



BUSINESS TRUST

Working Together

1999 ~ 2011

**The overwhelming conclusion
is that South Africa
can achieve its objectives**
when goals and strategy are agreed,
the best public and private resources are mobilised,
and commitment is sustained.





1994
 First democratic election in South Africa
 Nelson Mandela appointed President
 Reconstruction and Development Programme launched

1994



1998
 Truth and Reconciliation Commission Report released

Unemployment 23,3%

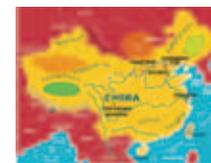
43m

Population

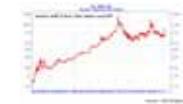


2000
 ANC wins second democratic election
 Thabo Mbeki appointed President

2000



2001
 China joins World Trade Organisation
 Enron scandal breaks
 September 11 attacks on USA
 Rand crisis



2001

1995
 Discussions start about a Business Trust

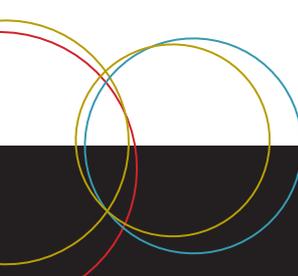


1999
 100 companies pledge support for Business Trust

1999
 Business Trust first year 1 July 1999
 Tourism and Education programmes launched
 President's Big Business Working Group initiated

1999

2000
 Tourism Enterprise Programme established





South Africa hosts World Summit on Sustainable Development
 Dot-com bubble bursts
 SARS outbreak in Asia

2002



ANC wins third democratic election
 Thabo Mbeki enters second term

2003

Unemployment 23,5%

47m

Population



Accelerated and Shared Growth Initiative (AsgiSA) launched

2005

2006



Business Trust wins World Summit on Sustainable Development Award
 First Long Run Johannesburg to Cape Town
 Business Trust Mid-term Review published

South Africa fastest growing tourist destination worldwide



First term results
 • 850 000 learners gain a year in reading and writing ability
 • Nine-fold improvement in higher grade maths
 • 129 000 new tourism jobs
 • 87% drop in malaria
Business Trust mandate extended to 2009



New programmes launched
 • Business process outsourcing
 • Infrastructure
 • Public works
 • Skills



Tourism Enterprise company established
 Community Investment Programme launched



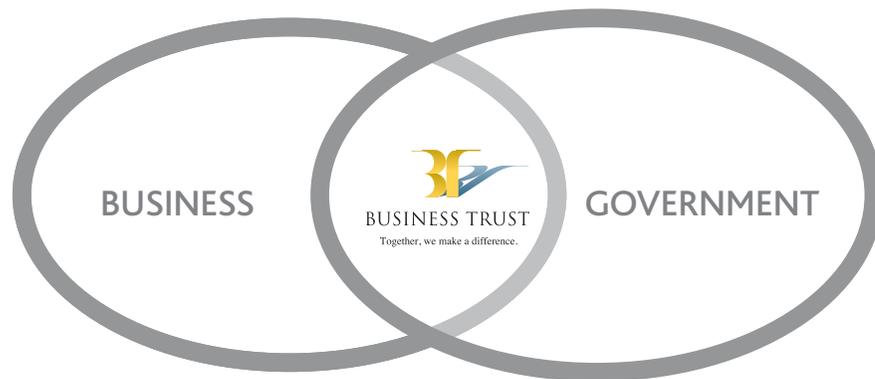
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 <p>ANC Polokwane Conference Jacob Zuma elected President of ANC USA sub-prime mortgage crisis</p> 	<p>Thabo Mbeki recalled as President of SA Lehman Brothers collapse Barak Obama elected US President</p>	<p>2009 democratic election Jacob Zuma appointed President of South Africa</p>  <p>Unemployment 25,3%</p>	<p>50m Population</p>  <p>SA hosts 2010 FIFA World Cup™ New Growth Path launched</p>	<p>Jobs Fund launched</p>
2007	2008	2009	2010	2011
<p>Project Preparation Fund launched Access to Infrastructure Index launched Infrastructure Dialogues launched</p>		<p>Business Trust term extended to 2010 Shared Growth Challenge Fund launched</p>		<p>Second term results</p> <ul style="list-style-type: none"> • Public Works Programme succeeds in meeting 1m target • 10 000 new jobs in BPO sector • R1bn investment contracts signed for poverty nodes • New infrastructure agency designed <p>Business Trust term extended to 2011</p>
<p>Vumelana Advisory Fund launched Business Trust closed December 2011</p> <ul style="list-style-type: none"> • R1,8bn managed • 4m lives improved • Model of cooperative action demonstrated 				



If **South Africa** is to prosper, public services must improve and markets become **more inclusive.**

Overview



From 1999 to 2011 the Business Trust combined the resources of business and government to accelerate the achievement of national objectives. It focused on creating jobs, building capacity and combating poverty in the early years of democracy. After 12 years it has fulfilled its mandate and completed its work.

This report provides a brief description of the results achieved by South African companies and the government working together. The achievements are a product of the context in which the work was undertaken, the strategy that was adopted, and the partnerships that were built between 1999 and 2011.



Context and strategy

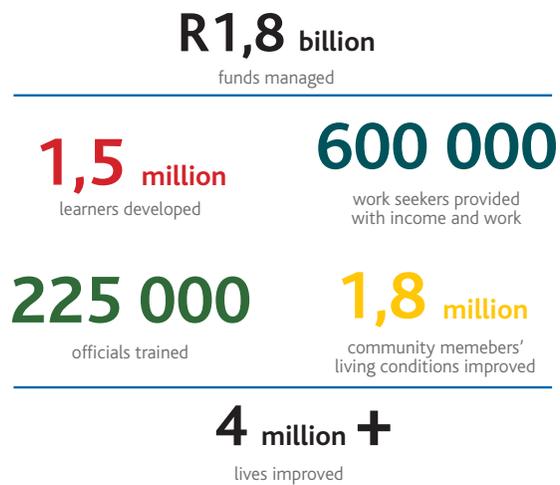
The new democracy, supported by a relatively well-developed market economy and substantial business sector, made the Business Trust possible. Concern about the pace of development and the role of business in society made it necessary. A political commitment to involve business in South Africa's development project and an aspiration in business to be a trusted social partner made it desirable.

The strategy was to

- **Identify areas where business and government could cooperate** to accelerate the achievement of national objectives. Two five-year strategic plans were developed through a process of consultation between senior business and government leaders.
- **Develop a limited number of programmes** to give effect to the strategic plans. Two broad programme areas emerged. The first was concerned with improving the provision of public services and the second with making markets more inclusive.
- **Forge partnerships** with the government departments to oversee the implementation of the plans.
- **Appoint specialists** to implement the programmes against annually renewable contracts.
- **Ensure independent audits and evaluations**, and revise plans on the basis of evidence.
- **Support strategic dialogue** between business and government, and communicate the results.

Partnerships

Partnerships established to implement the strategy included: a corporate partnership of the companies that supported the Business Trust; a strategic partnership among business and government leaders to confer on national strategic issues; a governance partnership including cabinet ministers and corporate leaders to govern the organisation; and a range of operating partnerships among government departments, service providers and communities to implement programmes.



Results

Over more than 12 years the partners worked together to:

- improve the provision of public services in the areas of education, infrastructure and public works
- enhance the contribution of the private sector by attracting investment, developing enterprises and opening opportunities for more people to participate in the economy.

R1,8 billion was mobilised and managed by the Business Trust in support of government resources considerably greater than that sum. By working together, business and government were able to improve the lives of four million people. That included 600 000 work seekers who found income and work, 1,5 million learners who improved their performance, and close on 8 000 entrepreneurs who were assisted to expand their businesses.

By the end of the programme South Africa had:

- a tourism sector supporting 450 000 more people than when the Business Trust started
- a regional malaria control programme operating in partnership with Swaziland and Mozambique
- a Tourism Enterprise Partnership supporting 4 000 enterprises per year
- a business process outsourcing industry that has the world's leading firms investing in and operating call centres and other outsourced facilities from South Africa
- a suite of business models for enhancing market inclusion that have given pointers to major national initiatives such as the R9 billion Jobs Fund launched by government in 2011
- the Vumelana Advisory Fund providing transaction advisory services for community private partnerships to enhance the productivity of land transferred under the land reform programme
- a public works programme capable of operating at four times the size it was when the Business Trust support started in 2004

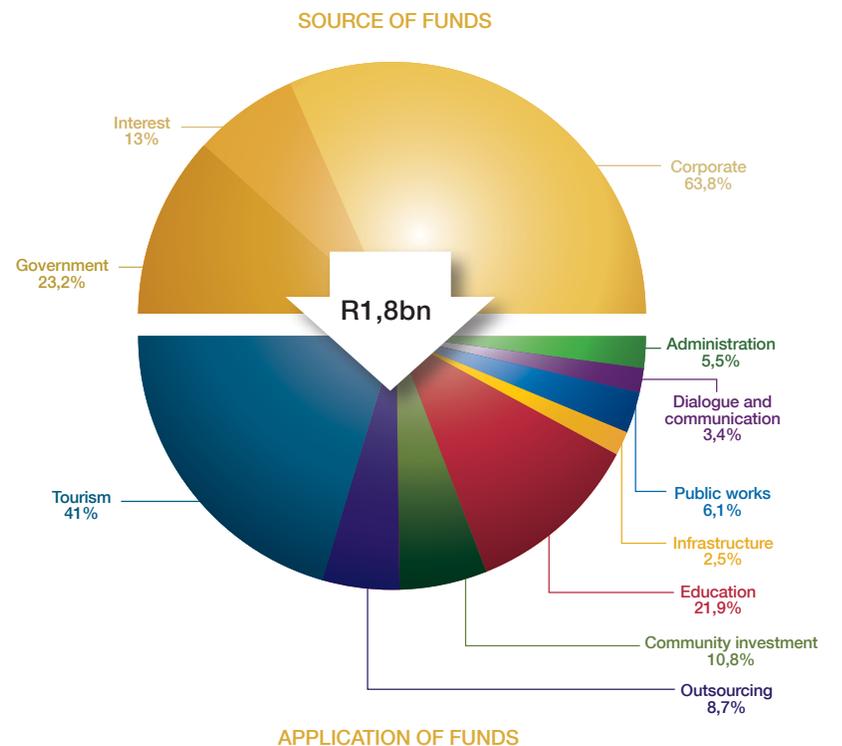
- the Ukulungisa Infrastructure Project Preparation Fund providing preparation services for projects worth over R500 million
- 1,5 million children with improved reading, writing and mathematics skills to help them through their working life
- a restructured further education and training system
- a model for public private cooperation for the achievement of practical improvements in the lives of the poor.

Credit for the results of this extraordinary, cooperative effort must go to the 140 companies that were part of the organisation and to the government departments that forged the partnerships that produced the results.

The Business Trust made an important contribution to South Africa's development in the early years of democracy. It accelerated the achievement of some of the country's most important objectives. It was a symbol of cooperative effort in a society historically defined by division and a model for getting things done at the interface of public and private action.

Resources

Over the 12 years, R1,2 billion was provided by 140 companies in two funding cycles according to a formula based on company size. Interest on those funds amounted to R235 million. In addition, grants were received from government departments for the management of designated projects. The major areas of application were tourism and education, which together absorbed over 60% of the available funds. Administration costs amounted to 5,5% of the funds managed.





The R1,8 billion managed by the Business Trust was rapidly deployed on focused initiatives at the discretion of the board.

Conclusion

The overwhelming conclusion of this work is that South Africa can achieve its objectives when goals and strategy are agreed, the best public and private resources are mobilised, and commitment is sustained.

Challenges in education, employment and local development can be faced and overcome by working together. This cooperative effort provides examples of children in over 900 primary schools gaining a year in reading and writing ability, and in over 500 secondary schools showing a nine-fold improvement in mathematics results. There are models of how business and government worked together to expand employment in priority sectors like tourism and business process outsourcing with an extra 450 000 people employed in tourism and seven of the world's top ten outsourcing companies now operating in South Africa. This work shows how private sector support can accelerate the implementation of public programmes like those for public works and the provision of infrastructure. It demonstrates how the commercial resources of the private sector can be used to meet the needs of the poor with investment contracts worth over R1 billion signed for one of South Africa's poorest areas.

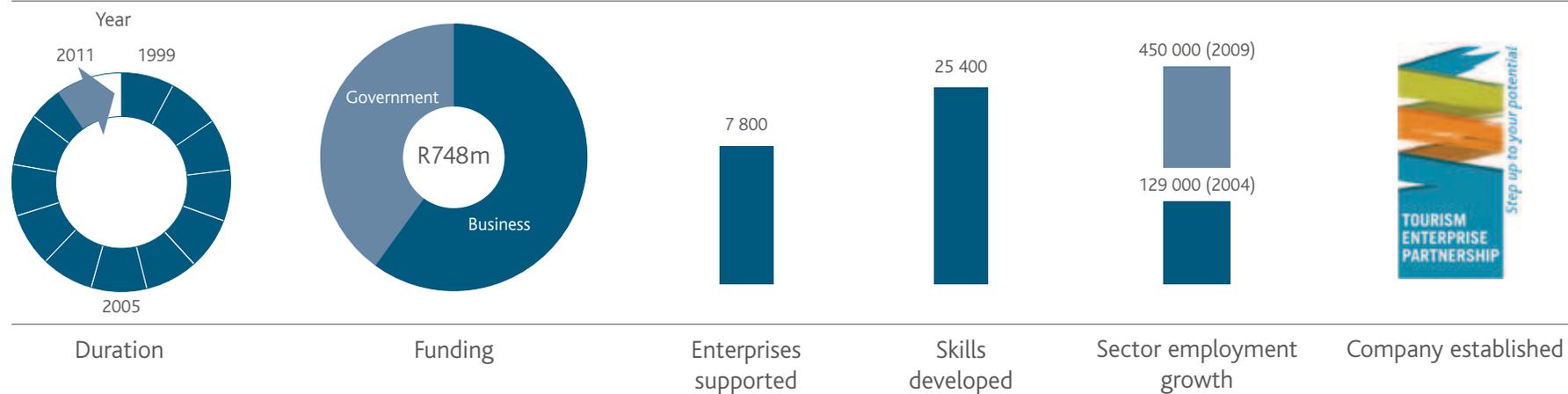
New insights have been gained and important lessons learned. These are summarised in this report.

An online portal has been created to share the research and case studies developed over the last 12 years. This can be found at www.btrust.org.za.

Political leadership
and a **commitment**
to work with business
was central to **Success.**



Tourism



The Business Trust Tourism Programme was established to stimulate employment by accelerating the development of South Africa’s under-exploited tourism sector.

When the programme was designed in 1998, 35% of South Africans aged 15 to 30 were unemployed. Tourism contributed 4% to GDP while for comparable countries the figure was 10% or more. This sector’s job creation potential far exceeded that of any other. The challenge was to realise that potential.

The strategy adopted by the Business Trust was to work in partnership with the Department of Tourism to improve the marketing of the country as a tourist destination, develop skills to improve service, help small enterprises to expand employment, and overcome two of the critical impediments to tourism development – crime and malaria.

Tourism is now one of South Africa’s leading economic sectors. It contributed close to 8% (7,9% according to the world Travel and Tourism Council) to GDP in 2010 and employed more people than the gold mining industry. The tourism economy supports 450 000 more people than when the Business Trust programme started.

This 11-year programme, worth R748 million, was the largest managed by the Business Trust. R436 million of the funds managed came from the Business Trust’s corporate partners and R312 million from the Department of Tourism. The highlights and the lessons learned are summarised below.

The tourism economy now supports 450 000 more people than when the Business Trust programme started.

South African Tourism was dedicated to achieving the marketing strategy objectives. That ensured sustained commitment.

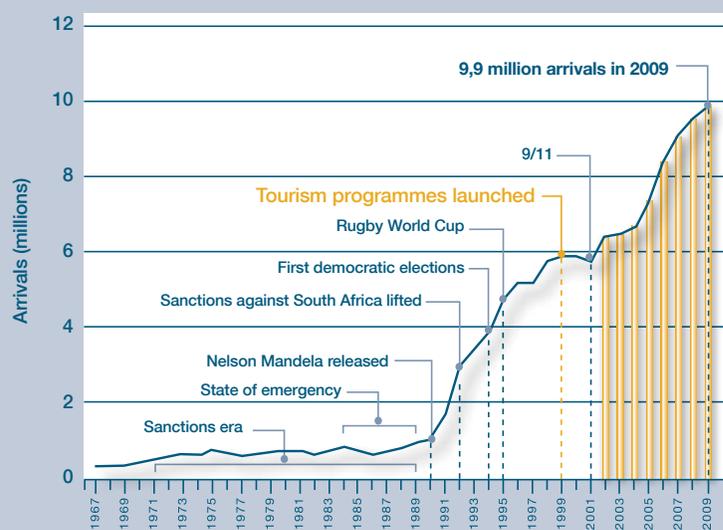
Results

Improve the marketing of South Africa as a tourist destination

- ✓ Produced a globally competitive tourism marketing strategy and provided support to restructure South African Tourism

By 2009 the number of foreign arrivals had grown to 9,9 million from 6 million in 1999. Jobs supported by the tourism economy had grown by 450 000 to 1,4 million according to the World Travel and Tourism Council.

Figure 1: South Africa has enjoyed sustained growth in tourist arrivals



Source: Adapted from SA Tourism Annual Report 2009/10

Enhance the training of people in the tourism sector

- ✓ The first programme for the development of accredited and transportable skills was developed in the tourism sector

The Tourism Learnership Programme undertaken in partnership with the Department of Labour trained over 25 000 people, 3 600 of whom were unemployed.

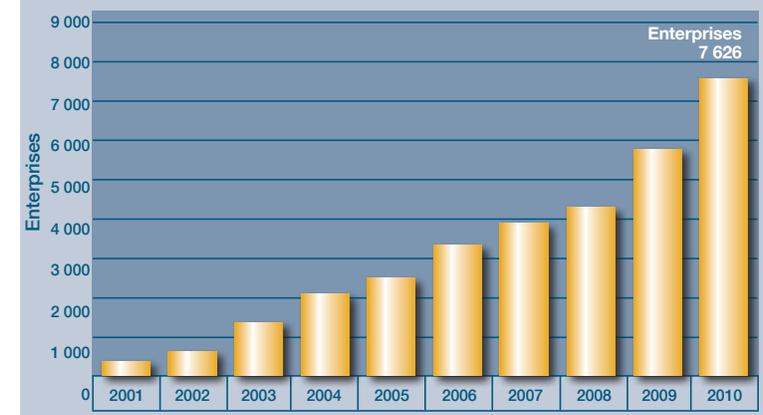
Qualifications registered	30
Trainers trained	526
Skills accredited	21 327
Employees trained	21 810
Unemployed learners trained	3 600

Enable small enterprises to respond to the demand for tourism services

- ✓ Leading enterprise development agency created in the Tourism Enterprise Partnership (TEP)

7 800 enterprises were helped to undertake R5 billion worth of work. TEP clients have kept the equivalent of 6 000 people in work for over ten years.

Figure 2: Number of enterprises supported by TEP

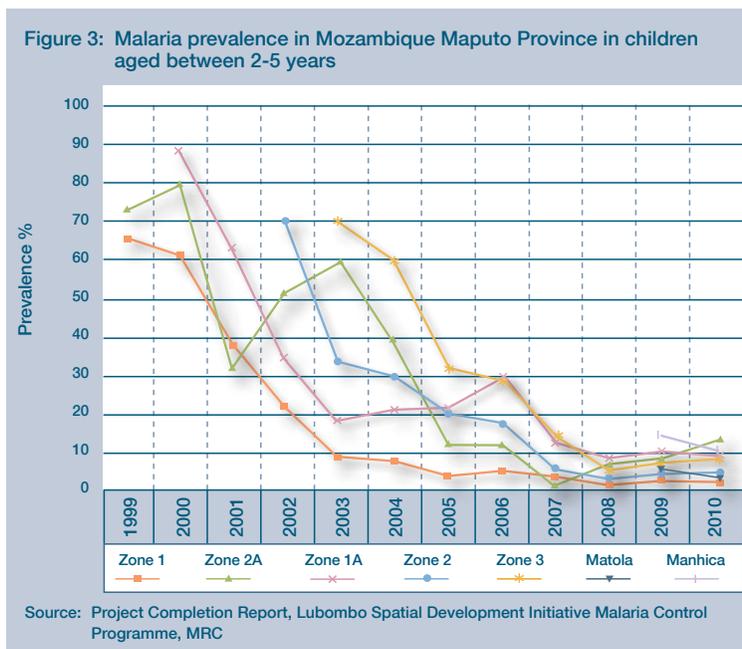


The Business Trust seed funding of R18,5 million helped launch the malaria control programme in South Africa, Swaziland and Mozambique.

Counter impediments to tourism development

✓ A regional Malaria Control Programme was initiated, attracting global support

By 2004 the Malaria Control Programme had sprayed 537 613 structures and trained 944 personnel. The Business Trust seed funding of R18,5 million helped launch the programme in South Africa, Swaziland and Mozambique. A decade later the programme has raised some R250 million in global funding and dramatic reductions in malaria have been seen throughout the region. For example, in Maputo Province malaria prevalence among children under 15 years of age has declined from 60% to less than 10%. South Africa is on course to eliminating malaria by 2018.



✓ A project office was established for the integration of the justice system

By 2004 the work supported by the Business Trust to improve the effectiveness, swiftness and efficiency of the justice system showed progress at pilot sites. The long-term R2 billion investment by the government to modernise the criminal justice system has integrated business processes throughout the system and automated finger print identification. Fingerprints that were stored on 4,5 million index cards are now digitally captured.

Lessons

Focus on a growth sector

The selection of tourism as a growth sector in which South Africa had a competitive advantage and the potential to create jobs gave the programme a better chance than those programmes that try to swim upstream.

Provide political leadership

Clear political leadership with a commitment to a productive relationship with business was central to the success of the programme.

Develop a plausible plan

Corporate leaders were willing to commit their time and resources where there were productive relationships with government and a clear plan was in place.

Get the right advisors

The introduction of highly skilled advisors was the turning point in the production of a globally competitive strategy.

Work with a dedicated agency

Having South African Tourism dedicated to achieving the objectives of the tourism marketing strategy ensured sustained commitment.

Provide discretionary resources

The availability of discretionary funding through the Business Trust provided the flexibility to trigger actions that led to the expansion of the tourism sector.

For more information see the following publications available at www.btrust.org.za.

Title	Author	Date published
A Review of the Existing Support for Tourism SMMEs in South Africa	CM Rogerson	2005
Reskilling the Tourism and Hospitality Sector: A Case Study of the Tourism Learnership Project	C Marock	2006
Tourism Growth Strategy 2008-2010	South African Tourism	2008
SMMEs, Job Creation and Transformation in the Tourism Industry: A Case Study of the Tourism Enterprise Partnership	C Kuljian	2008
A Study of South Africa's Small, Medium and Micro Tourism Enterprises	Tourism Enterprise Partnership	2008



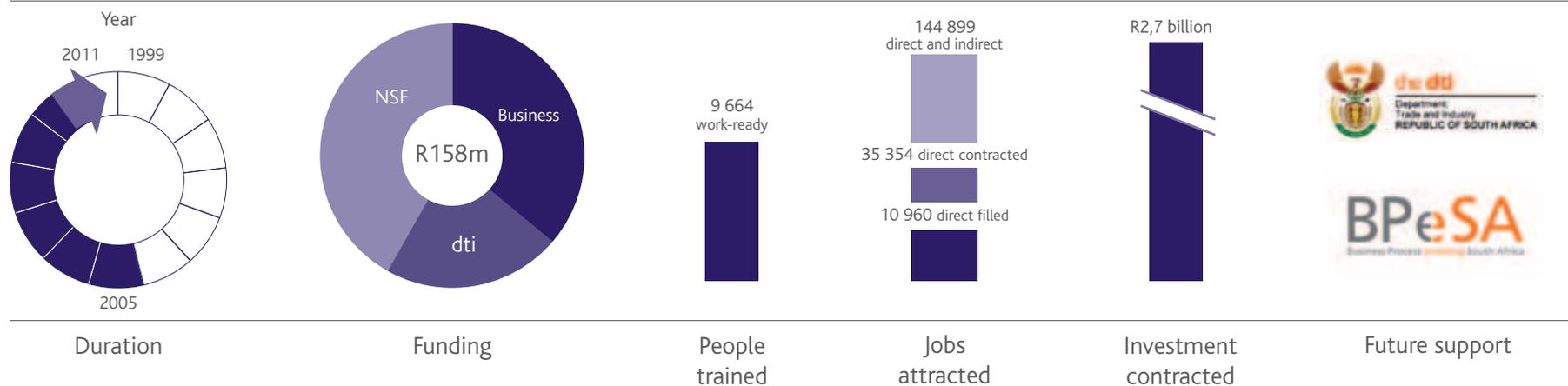


New jobs

were created by **new**
investors to serve
new markets.



Business process outsourcing



The Business Process Outsourcing Sector Support Programme was established to stimulate employment by attracting foreign companies to use South Africa as an off-shore location for their outsourced business processes.

The focus on business process outsourcing (BPO) arose from the fact that in 2004 this sector was forecast to grow worldwide at 50% per year over five years, resulting in up to \$60 billion of new business globally. The government identified business process outsourcing as a priority in the Accelerated and Shared Growth Initiative for South Africa (AsgiSA).

In order to capitalise on the potential benefits of this sector for South Africa, a strategy was devised to:

- build an enabling environment by securing competitive telecommunications costs, deepening the talent pool, creating attractive incentives, improving industry organisation and assuring quality
- attract and maintain investment by raising awareness of the value of South Africa's potential for business process outsourcing, identifying potential investors and attracting them to bring business to South Africa
- support South Africa's development objectives by using the growth of the sector to draw unemployed young people into employment and, where possible, attract investment to areas outside South Africa's main business centres.

The key to the implementation of the strategy was to get the world's major business process outsourcing companies to move part of their operations to South Africa.

In a partnership between the Business Trust and the Department of Trade and Industry, working with the National Skills Fund and the industry association, the Business Trust managed this R158 million programme between 2005 and 2011. R57,5 million of the funding came from the Business Trust, R27,1 million from the dti and R73,4 million from the National Skills Fund.

By the end of the programme, seven of the world's top ten business process outsourcing companies were doing business in South Africa. An investment incentive programme had been developed and R500 million in incentives had been awarded. Contracts had been signed for investment worth R2,7 billion and the creation of 34 354 jobs. In contrast with job losses in nearly every sector of the economy, over 10 000 people were employed as a direct result of the programme between 2007 and 2010.

Results

Deepen the talent pool

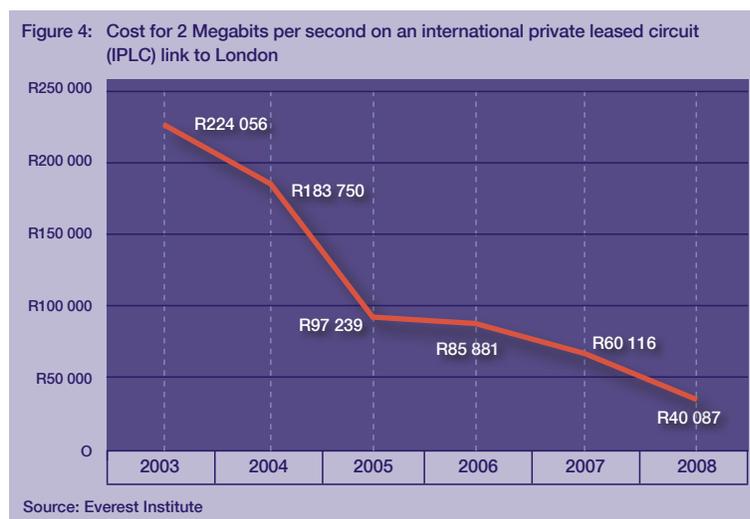
✓ **New work readiness programme designed and implemented**

4 600 unemployed young people were trained of whom 3 483 were employed through “Monyetla”, an innovative employer-led work readiness programme that guaranteed employment for people trained. A plan was developed for the training and employment of a further 9 000 young people over the following three years.

Reduce telecommunication costs

✓ **Telecommunication costs declined**

Costs were driven down by market forces over the period of the project.



Create attractive incentives

✓ **Globally competitive incentive scheme developed and implemented**

Some R500 million in incentives were awarded. Contracts were signed for R2,7 billion investment and the creation of 34 354 jobs.

“The Business Trust responded positively to the call for a partnership ... [and] facilitated the process of interaction between the public and private sectors.”

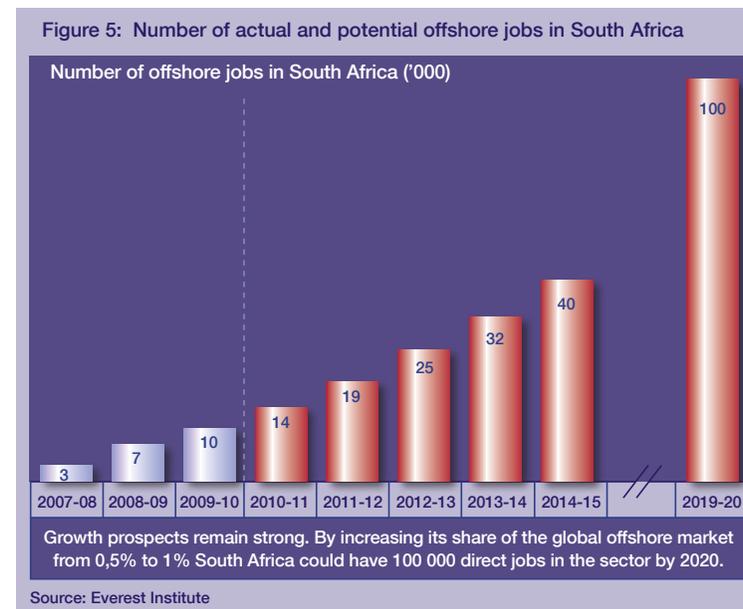
– Rob Davies, Minister of Trade and Industry
November 2009

The strategy used the growth of the sector to draw unemployed young people into employment.

Attract investors

✓ **Systematic marketing programme designed and implemented**

Seven of the world’s top ten business process outsourcing companies started operations in South Africa between 2008 and 2010. Growth prospects remained strong for the future.



Assure quality

✓ **World class industry standards developed**

Standards on leadership and customer service management, human resource management, operations management, and technical resource management were developed and the South African Bureau of Standards (SABS) issued guidelines to support industry compliance.

Draw unemployed people into employment

✓ **Investment contracts signed to provide employment for 34 354 people**

This was achieved in the face of job losses in nearly every sector of the economy. By 2010, 10 000 people had been employed.

Having a job makes a difference



"The skills I have obtained have helped me to be competent in my job."

Pearl Sobiso



"Sitting at home was frustrating. Now I get up, and I feel like I'm chasing something."

Sizwe Dlamini



"This has dramatically changed my life. I'm a different person."

Samantha Arendse



"Working here will launch my career."

Sthembiso Sibiyi



"My life has changed. It's a good change."

Given Nkosana Mlonyeni



"I have become a responsible and committed person."

Lerato Nthinya

Learners from the Monyetla Work Readiness Programme

Lessons

Focus on growth sectors

As was the case with the work in the tourism sector, the Business Process Outsourcing Programme confirmed the importance of focusing on a growth sector in which South Africa has a competitive advantage and where there is potential to create jobs for unemployed young people.

New investment

The importance of new investment for job creation was underscored. New jobs were created by new investors to serve new markets. This created a new demand for employment.

Adapting strategy

The Department of Trade and Industry incentive programme was adapted to industry needs as circumstances changed.

Good strategic advice

The intellectual energy of some of the world's leading strategists was used to craft globally competitive investment, marketing, talent development and quality assurance programmes.

Sustained support

The provision of sustained support by the Business Trust concentrated external strategic advice, business commitment and government resources on the achievement of agreed objectives over a period of five years.

For more information see the following publications available at www.btrust.org.za.

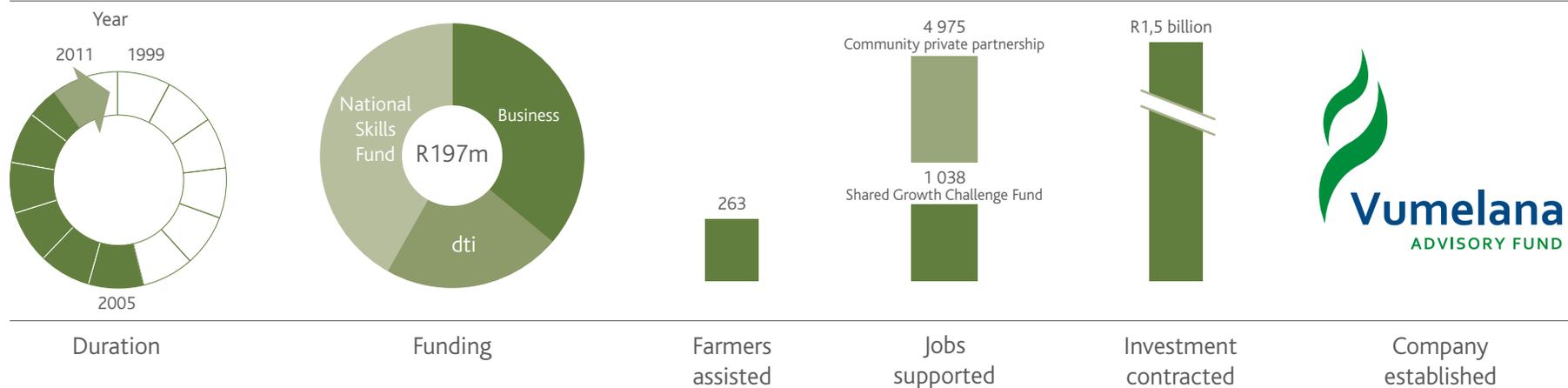
Title	Author	Date published
Ready to Compete. South Africa's BPO Capabilities in the Financial Services Sector	Everest Global Research Institute	2009
Ready to Work. South Africa's Monyetla Work Readiness Programme for the BPO Sector	Business Trust	2009
Evaluation of the Monyetla Work Readiness Programme	G'Lab Consulting	2009
BPO Report to Stakeholders	Business Trust	2009
Impact of the Global Crisis on the Offshore BPO Market and Implications for South Africa	Everest Global Research Institute	2009
Evaluation of the Monyetla Work Readiness Programme	Infusion Knowledge Hub	2011
South Africa as a BPO Service Delivery Location		2011



Finding **pathways**
out of poverty requires
finding **routes**
into **markets.**



Community investment



The Business Trust Community Investment Programme was established to pilot a market-based approach to development in poor communities.

The programme was launched in a context where ten million people live below the poverty line in areas defined as poverty nodes. Although a number of government programmes coordinated the provision of public services to these areas, there was a need to attract investment, develop enterprises and open markets to support sustained improvements in the lives of the poor.

A strategy was designed to:

- **develop economic profiles** of South Africa's 21 poverty nodes
- **pilot a market-based approach** to local economic development in a rural poverty node
- **identify business models** that incorporate the poor as owners, consumers or producers
- **test institutional mechanisms** that link commercial return and development impact
- **develop institutional arrangements** to sustain support for market-based development.

The programme was built around:

- a five-year pilot project run in one of South Africa's poorest areas incorporating Maruleng and Bushbuckridge in the Limpopo and Mpumalanga provinces respectively, (the area is home to some 500 000 people; over half the population did not have access to piped water and 85% earned less than R20 000 per year)
- a Shared Growth Challenge Fund that tested the

potential to increase the pro-poor impact of commercial enterprises

- a series of studies to profile poverty areas, define business models and develop mechanisms that link commercial return and development impact.

By the end of the programme a company had been established to support the development of community private partnerships, the Challenge Fund idea had been taken up by the Jobs Fund established by the National Treasury, and a number of business models had been identified that benefit the poor.

There is more potential for market-based development than has been realised.

Results

Develop economic profiles of poverty nodes

✓ Profiles developed and published for all poverty nodes

These provide an insight into the conditions of deep poverty and some economic potential in 13 rural and 8 urban nodes.

Pilot a market-based approach to development

✓ Community private partnership and farmer support models tested

- Eleven partnerships were developed and investment contracts worth R1,5 billion were signed.
- The Community Private Partnership model was established as a viable mechanism for helping rural communities raise capital and acquire the skills needed to develop their property acquired through the land reform process.
- 176 farmers were supported to improve productivity and get produce to market.
- An outgrower model for farmer support was launched.

Although a number of government programmes coordinated the provision of public services to these areas, there was a need to attract investment, develop enterprises and open markets to support sustained improvements in the lives of the poor.

The Vumelana Advisory Fund was established by the Business Trust to support the development of community private partnerships in rural areas on a sustainable basis.

Test institutional mechanisms that link commercial return and development impact

✓ Challenge Fund piloted as a mechanism to increase the pro-poor impact of commercial enterprises

The Challenge Fund idea was taken up by the National Treasury in the Jobs Fund established in 2011. The potential for establishing a social impact exchange through which commercial enterprises with a social purpose can be funded, was tested with the Johannesburg Stock Exchange.

Identify business models that incorporate the poor

✓ Models identified and small business sector analysed

Projects were supported to identify business models that work at the bottom of the socio-economic pyramid and to analyse South Africa's small, medium and micro enterprise (SMME) sector.

Develop institutional arrangements to sustain support

✓ Company established

The Vumelana Advisory Fund was established by the Business Trust to support the development of community private partnerships in rural areas on a sustainable basis.

Lessons

The poor need access to markets

While the poor often need government assistance to alleviate their plight, they cannot find a sustainable path out of poverty until they have a route into a market in which they can sell their labour, provide goods and services, or participate as consumers.

The potential of market-based development

There is more potential for market-based development than has been realised. The level of investment in community private partnerships in Maruleng and Bushbuckridge exceeded expectation. The business models study and the Shared Growth Challenge Fund found commercial models that benefit the poor as consumers, employees and/or suppliers.

The public sector seeks private sector collaboration for poverty eradication

The Business Trust's engagement with the Department of Provincial and Local Government (subsequently Cooperative Governance) was triggered by the realisation that finding pathways out of poverty requires finding routes into markets – and that public/private cooperation is required to make that possible.

Structural constraints are severe

The impact of the apartheid space economy, tightly integrated markets and low skills constrain market development for the poor. Innovative responses are required to address these constraints.

Promising mechanisms

Mechanisms like challenge funds, the social impact exchange and a transaction advisory fund promise to accelerate the development of market-based approaches to poverty reduction as do the growing number of social enterprises and commercial firms, which are expanding their reach into the lives of the poor.



The Community Private Partnership model was established as a viable mechanism for helping rural communities raise capital and acquire skills needed to develop their property acquired through the land reform process.

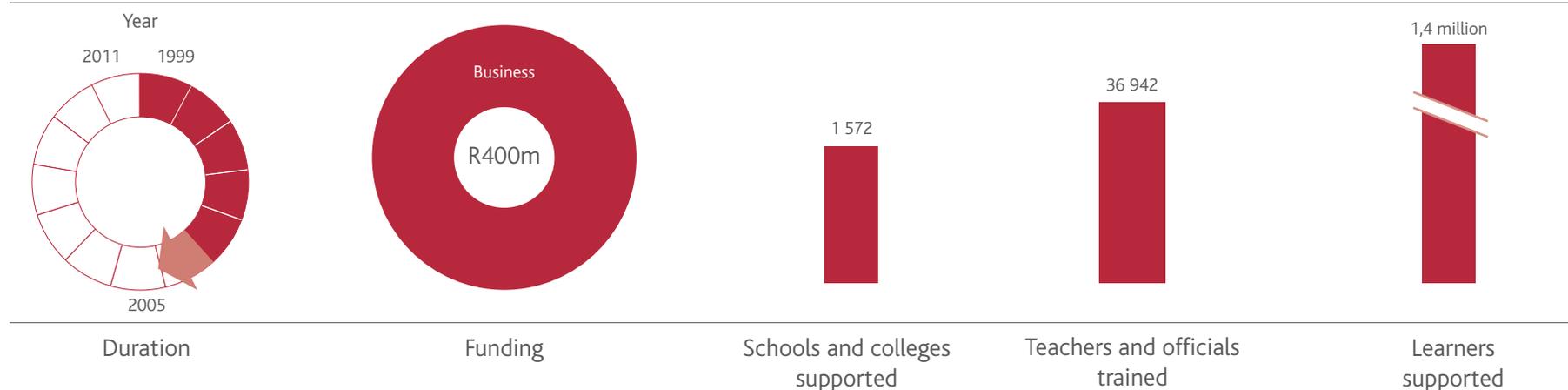
For more information see the following publications available at www.btrust.org.za.

Title	Author	Date published
Expanding Economic Opportunity in the Presidential Poverty Nodes	Business Trust	2007
Promise and Progress: Market-based Solutions to Poverty in Africa	M Kubansky, A Cooper and V Barbary	2011
Finscope South Africa Small Business Study 2010	Finmark Trust	2011
Commercial Partnerships for the Development of Restored and Communal Land. Three publications: (i) Opportunities for Investment in Pro-poor Economic Growth (ii) An Orientation Guide for the Implementation of Commercial Partnerships (iii) A Guide for Community Leaders (in English, Sepedi and Xitsonga)	Business Trust and GIZ	2011
Growing Rural Business: The Case of the Business Trust MABEDI Programme	J Newmarch	2011



External **resources** aligned with the proper exercise of authority can produce **lasting change** in education.

Education



The Business Trust Education Programme was established to help the Department of Education improve public schooling. It was introduced in 1999 at a time of rapid change in the education system.

One million Grade 1 learners were entering the system each year. Nineteen previously racially-based education departments had been integrated into a single non-racial system. Access to education was near universal. Over 95% of 7 to 15-year-olds were enrolled in education. But, on a number of quality indicators there was a worrying trend. In the 1999 and 2003 Trends in International Mathematics and Science study (TIMSS), South African learners attained the lowest average test scores in both mathematics and science compared to all other participating countries including Morocco, Tunisia, Botswana, Ghana and Egypt.

The Business Trust strategy was to demonstrate that it was possible to:

- **improve efficiency** by improving the reading and writing ability of learners at the primary level, thus enhancing their ability to progress through the system efficiently
- **improve quality** at the secondary level by improving the performance of schools with a particular focus on mathematics and language outcomes
- **improve the effectiveness** of the link between schooling and the world of work through the creation of technical colleges that respond to the needs of learners and the economy.

The programme was undertaken in partnership with the Department of Education. The full cost of R399,6 million was met from the Business Trust's resources supplied by its corporate partners. Operating in over 1 500 schools with close on 37 000

teachers and officials, and affecting 1,4 million learners, this constituted one of the largest externally funded and managed programmes ever undertaken in education.

The Business Trust programme showed that agencies outside government can have an impact at scale by working in over 1 500 schools and reaching well over a million learners.

Results

Improve the reading and writing ability of learners

- ✓ **850 000 learners at 957 primary schools gained more than a year on their peers in control schools**
 - The teaching ability of over 13 000 teachers was improved.
 - Four million quality reading texts were provided to the schools.

Improve the quality of schooling

- ✓ **Systems for the organisation and management of 524 secondary schools improved, resulting in improved learner performance**

The number of matriculation exemptions, English and mathematics higher grade passes increased in both project schools and control schools over the five-year term of the project. But in the project schools:

- matriculation exemptions increased by 61% more than in control schools
- English higher grade passes increased by 36% more than in control schools
- the number of higher grade passes in mathematics was nine times better than in control schools.

“The evidence showed vast improvement in basic reading and writing ability that gave these learners a decided advantage in their school careers.”

– Prof. Johan Mouton,
Director: Evaluation Research Agency,
Stellenbosch University

“The contribution of the Business Trust made the implementation of the further education and training strategy a real possibility.”

– Kader Asmal, then Minister of Education

Improve the effectiveness of the link between schools and the world of work

- ✓ **Further education and training system restructured**

- The number of further education and training colleges was reduced from 152 to 50.
- The Business Trust programme assessed colleges in each province to support the merger process. It provided guidelines on strategic management and a comprehensive financial management review. Training was provided to colleges to enable them to prepare strategic plans, a partnership programme was piloted, and governing bodies and senior managers were trained.

Support the acquisition of priority skills

- ✓ **Joint Initiative on Priority Skills Acquisition (JIPSA) launched**

In support of the Presidency's Accelerated and Shared Growth Initiative for South Africa (AsgiSA), the Business Trust supported the launch of JIPSA to identify strategies for addressing critical skills shortages in the country.

Lessons

Scale

The Business Trust programme showed that agencies outside government can have an impact at scale by working in over 1 500 schools and reaching well over a million learners.

Public systems and private support

Success relies not only on the extra resources and skills that external agencies can bring, but most importantly on the proper exercise of authority that only the political, administrative and professional leaders in the system can provide.

Discretionary funding

While the Business Trust funding was small in relation to government's multi-billion Rand budget, it provided the partners with the discretion needed to bring about change.

Demonstration

To be effective, programmes need to do more than demonstrate good results. Systems and culture must change for lasting impact.

Partnership

Jointly governed partnerships rely on the partners having a shared vision of the change required and how to achieve it.



To be effective, programmes need to do more than demonstrate good results. Systems and culture must change for lasting impact.

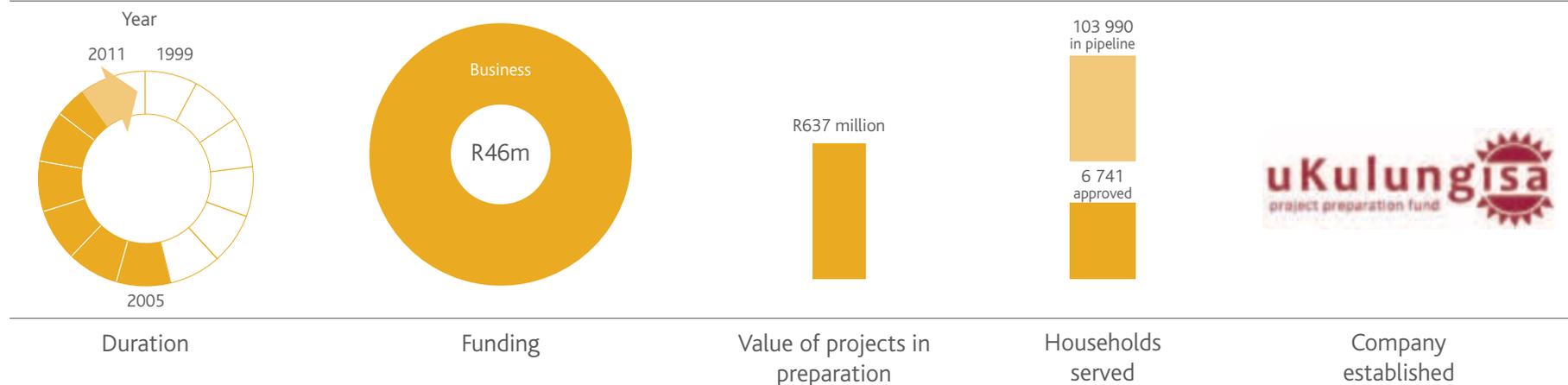
For more information see the following publications available at www.btrust.org.za.

Title	Author	Date published
What Works in District Development: Lessons from the Field	B Fleisch	2002
Literature Review: Improvement of Reading and Writing Ability of Learners in Schools	R Lee	2003
Final Report of the Evaluation of the Learning for Living Project	E Schollar and Associates	2005
Improving Learning in South Africa's Schools: QLP Summative Evaluation (2000-2004) Technical Report	A Kanjee and C Prinsloo	2005
Documenting the Development of the Further Education and Training Colleges Sector in South Africa 1999-2004	H Perold and P Jooste (eds)	2005
The Quality Learning Project: Lessons for High School Improvement in South Africa	N Taylor and K Prinsloo	2005

The **challenge** was not to provide more support, but to **organise the relationship** between **public and private sectors.**



Infrastructure



The purpose of the Business Trust Support Programme for Accelerated Infrastructure Development was to mobilise private support for the development of municipal infrastructure.

It was developed in the context of a historical infrastructure investment deficit with public investment falling from 8,1% of GDP in 1976 to 2,6% in 2002. In response, the government established a large-scale public infrastructure programme with annual spending rising from R85 billion in 2006 to R235 billion in 2009. However the capacity of municipalities to participate in the programme was low with 71% of local authorities under-spending their capital budgets in 2007. It is at this level where the quality of life depends on access to clean water, sanitation, electricity and waste removal.

The strategy of the Business Trust support programme was to:

- **Improve project preparation:** Projects developed at the municipal level frequently fail because they are poorly prepared.
- **Enhance procurement:** The formal link between the public and private sectors in infrastructure provision is the procurement system. These systems are often complex, time consuming and subject to maladministration.
- **Support delivery:** Municipalities require support to meet service delivery obligations.
- **Monitor access:** The aim of providing universal access to basic services can't be met without tracking changes in access for communities.
- **Improve engagement between public and private sectors:** Private contractors doubt the information available on public infrastructure plans and public officials are sceptical

about the commitment of the private sector to meet development objectives.

The programme operated in partnership with the Presidency and the National Treasury, and provided support to the Department of Cooperative Governance. It was built on a careful analysis of needs and opportunities. It aimed to draw on the capacity of the private sector, avoid market distortions and encourage innovation. Projects undertaken were linked to institutions with the capacity to sustain them.

The programme drew on the capacity of the private sector, avoided market distortions and encouraged innovation. Projects were linked to institutions with the capacity to sustain them.

Results

Improve project preparation

✓ Ukulungisa Project Preparation Fund created

The Fund which was established by the Business Trust in 2009 enables municipalities to procure project preparation services from the commercial consulting industry.

- By 2010, 22 projects were in preparation with a combined value of R637 million.
- That figure was set to rise to R826 million by December 2012 with 100 000 households benefitting from improved water, sanitation and other services.

Enhance procurement

✓ New procurement framework developed

The procurement framework enables local authorities to select from a range of procurement options and streamline the procurement process. A pilot project with the Limpopo Department of Education showed how over 2 000 procurement interactions could be cut to under 200 over a five-year period. These standards were adopted by the Construction Industry Development Board.

Support delivery

✓ Municipal Infrastructure Service Agency design developed for the Department of Cooperative Governance

R590 million was provided in the government estimates of national expenditure for the establishment of the agency.

Monitor access

✓ New index created to track access to services

The Universal Household Access to Basic Services Index tracks access to water, sanitation, refuse and electricity across municipalities on an annual basis.

Improve engagement

✓ Infrastructure dialogues series established

Dialogues between public and private managers initiated by the Business Trust have been institutionalised in the Development Bank of South Africa with support from the Cities Network.

Improved participation by the private sector requires improved procurement frameworks, improved information on input supplies and enhanced communication between the public and private sectors.

Lessons

Public infrastructure depends on private delivery

The accelerated provision of public infrastructure depends on the procurement of finance, management, operating capacity and supply inputs from the private sector.

PPPs are not a panacea in themselves

There is a need for sector-specific procurement strategies that locate state, private and partnership provision for finance, management and operating capacity in a logical framework.

Improved procurement is key to effective service delivery

Improved participation by the private sector requires improved procurement frameworks, improved information on input supplies and enhanced communication between the public and private sectors.

Support needs to be organised

An array of “support programmes” was found. These are provided by commercial firms, NGOs and various parts of government. In contrast to the perceived need for more support, this indicated that there is a need for greater capacity to organise the support available.

The accelerated provision of public infrastructure depends on the procurement of finance, management, operating capacity and supply inputs from the private sector.



Quality of life depends on access to clean water, sanitation, electricity and waste removal.

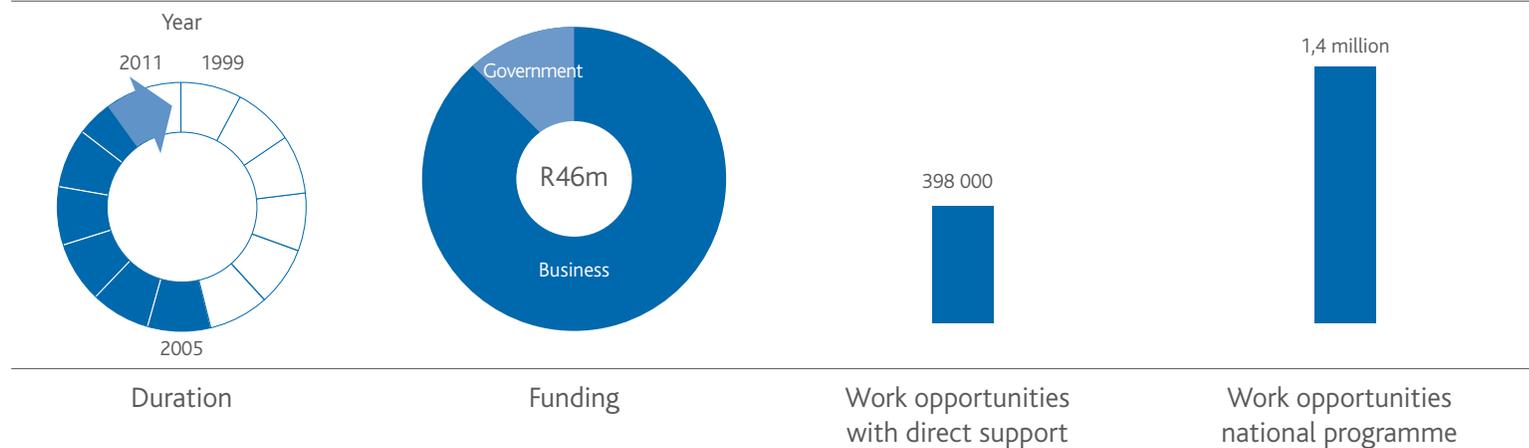
For more information see the following publications available at www.btrust.org.za.

Title	Author	Date published
Building a 21 st Century	Business Trust	2007
Investigating the Need and Basis for a Capital Projects Expediting Facility for the Infrastructure Sector in South Africa	Business Trust	2007
Infrastructure Inputs Monitoring Project – Annual Review 2008	Business Trust	2008
Education Infrastructure Procurement and Contracting Analytical Framework	Global Sustainable Development	2009
Annual Report 2010	Ukulungisa Project Preparation Fund	2010
Infrastructure Tracker	K Lockwood	2010
Final Summative Evaluation Report Support Programme for Infrastructure Development	Singizi Consulting	2011



Sustained engagement
is needed for a meaningful private
sector **contribution** to
large-scale public programmes.

Public works



In 2005 the Business Trust set up a support programme to help the Department of Public Works accelerate the implementation of the Expanded Public Works Programme (EPWP). The national programme had been established to provide one million work opportunities for the unemployed within five years.

The five-year target was met in four years. By 2010 it had provided 1,4 million work opportunities, a plan had been developed to expand the programme four-fold, and funding had been secured to take the programme to a new scale.

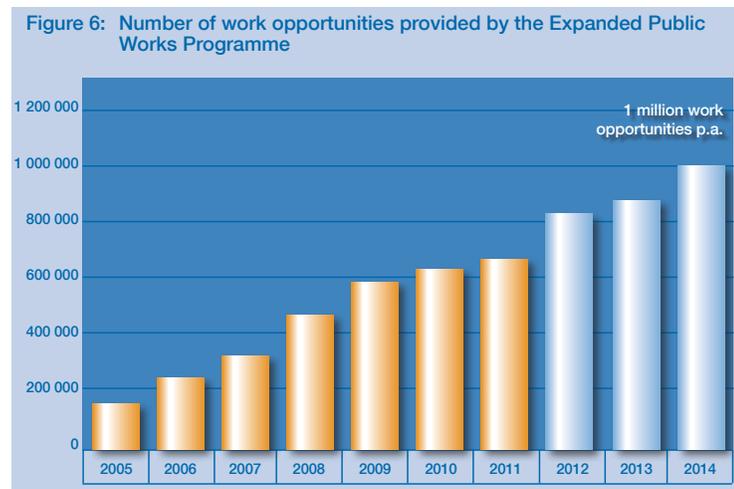
The Expanded Public Works Programme Five-year Report 2004/5 to 2008/9, published by the Department of Public Works shows that:

- 37 000 km roads, 31 000 km pipelines and 1 500 km storm water drains were provided using labour-intensive methods
- 113 000 work opportunities were provided through the home and community-based care programme, benefitting over 4 million people
- the number of children benefitting from care increased from 270 000 to 618 000 by 2009.

The Business Trust strategy was to:

- **provide strategic support** to the Department of Public Works to enable it to implement the national programme
- **provide operational support** to the Department of Public Works to help provinces, municipalities and the private sector contribute to the programme in respect of Infrastructure, the social sector and the environment and culture sector
- **support the programme evaluation** and the development of proposals for its expansion

- **develop systems, procedures and skills** for the expansion of the programme.



With Business Trust support, the Expanded Public Works Programme provided one million work opportunities a year ahead of schedule.

Results

Provide strategic support to the Department of Public Works

- ✓ **Supported the development, review and expansion of the programme**
 - 52 targeted assignments undertaken to investigate and clear blockages.
 - Mid-term review of the Expanded Public Works Programme managed for the Department of Public Works.
 - Initiatives developed to secure funding for increased capacity.

Infrastructure sector

- ✓ **Provided a basis for recording results and involving large contractors**

A management information system was developed to increase the application of the public works guidelines and report on work created. The Large Contractor Programme was set up to create an additional 150 000 person years of work.

Social sector

- ✓ **Management information system developed for the social sector**

These systems enabled provincial departments of Health, Social Development and Education to implement the Home and Community-based Care and Early Childhood Development programmes, and report on services provided and work opportunities created.

Environment and culture sector

- ✓ **Waste development programmes developed**
 - Model developed for increasing labour-intensive domestic waste collection by municipalities.
 - Enabled municipalities to implement a Food for Waste Programme.

The creation of a support programme by the Business Trust focussed resources and attention on producing targeted results over a sustained five-year engagement with the Department of Public Works.

Second phase of the EPWP

- ✓ **Enabled the EPWP Unit to design and implement the second phase of the EPWP Programme**

This will see a four-fold expansion in the impact of the programme over five years, providing income and work for a million people per year by the end of that period.

Capacity building

- ✓ **Capacity built in the Department of Public Works to manage the expansion of the programme**

Systems transferred included:

- a management information system to enable government to manage and report on progress
- a milestone monitoring system to ensure targets are achieved
- a programme for the utilisation of large contractors in the Expanded Public Works Programme
- a system to support the management of workers on the home-based community care and early childhood programmes
- a programme to support municipalities in the use of labour-intensive methods for the collection of domestic waste in under-served areas
- a set of systems and procedures for the implementation of the incentive-based scheme for the next phase of the programme.

Lessons

Sustained engagement

Sustained engagement is needed if a meaningful contribution is to be made to large-scale public programmes.

Scale of support

Resources must be mobilised at scale and applied creatively to have a meaningful impact. In this case over R100 million was available.

Technical expertise

Sufficient skill is required to grapple with the scale and complexity of the problems to be addressed in large-scale public programmes.

Government capacity

The Department of Public Works created a special unit with the skills necessary to work effectively in the partnership structures mobilised by the Business Trust.

A mechanism is required to channel private support

The creation of a support programme by the Business Trust focussed resources and attention on producing targeted results over a sustained five-year engagement with the Department of Public Works.

Sufficient skill is required to grapple with the scale and complexity of the problems to be addressed in large-scale public programmes.



For more information see the following publications available at www.btrust.org.za.

Title	Author	Date published
Mid-term Review Component One: International PWP Comparative Study	A McCord	2007
Quantification of Labour Supply Response to a "Demand Driven" Expanded Public Works Programme	K Vaidya and F Ahmed	2007
Mid-Term Review of the Expanded Public Works Programme: Synthesis Report Final	Human Sciences Research Council	2008
Geographically-based Investigation into the Feasibility of Significantly Increasing the Scale of the EPWP	Global Sustainable Development	2008
Plumbers, Magicians & Partners – Private Support for Public Works - A Case Study of the Expanded Public Works Support Programme	R Gordon and C Marock	2008
Expanded Public Works Programme: Five-year Report 2004/5 to 2008/9: Reaching the One Million Target	Department of Public Works	2010
Private Support for Public Works (this publication contains a compact disc with 87 documents produced by the project)	Business Trust	2011



Trust is slow to develop
but **vital** for progress.



Partnerships, dialogue and communication

The Business Trust carried out its work by building partnerships and encouraging a cooperative approach to the pursuit of South Africa's development objectives. The idea was that relationships could be built and trust enhanced by working together through the Business Trust and its projects, sharing perspectives on strategic issues, and communicating the value of partnership.

This approach was developed in the context of a world characterised by eroding trust and a country historically defined by division. South Africa's democratic government was facing escalating demands and business wanted to show its commitment to the new democracy. There were few channels of engagement between a business community searching for new forms of organisation and a government cautious about engaging with business.

The strategy of the Business Trust was to:

- build partnerships that enable business and government to work together
- create a forum for business and government leaders to consult on strategic issues
- share the experience and the results of working together in a manner that would encourage a cooperative approach to addressing South Africa's development challenges.

By the end of the programme an extensive range of partnerships had been built. The Big Business Working Group facilitated dialogue between business and government at a time when it was the only avenue for such engagement. The results of working together were conveyed to the main stakeholders while underscoring the commitment of business to South Africa and the value of a cooperative approach to the country's development.

The partnerships were strongest where there was leadership with a vision of the state that included social partners as co-creators of strategy and partners in implementation.



Results

Working together

- ✓ **Formally structured partnerships were established to enable business and government to work together**

A corporate partnership

- ✓ **A corporate partnership was established among 140 companies across industries and sectors**

The companies agreed to work together through the Business Trust. They were bound by a vision of South Africa as a stable, prosperous country in which business is a trusted social partner, by the strategies they agreed to support, the formula on which funding was based, and by their undertakings to fund the Business Trust.

A governance partnership

- ✓ **A governance partnership was established in the board of the Business Trust**

Members were appointed by the President and the companies that funded the organisation. Over the life of the organisation, 25 cabinet ministers, deputy ministers and senior officials served on the board with the 49 corporate chairpersons or chief executives representing most of the major companies in South Africa.

Operating partnerships

- ✓ **A variety of operating partnerships were established**
 - **Cooperation agreements** were signed with the responsible government departments setting out the terms on which projects would be undertaken.
 - **Partnership committees** were established to guide the implementation of the major projects. These were typically chaired by the minister responsible for the area of operation in which the partnership worked or by senior business leaders.
 - In some cases business and government leaders participated in project **governing bodies**, such as in the case of SA Tourism and the Tourism Enterprise Partnership.
 - **Service partnerships** were set up between the Business Trust and service providers for the delivery of projects.
 - **Implementation partnerships** were established at the level of local schools, municipalities, courts, businesses, training agencies and local communities.

Strategic partnership

- ✓ **The Big Business Working Group was established by the President at the request of the preparatory committee for the Business Trust**

Its purpose was to provide business and government leaders with the opportunity to exchange opinions on a range of national issues.

These opinions did not seek to represent the mandated positions of business or any of its representative bodies. Neither did they purport to be expert opinions.

The Big Business Working Group sought expert advice when necessary and shared its opinions with other business organisations. The purpose of these engagements was not to negotiate agreements, but rather to develop a shared appreciation of the issues, to strengthen relationships, and enhance trust.

The Big Business Working Group served as a vehicle for an informal exchange of opinion between business and government leaders and from time to time linked business with members of the President's other working groups through joint working group meetings. Issues discussed included:

- agriculture
- BEE
- confidence
- economic growth
- employment
- energy
- environment
- food security
- global economic crisis
- growth
- HIV and AIDS
- infrastructure
- investment
- land reform
- poverty
- reparations
- the Second Economy
- skills
- the currency
- the Growth and Development Summit
- tourism
- trust
- Zimbabwe

Over the life of the organisation, 25 cabinet ministers, deputy ministers and senior officials served on the board with the 49 corporate chairpersons or chief executives representing most of the major companies in South Africa.

Trust took years to develop. It could be eroded by a change in personnel or circumstance, but over time it was vital for the success of the projects.

Sharing the story

- ✓ **The Business Trust Long Run was created to bring business and government together to share the stories of working together**

The Long Run was staged six times. Over 5 000 runners from business and government crossed the country in relay teams covering some 9 700 km in the world's longest corporate relay.



Figure 7: Business Trust advertisement promoting the companies who joined the Long Run

- ✓ **Projects were visited, relationships built and wide media coverage secured**

In addition the Business Trust published quarterly reports, annual reports, case studies and electronic bulletins. Annual report-back meetings were held as well as project briefings. A website was maintained for the Business Trust and websites developed for the Expanded Public Works Support Programme, Tourism Enterprise Programme, Business Process Outsourcing Programme and the Infrastructure Programme. A database of 4 000 people received consistent communication on the work of the organisation.

Capturing the lessons

- ✓ **Lessons were systematically captured and incorporated in the work of the organisation**

External evaluations were undertaken of all major programmes, case studies were produced, surveys undertaken, and a series of leadership dialogues held.

Lessons

On working together

Partnerships require clear leadership and sound operating structures

The partnerships were strongest:

- where there was leadership with a vision of the state that included social partners as co-creators of strategy and partners in implementation
- at the operating level where the partners shared responsibility for results.

On thinking together

Sustained engagement on clearly focussed issues is required

- In the absence of formal channels for engagement, the Big Business Working group filled a void.
- Covering a wide range of issues with different leaders participating at different times, it had limited potential to build a sustained engagement on critical issues.

On sharing the story

Sharing the story of working together presents a significant challenge

- By choosing to work together, individuals and organisations gave up the roles of heroes and villains.
- Care was needed to nurture the partnership and acknowledge the partners' roles and contribution.
- The Long Run provided a useful device for sharing the story.

On trust

Trust is slow to develop, but vital for progress

Trust often took years to develop at the project level. It could be eroded by a change in personnel or circumstance, but over time it was vital for the success of the projects.

The Business Trust reports, case studies, completion reports, advertisements and ebulletins are available at the Business Trust's virtual library www.btrust.org.za.

The **value** of the Business Trust
resources lay in its focussed
deployment by a **board**
governed jointly by business
and government leaders.



Resources

The Business Trust set out to mobilise and manage a larger pool of funding than had previously been raised for any privately funded development programme. That was done in the context of rising pressure to meet post-liberation expectations, a self-imposed structural adjustment programme to stabilise the economy, questions about the commitment of business and calls for reparations.

South Africa was committed to building a free, fair and prosperous nation capable of meeting the needs of all of its citizens, especially the poor. It was understood in business and government that the voluntary commitment of business to South Africa's shared development project would be underscored by an initiative that could be practically useful and symbolically significant.

The strategy was to:

- mobilise R1 billion from companies operating in South Africa against a formula that would raise equitable contributions from companies of different sizes
- secure the funding in a manner that would allow the Business Trust to undertake relatively large-scale long-term projects without placing project implementation at risk
- manage funds efficiently without placing the capital at risk
- use Business Trust funding to leverage public funds
- contain administration costs.

Over 12 years, 140 companies donated R1,2 billion against a prospectus that described the Business Trust's planned work. This was over and above normal corporate social responsibility funding.



Results

Mobilise R1 billion from companies operating in South Africa

- ✓ **140 companies donated R1,2 billion against a prospectus that described the Business Trust's planned work**

The funds were raised in two funding cycles in 1999 and 2004. In each cycle the bulk of the funds were raised in the first year against letters of undertaking to provide funds over a five-year period. All undertakings made were honoured. This enabled the Business Trust to enter into long-term project partnerships and limit the time and money spent raising funds.

Corporate funding was intended to provide an extraordinary contribution over and above the normal social responsibility funding of private companies. All of the participants in the Business Trust operated their own substantial social investment programmes.

Corporate contributions accounted for less than 2% of total annual corporate giving in South Africa.

Manage funds efficiently

- ✓ **Funds received were carefully invested**

A conservative investment policy generated R235,8 million in interest on corporate donations over the life of the organisation. The donors agreed to donate the capital sum and the interest thereon.

Secure funding on a basis that will support long-term commitments

- ✓ **Corporate funders gave five-year undertakings**

Contributions were provided against a funding formula of 0,15% of market capitalisation (or 2% of after-tax profit) in the first phase, and 0,05% of market capitalisation (or 0,7% of after-tax profit) in the second phase. This resulted in a contribution of just over R100 million from the largest contributor and R2 500 from the smallest. All undertakings were honoured.

By using its resources to accelerate the achievement of the agreed objectives, the Business Trust was able to leverage government's investments in programmes like public works, infrastructure and crime reduction.

Manage government funds efficiently

- ✓ **Significant government funding was raised for application to designated projects**

It was not originally planned to attract government funding for management by the Business Trust. However in the second phase of the work of the Business Trust it was agreed to manage government funds for designated purposes. Funds managed in this way increased each year over the last seven years to total R423 million.

These funds were used for designated purposes only, mainly in the tourism and business process outsourcing programmes. These funds were not used for general management or general programme development purposes.

Although it was not originally planned to attract government funding, the Business Trust managed increasing amounts of government funding for designated purposes.

Figure 8: Government funds managed by the Business Trust increased between 2005 and 2011



Leverage public funds

- ✓ **Business Trust funding supported the development of large-scale government programmes**

The government resources involved in the programmes undertaken were considerably larger than those provided by the Business Trust. Government funding in programmes like public works, tourism, schooling, infrastructure and crime reduction were all multi-billion Rand investments. The Business Trust was able to leverage those funds by using its resources to accelerate the achievement of the objectives set.

Contain administration costs

- ✓ **Business Trust management costs amounted to 5,5% of total costs over the life of the Trust**

Account for the funds managed

- ✓ **Audited statements up to 30 June 2010 have been provided annually**

The audited results for the final period 1 July 2010 to 31 December 2011 will be available in March 2012. The forecast for the full term of the Business Trust to 31 December 2011 is shown below.

Forecast income and expenditure	Cumulative 1 July 1999 to 31 December 2011
	Rm
Income	1 823
Corporate donations	1 164
Government grants	423
Interest	236
Expenditure	1 823
Private sector development	1 103
Tourism	748
Business process outsourcing	158
Community investment *	197
Public sector development	557
Education	400
Infrastructure	46
Public works	111
Dialogues and communication Administration	62 101
Surplus / (deficit)	-

* Includes R118m grant to the Vumelana Advisory Fund

Unwavering business support demonstrated long-term commitment to South Africa and a willingness to cooperate in pursuit of national objectives.

Lessons

Discretionary resources

While the R1,8 billion managed by the Business Trust was a larger sum than previously assembled by a privately initiated programme in South Africa, it was small in relation to government budgets. Its value was that it could be rapidly deployed on focused initiatives at the discretion of the jointly governed Business Trust board.

Professional management

The decision by a large number of firms to pool their resources in a relatively large fund enabled the creation of an organisation dedicated to the professional management of those resources.

Business commitment

Unwavering business support demonstrated long-term commitment to South Africa and a willingness to cooperate in the pursuit of national objectives.

The value for government

Discretionary funding enabled the government to undertake the non-routine tasks that are required for bringing about change, but are seldom available.

The value for business

The funds pooled in the Business Trust added an important dimension to the substantial social investments made by the corporate sector. At less than 2% of annual social investment spending in South Africa, this funding enabled businesses to do together what they could not do alone.

Value for society

By combining the resources of business and government, the Business Trust was able to accelerate the achievement of national objectives for the benefit of society as a whole and especially the poor and needy people who participated in its programmes.

Corporate partners

Business Trust funders 1999-2011

ABSA Group Limited
Accenture (South Africa) Pty Ltd
Adcorp Holdings Ltd
Afcom
African Oxygen Ltd
African Rainbow Minerals
AfriSam
Amalgamated Beverages
Anglo American Plc
Anglo Platinum Limited
AngloGold Ashanti
Apollo Brick (Pty) Ltd
Ardov Clothing
Aveng Grinaker-LTA
Aveng Group
Aveng Trident Steel
AVI Limited
B & A Group (Pty) Ltd
B & W Instrumentation & Electrical (Pty) Ltd
Barloworld Group
Bauer, Reuvers and Associates
Beatrix Gold Mine
BHP Billiton SA Limited
Bidvest
BMG
BMW South Africa (Pty) Ltd
BP Southern Africa (Pty) Ltd
Brimstone Investment Corporation Ltd
Business Connexion (Pty) Ltd
Business Partners Ltd
Chipkins Catering Supplies
City Lodge Hotels Ltd
Consol Limited
Craig Concrete Products (Pty) Ltd
De Beers
Deloitte Southern Africa
Denel
Dimension Data South Africa (Pty) Ltd
Discovery
Dorbyl Ltd
Dresser Ltd
Driefontein Gold Mine
Du Pont de Nemours International SA
Elgin Brown & Hamer (Pty) Ltd
Ernst & Young
Eskom Holdings Ltd
Fedics
First National Bank
FirstRand
Fourway Haulage SA (Pty) Ltd

French Engineering Works (Pty) Ltd
Future Kids
G.J. Schouten & Sons (Pty) Ltd
GE Hudson
General Motors South Africa (Pty) Ltd
Gensec
GFL Mining Services
Gold Fields
Grant Thornton
Grinaker-LTA Ltd
Grincor Management Services (Pty) Ltd
HA Falchem
Harmony Gold Mining Co Ltd
Hollard Insurance Group
Hosken Consolidated Investments Ltd
Howden Africa
HRGRennies Travel
Hydraform
I&J
IDC
Illovo Sugar Limited
INCA
Investec Ltd
Johnnic Communications
Johnson & Johnson
Kagiso Trust Investment
Kirchmann-Hurry Investments Ltd
Kloof Gold Mine
KPMG
Kumba Iron Ore Limited
Liberty Life
Lonmin Platinum
Macsteel Service Centres SA (Pty) Ltd
Maluleke Seriti Makume Matlala Inc
MBB Services International (Pty) Ltd
McConnell Dowell
Medi-Clinic Corporation
Mercantile Bank Holdings Ltd
Mercedes-Benz SA (Pty) Ltd
Mittal Steel Company
Mkondeni Motor Garage (Pty) Ltd
Momentum
Murray & Roberts Holdings Ltd
Mvelaphanda Holdings (Pty) Ltd
Nampak Limited
Naspers Ltd
National Brands Limited
Nedbank Group Limited
Ogilvy & Mather Rightford, Searle-Tripp & Makin
Old Mutual Life Assurance Company (South Africa) Ltd

OUTsurance
Pretoria Portland Cement Company Ltd
PricewaterhouseCoopers
Rainbow Farms (Pty) Ltd
Rand Merchant Bank
Redefine Properties
Rembrandt Group
Reunert Limited
RMB Holdings
SAFIC
Sanlam Capital Markets
Sanlam Ltd
Santam Ltd
Sappi Ltd
Sasol Ltd
Set Point Holdings
Shell South Africa Energy (Pty) Ltd
Siemens Southern Africa
SinakhoS taffshop
South Deep Gold Mine
Southern Sun Holdings
Spoor and Fisher
SRK Consulting
St Helena Gold Mines Limited
Steiner Hygiene (Pty) Ltd
Sun International Ltd
Sunspray Food Ingredients (Pty) Ltd
Tente Castors SA (Pty) Ltd
The Fedics Group Ltd
The Investors Group (Pty) Ltd
The Old Shanghai Firecracker Factory
The South African Breweries Ltd
The Standard Bank of South Africa Ltd
Three Cities Group
Times Media Ltd
Tongaathulett Limited
Tourvest
Trans Hex
Transnet Ltd
Trident Steel Holdings (Pty) Ltd
Tsogo Sun Group
Unilever South Africa (Pty) Ltd
Unitrans
Venfin Ltd
Volkswagen Group South Africa
Waltons Stationary
WBHO Construction (Pty) Ltd
WesBank
Western Areas Ltd



Board and management

Business Trust directors

Mr Dave Brink (Chairman)
Mr Roy Andersen
Mr Tom Boardman
Mr Mike Brown
Mr Laurie Dippenaar
Mr Kuseni Dlamini
Mr Harald Harvey
Mr Alan Hirsch
Mr Ntopile Kganyago
Mr André Lamprecht
Ms Rejoice Mabudafhasi
Mr Mpho Makwana
Mr Jacko Maree
Mr Rick Menell
Ms Naledi Pandor
Mr Fred Robertson
Mr Thero Setiloane
Mr Michael Spicer
Mr Marthinus van Schalkwyk
Ms Lulama Xingwana

Finance and Audit Committee

Mr Roy Andersen
Mr Adrian Arnott
Mr Colin Beggs
Mr Dave Brink
Mr Garth Saunders

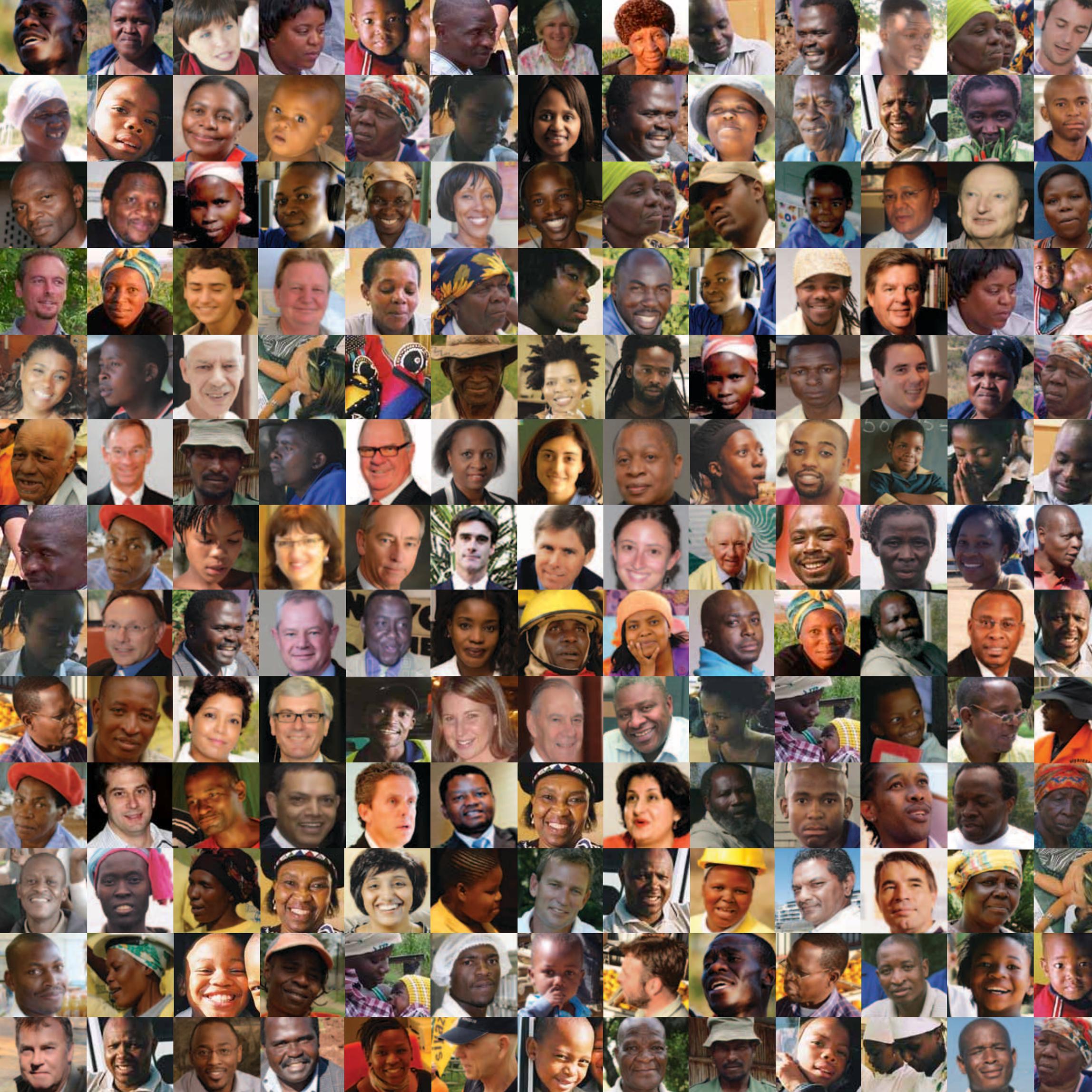
Remuneration and Human Resources Committee

Mr David Brink
Mr Rick Menell
Mrs Helen Atkinson (Advisor)

Management team

Brian Whittaker	Chief Executive
Fatgiyah Bardien	Manager: Programmes and Support Services
Golden Mahove	Programme Manager
Nigel McClure	Finance Manager
Lorna Ely	Corporate Relations and Communications Manager
Jean King	Bookkeeper
Lisa Herbst	Senior Project Officer
Dikgapha Khumalo	Personal Assistant
Moeniesa Sahabodien	Office Co-ordinator
Buyi Makhoba	Office Administrator
Phemelo Podile	Receptionist
Elizabeth Makhoba	Office Assistant

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