled workers are illiterate.
- The plumbing industry currently has a demand for an **additional 8 000 workers**.
- **95%** of the plumbing industry are **SMME** companies.
- **The insurance industry** is the most significant employer of the plumbing industry.

Targets / Deliverables

Pilot 2008/2009:	1 000 new entrants registered 500 semi-skilled workers certified 500 currently skilled workers upskilled
2009/2010:	3 000 new entrants registered 2 000 semi-skilled workers certified 600 currently skilled workers upskilled
2010/2011:	3 000 new entrants registered 3 000 semi-skilled workers certified 2000 currently skilled workers upskilled

Current Structures: Supply Side

MANUFACTURERS:

- Larger as well as smaller manufacturers have **foundations in place to supply at bigger scale**. Larger manufacturers currently have **capacity to triple output**.
- ESKOM already have a list of nearly **100 suppliers with accredited products**.

INSTALLATION/MAINTENANCE:

- **Hot water installation qualification** was developed and registered with SAQA.
- **Accredited training providers** were identified.
- **Centralised Communication** with regards to training through PIRB.

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Training Budget

- **Pilot 2008/2009:** R 43,845,200.00
- **2009/2010:** R 112,540,000.00
- **2010/2011:** R 127,640,000.00
R 284 025 200.00
- **A Plumbing Industry Registration Body (PIRB)** is being formed to ensure proper Standards in the industry
- **Various Training Programmes are proposed including Learnerships and Certification** to address the skills shortage of existing plumbers and new entrants
- **An Intergovernmental Solar Steering Committee** has been formed as part of the National Energy Response Task-team. **An inclusive Industry Form** would assist with coordination
- **Legal enforcement** is considered necessary if SA is serious about 1m Solar Water Heaters
- **In the interim, incremental progress** should be achieved through a range of initiatives

Discussion Comments by certain suppliers:

- **Solar heater installation** is more complex and time-consuming, eg. 1 solar vs. 4 electric geysers could be installed per day, as well as comebacks, adding to the higher cost.
- **Insurance companies** offer little margins at a target net price of R8 000 after rebate (with only +/- R480 shortfall to be paid by the consumer.)

1.9 WHAT A SOUTH AFRICAN SOLAR MANUFACTURER LOOKS LIKE

Neriel Hurwitz, SUNTANK Marketing and Business Development Manager

1.9.1 **Established 1994** Vertically integrated: R&D, Manufacturing, Marketing, Sales, Installation, Service

1.9.2 **Technology:** Thermal Siphon, Flat-Plate Solar Heat Absorption Collector

1.9.3 **SABS Test Reports** and Factory Audit leading to SABS Mark

1.9.4 **Installation Options:** On-Roof; In-Roof; On Ground: Pumped

1.9.5 **Gallery of Installations:** Commercial and Residential throughout SA

1.9.6 **Blue Sky Scenario: A Solar Heater on Every Roof in SA:** Like in Israel

1.9.7 **Main Barrier: Low Demand**

1.9.8 **Consumer Behaviour: AIDA Needed**

- **Awareness**
- **Interest**
- **Desire**
- **Action**

1.9.9 **Overcoming the Barrier**

1.9.10 **Stimulate Demand through Market Forces**

Advertising, Promotions, Education

Pricing: Incentives, Subsidies, Scale

Easy Finance Mechanisms: Bond, Loans etc.

1.9.11 **Shifting Consumer Behaviour is**

- **Costly**
- **Time-consuming**

1.9.12 **To Reach Millions** of SHW's, we could use **LOAD-SHEDDING** or

1.9.13 **LEGISLATION: THE BEST WAY TO REACH SWH NUMBERS**

- **New Buildings**
- **Government and Municipal Buildings**
- **Insurance Replacements**

1.10 **Discussion:** There was active engagement and willingness to pursue follow-up action.

1.10.1 **Natgrowth** expressed confidence that the industry could succeed without legislation

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1.10.2 Paul Vermeulen, City Power Solar Project Manager

- **City Power is evaluating a Tender for 210 000 Solar Water Heaters. The Target Market** is middle- to upper income households. **The Scheme** would involve no costs to householders who would not purchase the unit, but would benefit from +/- 15% of the electricity savings
- **City Power** would purchase the SWH's from the suppliers and achieve the main savings on electricity consumption, which would avoid load-shedding and may accrue Carbon Credits
- **Solar Suppliers** would need to gear up their capacity and financing to meet the demand. They would also need to generate the demand through marketing and sales to households. **Solar Suppliers** indicated that it would not be feasible to gear up capacity without orders
- **Financing** of City Power's Solar purchases is the major challenge, which would need to be "off balance sheet", due to City of Joburg's Budget and Financing constraints.
- **Natgrowth** believes an **appropriate financing** scheme is possible and has offered to assist City Power with the project. City Power will follow-up once the Tenders have been evaluated.

1.10.3 Other Solar Sector participants present:

- **Andrew Etzinger, Eskom Marketing and Communications Manager**
- **Ruse Moleshe, DBSA Energy Specialist**
- **Martin Coetzee, Technical Manager, Cobra Watertech**
- **Herman Weber, Technical Director Kwikot**

1.11 Apologies / Contacts to Follow-up: CEF, DME, MATLA, SESSA

1.12 International Housing Solutions (I.H.S.) Equity Funding for Housing and Related Projects Elize Stroëbel CEO, Willem Odendaal Investment Director, International Housing Solutions

- **I.H.S. PROVIDES EQUITY FUNDING FOR AFFORDABLE HOUSING PROJECTS, COMPANIES PROVIDING HOUSING AND RELATED PRODUCTS & SERVICES**
- **TARGETING GROWING MIDDLE TO LOW INCOME MARKET EARNING R3500-22 000 PM; TYPICAL OWN UNITS COST R280 – 550 000**
- **SA WORKFORCE HOUSING FUND: EQUITY FUNDING**
- **FUND 1: EQUITY R1.161B + DEBT 0.605B = R1.7B +/- 1/3 INVESTED TO DATE**
- **BRIDGE GAPS BETWEEN DEBT AND TOTAL PROJECT COST**
- **PARTNERSHIPS WITH ESTABLISHED DEVELOPERS INCLUDE:**
 - **New Housing Developments:** Urban In-Fill or Suburban Land-to-Stand
 - **Substantial Rehabilitation of Property for Rental or Sale**
 - **Existing Portfolios of Apartment Buildings**
 - **Expansion or Diversification of businesses** serving residential market eg. alternative housing technologies
- **ACTIVE IN ALL PROVINCES AND NEIGHBOURING COUNTRIES**
- **SOLID TRACK RECORD IN LOCAL AND INTERNATIONAL MARKETS;**
- **DIVERSITY OF FINANCE AND REAL ESTATE EXPERTISE**
- **CURRENT PROJECTS INCLUDE 4200 UNITS IN WITBANK, 6500 UNITS IN SOWETO, LOW-END RENTAL APARTMENTS GREATERMAN'S JOBURG 23 SQ M @R800-1000 PM**
- **MINIMUM INVESTMENT IS R25M; PREFERRED EQUITY < 30% FOR 75-85% OF CAPITAL, WITH 1ST CLAIM ON CAPITAL & RETURN; OR 50-5 DEAL FOR R25-250M EQUITY.**

1.13 IDC Financing Development in South Africa

Thami Twala IDC Strategic High Impact Projects (SHIP) Senior Project Manager

Apology: Zanele Monnakgotla, Head IDC SHIP

1.13.1 IDC's Approach: R60b 5 Year Investment Plan

IDC addresses market failures by supporting investments, which may otherwise not happen, in partnership with private sector companies. This entails taking a **higher risk profile** than commercial financiers to support the development of sectors and new entrepreneurs through

- **Diversifying** the economy through supporting a range of sectors
- **Encouraging** the introduction and development of new industries and products

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- **Developing internationally competitive** companies
- **Supporting** the establishment of **green-fields developments**
- **Supporting expansions** of existing businesses
- Facilitating the entry of **new entrepreneurs** and supporting their development
- **Supporting the growth and development** of small and medium businesses into competitive players
- **Encouraging regional development** by supporting companies with regional comparative advantages

1.13.2 **SECTORAL INVOLVEMENT**

- **Agriculture**
- **Mining**
- **Manufacturing**
- **NEW SECTOR INVOLVEMENT**
- **Services - related**
 - **energy**
 - **tourism**
 - **IT**
 - **telecoms**
 - **motion pictures**
 - **healthcare & education**
 - **transport & storage**
 - **venture capital**
 - **government / corporate tenders**
 - **franchising**
 - **financial services**
 - **construction**
 - **2010**
- **Other**
 - **public private partnerships**
 - **development agencies**

1.13.3 **IDC offers a wide array of financial instruments, and flexible Deal-Structuring including :**

- **Equity**
- **Quasi-equity**
- **Commercial debt**
- **Wholesale & bridging finance**
- **Share warehousing**
- **Guarantees**
- **Export/import finance**
- **Short-term trade finance**
- **Venture capital**

1.13.4 **Financing Criteria**

- Projects must exhibit **economic merit (i.e. profitable)**
- IDC finances **fixed assets** and fixed portion of growth in **working capital requirements**
- **Reasonable contribution** expected from promoter/s
- **R1 million minimum**
- **Security**
- **Environmental compliance**

1.13.5 Role in Project Development

- **Co-sponsors feasibility studies**
- **Identifies project opportunities**
- **Provides and arranges funding** (e.g. export and import finance, equity and loan funding)
- **Identifies suitable international and local DFIs**, commercial and merchant banks and companies and export credit agencies as potential participants
- **IDC acts as a financial adviser** in partnership with other financial institutions
- **Shares project risk** with the sponsors and financial partners
- **Identifies strong operating partners**
- **Off-take and supply agreements**
- **Assists with the early negotiations** of project agreements to improve and ensure their bankability and shorten the funding schedule
- **Structures appropriate limited recourse funding packages** by allocating project risk to the appropriate stakeholders
- **Assists with implementation via steering committee**
- **Serves on board of directors**
- **IDC does not seek shareholding control or management participation**

1.13.6 Project Challenges

- Creation of **shareholder value** - the key driver
- **Over-paying** for an investment can never be corrected (hurdle rate)
- **Fair-deal** (creating identical risk/return profiles)
- The best structuring cannot rectify a **bad deal** (improving returns with smarter due diligence; invest in time; key risks are almost always under-estimated; does the business model make sense? bringing reality to budgets: hockey stick projections typically made; info integrity etc.)
- **Good corporate governance** is not negotiable (independence of non-executives; composition of committees; reporting; shareholders’ approvals)
- Financial investors’ **strategic vision** for the business must be aligned with that of operational management
- **Main reasons for business failures** (management lacks passion and/or required skills; capacity to take the product to the market; market sentiment turned negative; cash flow management; excessive gearing)

1.13.7 Approach to provincial & local development

- **Unlock investment potential** to address **inequitable** regional socio-economic development
- Exploiting **comparative advantage in sectors**
- **Addressing market gaps**
- IDC in discussion with provincial development corporations to address **capacity building**
- **Capacity building** for third-tier government through **development agencies (24 approved to date)**: serve as a support and resource facility to fulfill IDC’s developmental role through the establishment of agencies (particularly in rural areas)

1.13.8 Highlights of financial year 2007/08

- Funding approvals amounted to a **record amount of R8.5 billion**
- **More than 75%** of the value of approvals to **expansions and start-ups**
- **R5.2 billion** approved for **black empowered** enterprises (61% of the total)
- **55%** of the total number of funding approvals (167) to **SMEs**
- **R2.1 billion** for developments in the rest of the **African continent (19 countries)**
- The funding activities will assist in the creation and retention of:
 - more than **33 200 direct new jobs** in South Africa
 - around **1 900** in the rest of **Africa**
 - **More than 42%** of the jobs will be created in South African **rural areas**
- **Roll-out of regional offices to eight provinces** in an advanced stage

1.13.9 In the 2000s and in the future ...

- Berries
- Cherries
- Persimmon
- Community pay-phones
- Motion pictures
- Diamond cutting & polishing
- Bio-fuels
- Pebble-bed Modular Reactor
- Composites
- Biomass
- New technologies
- Owner-driver schemes
- Boat-building
- Tele-medicine
- etc.

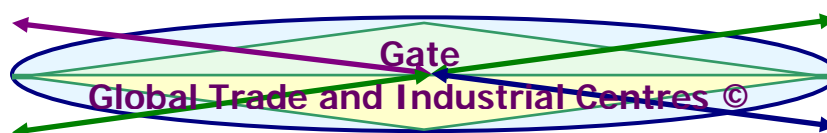
1.13.10 Way Forward

- Targeting sectors that have **strong growth and development potential**
- **Financing viable and sustainable projects**
- Focusing on **previously neglected areas**
- Placing emphasis on **job creation**
- Promoting **SME development and BEE**
- Engaging in **creative investments that empower rural communities**
- **Consulting and collaborating with provincial governments and other key role players**

Your partner in development finance!

1.14 Global Trade and Industrial Centres

Eric Stillerman, CEO Gti Global Trade and Industrial Centres (Gti) part of Natgrowth Group



Major Opportunities and Attractions
Fast Growing Sector
Biggest / Highest Growth Employer
Easy Entry, Low Cost

- **Multiple Hubs** for Trade, Transport, Logistics and Industry
- **Trading** into SADC, Africa and beyond
- **Capitalising on 2010** Shopping and Business Tourism
- **World-Class Logistics**, Procurement and Supply Chain Management
- **Integrating All Sectors**
- **Integrating 1st and 2nd Economies**
- **Integrating All Regions**

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- 1.14.1 **Trade is a major high growth and employment sector** which includes a range of buying and selling activities and services including domestic and international, wholesale and retail, tourism, restaurants, catering, accommodation and hotels, as well as the informal trade sector
- 1.14.2 **Trade** is likely to be the major beneficiary of **2010**, including African Shopping Tourism and overseas leisure tourism
- 1.14.3 **Trade and Industrial Centres provide** integrated facilities for the inter-related activities of **Transport, Logistics and ICT**, which are not currently properly serviced in all areas
- 1.14.4 **Trade and Industrial Centres provide** integrated facilities **for industry**, adding value to raw materials through processing, fabrication, assembly and packaging
- 1.14.5 **Trade and Industrial Centres** are an ideal platform for **IDZ’s**: export-oriented manufacturing zones at international ports of entry with special benefits such as vat and customs-free areas
- 1.14.6 **Trade and Industrial Centre opportunities** have been identified in all Provinces
- 1.14.7 A **Trade and Industrial Centres Working Group** has been formed for **several Provinces**, including **Gauteng, Limpopo, Mpumalanga, North West / Mafikeng IDZ**
- 1.15 Business Strategy, Development, Leadership and Investment Programmes**
Eric Stillerman, CEO Natgrowth
- 1.15.1 **Business Strategy, Development, Investment and Leadership** are part of the same dynamic strategic process and framework, which are powerful classic techniques for success, when applied effectively at all levels, from individual and SMME’s to big businesses and government.
- 1.15.2 The **Strategy Process** is guided by the right brain which is accessible in a relaxed atmosphere, and is creative, participative, pro-active, inspirational, interactive and motivational
- 1.15.3 The **Strategy Framework** covers all aspects of business strategy and planning including: Vision: Where are we Going? Mission: What Business are we in? Strategic External, Industry and Internal Analysis: Where are We Now? Strategy Development: How do we Get There? Strategy Implementation: Business Action Plans, Targets, Budgets, Financial Plans, Investment Proposals, Management Roles, Key Performance Areas and Indicators, Monitoring and Review.
- 1.15.4 **Strategic Leadership** is one of the most vital ingredients for success in business and government, which is even more urgently required to provide bold and clear direction, to maintain momentum and to enhance performance in the current climate of economic crisis and political transition.
- 1.15.5 **Strategic Investment** processes include bankable business plans, financial projections, management capacity, investment attractiveness, proposals and investment structuring.
- 1.15.6 **Strategic Business Planning, Development and Investment** techniques were demonstrated with participants in the programme in an exciting, empowering and interactive process. The process may be followed up with Natgrowth towards a full business plan and investment proposals.
- 1.16 Enterprise Development Programmes**
Jackie Launder, Consultant, Raizcorp Arize Channel
- 1.16.1 **Raizcorp** was founded in 2002 as a **Business Incubator / Prosperator** which has developed over 100 successful entrepreneurs in a powerful process and professional support environment
- 1.16.2 **Arize Channel** specialises in the **Enterprise Development (ED)** component of the BBBEE scorecard, maximising the impact for companies and entrepreneurs.
- 1.16.3 **The GEM Report** 2006 indicates that SA has one of the lowest rates of entrepreneurial activity and success in the developing world. Some new venture creation programmes have zero success.
- 1.16.4 **Raizcorp’s Model** includes **Rigorous Selection**, in the belief that one is backing the jockey not the horse, and a **Value Stack** comprising: Infrastructure, Professional Personnel, Learning, Guiding, Sales Networking and “Raizcorp Magic” ie. a community of entrepreneurs.
- 1.16.5 **In discussion**, it was noted that Natgrowth prefers a **broader business development** model to the more **selective** model. We need to help the 99% who might otherwise fail, to become successful in business, not only the 1% who will succeed anyway.
- 1.17 Tourism, Trade and Creative Sector Projects (See 2007 and 2008 Reports)**
Dorris Woërfel, CEO Southern Cross Group
- **Update on Mapungubwe, International Tourism and Trade Routes** including Africa, Middle-East, Asia and China
 - **Follow-up** with Natgrowth to discuss cooperation on Trade and Industrial Centre Projects

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1.18 JCCI City of Joburg Export Promotion Project, Keith Brebnor CEO JCCI

Sector	No. of SMME’s	Woman Owned	HDI
● Construction	20	5	13
● Agriculture	3	2	3
● Craft and design	3	3	3
● Fashion	15	8	11
● Hospitality	12	6	9
● Medical	10	4	5
● Mining	13	6	11
● Services	44	8	37
● Transport	11	5	9
● FDI (Fashion District)	18	15	17
● Jewellery Council SA	<u>24</u>	<u>9</u>	<u>9</u>
Total	<u>154</u>	<u>71</u>	<u>127</u>

NAFCOC JCCI Facilities available

- International Trade Desk
- Information Centre
- Chamber staff
- Credit Reports and checks
- Potential export contracts abroad
- 2 x Trade Point terminals
- Trade experts in various fields
- Incoming Trade Missions
- Outgoing Trade Missions
- Network Sessions
- Financial Institutions
- Full time Project Manager
- Advertising and member discounts
- Exporter of the Year

TRADE POINT AS A MARKETING TOOL

- **JCCI is host to Trade Point SA** which helps members to access **International markets** for their products and to trade with an additional **79 countries and 114 offices** worldwide as potential trading partners through the Global Trading Directory System (GTDS)

TRADE SHOWS – LOCAL AND INTERNATIONAL

SAITEX Sept. 2007	10 members on Exhibition
BITSA Sep. 2007	26 members on Inward Mission
DTI, Investors	
Conference Oct. 2007	10 members on Exhibition
JCCI Trade	
Mission Feb. 2008	2 members on Trade Mission (Tanzania and Uganda)
APEX, BRAZIL April 2008	9 members
DTI, DRC	
Trade Mission April 2008	4 members on Trade Mission
Serbian Inward	
Mission June 2008	16 members
SA/Nigerian Presidential	
Delegation June 2008	16 members
SAGHCOEX 08 June 2008	14 members applied DTI SSAS

TOTAL: 107 PROJECT MEMBERS PARTICIPATED

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DISCUSSION POINTS

- **Participants requested JCCI** to assist other Chambers to get organized.
- **Natgrowth and JCCI** to discuss cooperation on Trade and Industrial Centre Projects

1.19 **Eskom Contractor and Supplier Development Programmes: Update (See 2007-8 Reports) Steph Prinsloo Eskom ASGISA Unit**

1.19.1 **Polokwane: (Edupark Campus) : 38 Students**

- Launched on 14 January 2008.
- Two groups of 14 Contractors (10 are BWO)
- Practical construction training group started on 28 January 2008 at Bela Bela with 10 people (1 Female)
- Students graduated 24 October 2008.
- Follow up scheduled for 24 April 2009.
 - Progress on contracts
 - NEF–Meeting with students - Funding

1.19.2 **East London: (LDI Campus) : 38 students**

- Launched on 6 October 2008.
- Two groups of 14 Contractors (11 are BWO)
- Practical construction training group started on 28 January 2008 at Eskom Simulator with 10 students
- Graduation scheduled for 21 August 2009.
- Follow up will be scheduled 6 months after graduation

1.19.3 **Way Forward Approved**

- **7 Contractor Academies**
- **Polokwane Jan / May 2009: 24**
- **W Cape July 2009: 14**
- **Medupi late 2009: 28** to be transported from Lephalale to Polokwane

1.19.4 **Proposed (Not Yet Approved)**

- **Eskom Distribution: 784 Owners + 420** practical students: R116m needed over 5 years
- Content adapted to include **Supplier Elective Modules**

1.19.5 **Conclusions: Positives include**

- From pilot programme of 38 students to 142 in 2 years
- Programme can be implemented in a short period of time – only approval process, infrastructure & logistics arrangements is a challenge (eg. laptops, venues accom. etc)
- Credible programme certificated and quality assured by University of Limpopo.
- SETA registered
- Contractors can be registered at CIDB, SACCCMP etc
- Huge external interest.
- Funding opportunities for Contractors (ABSA & NEF)
- Long term sustainable relationship with Eskom

1.19.5 **Conclusions: Negatives**

- **Not “mass” programme** – 14 to 20 students per group.
- **Practical training** is dependant on **upgrade of ‘simulators’** Cost implications
- **Expensive programme** to maintain excellence –funding will be a major challenge to train huge numbers.
- **Cost is +/- R70 000** per person or R1 000 per person per day

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1.19.6 Comments

- **Eskom is applauded** on the success and rollout of the Contractor programme and its extension to supplier development, to enable many more SMME’s to benefit.
- **Natgrowth** believes the **cost is excessive** with facilitator fees at +/- R14 000 per day. Most modules are not unique and many skilled facilitators would be pleased to tender at a fraction of the cost. For example, London School offers a similar Mini-MBA at R15 000 per year

OTHER PARTICIPANT COMMENTS AND FOLLOW-UP POINTS

1.20 Mpumalanga: Charles Mnisi, Manager LED and Tourism, Ehlanzeni District Municipality

- **Trade and Industrial Centres, GDS and LED Projects** to be followed-up in Mbombela, Nkomazi, Bushbuckridge and other Local Municipalities
- **Business Plans** to be followed-up with Natgrowth
- **Interests include property development**, including alternative rural accommodation, tourism, entertainment and game reserve developments

1.21 Gauteng: Paul Maseko, CEO Emoyeni Trading Entity, Public Works, Roads & Transport

- **Emoyeni** is a trading entity within Gauteng Dept of Public Works, Roads and Transport. **It’s Vision and Mandate** includes facilitating the following:
- **Priority Gauteng IDZ** near ORTIA to be followed-up with Natgrowth including the Trade and Industrial Centre concept
- **Major Public Sector Properties** for Revival, Development or Sale, as well as R27m Land in the South, to be discussed further with Natgrowth. Seminar Day 2 and 3 were **fruitful**.

1.22 KZN: Barbara Mgutshini Local Government Special Projects

Projects emerging from the KZN Provincial Spatial Economic Development Strategy (PSEDS) to be **followed up for implementation**, including:

- **Corridor Development** R160m Budget
- **Small Town Rehabilitation** R 55m Budget
- **2010 Infrastructure** initiatives
- **Investment Opportunities**
- **Municipal Infrastructure Grants**

1.23 Limpopo: Lehlagare Mothapo, Development Economist, Economic Development & Tourism

- **Seminar Evaluation: Excellent.**
- **Trade and Industrial Centre, GDS, Industrial Clusters and LED Projects, to follow up** including Transport and Logistics Hubs in Polokwane and possibly Musina.

1.24 Dept. of Science and Technology, Catherine Leboa, Dep Director, Sustainable Livelihoods

- **Seminar Evaluation: Good Programme.**
- **DST Vision is to facilitate Prosperous Business Projects** along the full business value chain for a number of new science and technology products and technologies
- **Enterprise Development** and JCCI Projects to be followed-up

1.25 Mpho Lovedale MD Formco

- **Found the Programme to be a very rewarding** process recommended to many others: Email received: “I would like to thank you for the wonderful and educational seminar you had. One doesn’t feel to miss it for anything. Natgrowth is definitely the future”
- **Switching from Transport to Agriculture**, towards a Vision of a major farming enterprise with several farms in Mpumalanga, Limpopo and Free State, with crops, honey bees, processing facilities, dairy cows, livestock and abattoirs
- **Business Plan and funding** to be followed-up

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1.26 Kgomotso Lediga Malgaki Resources

- Follow-up on Business Plan **Wellness for Success** targeting government, corporates and individuals;
- **Follow-up** Strategic Business Development and Financial Management Programmes

1.27 Moipone Masalesa: Thought-provoking seminar.

- **Follow-up Vision and Business Plan** for a Major Construction Company doing large scale civil works throughout SA and SADC
- **Follow-up** Strategic Business Development and Financial Management Programmes

1.28 Tsietse Makwela, Mudzi and Mashonga Construction

- **Programme** assisted in moving towards the objective of advancing from a small to a larger business, including a bigger Vision, more confidence to handle the bigger work, negotiating better terms on joint ventures to benefit from allround business experience, rather than labour-only, and broadening the business development network
- **Business Plans** to be followed-up
- **Email:** “Thanks for the opportunity to attend such a powerful "High Impact" workshop. As most of us could not differentiate between the vision and the mission, but we finally managed to separate the two. I think most people lack the deal making skills which is what needs to be added most with those business planning skills that we have learned. If an opportunity presented for me to become the contributor to such a vibrant organisation like Natgrowth Fund, I will definitely grab it with both hands. Thanks for everything”.

1.29 Jane Llale, Llale & Company Director New Business

- **Seminar Evaluation: Day 1 Good, Day 2 Better, Day3 Best, Overall: Perfect!**
- **Vision:** more major developments all over SA, SADC and overseas, building on experience with projects such as 2010 Soccer City, NM Museum, Mapopane Station
- **Business Plans** to be followed-up towards the goal of a JSE listing

1.30 Tami Tale, IDC SHIP Senior Project Manager

- **Email:** “Thanks a lot for organising this seminar. It’s a pity I missed most of the topics on the program due to other commitments, but have enjoyed those that I had a chance to listen to; they were very **informative and enriching**. Looking forward to your summary”

1.31 Artie Phatlane, COO, Natgrowth

- **It’s Happening! The Programme has moved to the next level** as a project factory and investment deal- room.

1.32 Eric Stillerman, CEO, Natgrowth

- **We look forward to following up with all participants**, present, past and future in contributing to implementation of sustainable growth, investment and employment

1.33 APOLOGIES:

- Central Energy Fund, Jabulani Shabalala
- DBSA, Motsamai Senyakoe
- IDC, Zanele Monnakgotla
- Ekurhuleni Metro
- Jewellery Council CEO, Lourens Maree
- Matla
- City of Tshwane
- Others

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ANNEXURE: NATGROWTH GROUP

NATGROWTH National & Africa Growth, Development & Investment Centre
NATGROWTH is an independent empowered Growth, Development and Investment Centre which **facilitates Programmes, Projects, Partnerships and Investments, and provides Management and Financial Services and Training**, as a leading Strategic Resource for all Stakeholders. **NATGROWTH** operates in association with the following entities within a Group established in 1993 (see www.natgrowth.co.za; www.londev.co.za).

NATGROWTH FUND Private-Public Sector Investment Fund
 Dealflow R10b with various national, provincial, local and business entities

NATGROWTH DEVBANK Development and Investment Banking Services
Raising capital and investment for business and economic development projects, partnerships, BBBEE and PPP’s.

NATVEST: Natgrowth Investments
 Investing in viable projects, together with other strategic partners and investors.

GTi: Global Trade and Industrial Centres
 Establishing Trade, Industrial, Transport, ICT and Logistics Hubs in strategic locations in all provinces in South Africa and Africa

DEVGROWTH Strategic Management and Financial Services
 Strategic Management and Financial consulting and advisory services

I’Africa BBBEE Trust
 Group BBBEE Investment Vehicle

I’Africa Iyathuthuka Investment Holdings
 Group Investment Holding Company

I’Africa Foundation (non-profit)
 Group Social Responsibility initiatives

LONDON SCHOOL OF BUSINESS AND UNIVERSITY STUDIES SA

Education and training programmes to support broad-based growth and development, towards international Degrees and Diplomas through the University of London and the Association of Business Executives UK, recognised by the SAQA Centre for the Evaluation of Foreign qualifications, (see www.londev.co.za for detailed prospectus) including:

- **Accounting** and Finance
- **Banking** and Finance
- **Business Management** and Development
- **Development and Economics**
- **Financial Management** and Corporate Finance
- **Human Resource** Management
- **Information Technology** and Systems
- **Marketing** and International Business
- **Politics**, International Relations and Social Sciences
- **Strategic** Management
- **Sports** Management
- **Tourism** and Hospitality - towards 2010

Contact Details for further information, feedback and follow-up:

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