



IIB DEVELOPMENT GROUP COMPANY PROFILE



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EXECUTIVE SUMMARY

VISION

Our vision is of an IIB-DG regarded as a centre of excellence for infrastructure development at affordable levels using environmentally sustainable approaches

MISSION

Meet the growing infrastructure needs of developing countries by introducing state of the art, innovative and affordable technology and work with governments and local partners, including, where possible, setting up manufacturing plants locally.

1 INTRODUCTION

1.1 BACKGROUND

IIB Develop Group (IIB-DG) is a consortium of American companies specializing in the financing and development of infrastructures. As a team, IIB-DG is able to provide your country with all revolutionary and affordable solutions in road infrastructure using natural resources, construction of buildings, water, housing and power generation projects

In line with its mandate of supporting socio-economic development worldwide, IIB-DG provides financial resources to assist countries in addressing the challenges they face, achieving sustainable development and elevating living standards. IIB-DG also invests in select companies in developing countries to boost economic growth and drive the creation of job opportunities, thereby accelerating sustainable development.

IIB-DG partners with other groups to establish a strategic cooperation, strengthen the business relationship, develop and facilitate collaboration between the Parties in matters of mutual interest and enhance the synergy of both institutions as opportunity for financing of infrastructure investment worldwide. Promote co-financing and other forms of joint participation in project financing assistance for development projects in countries of mutual interest.

Proposed cooperation includes exploring options for the Parties to fund, invest in, or co-finance projects or to support other collaborative investment activities within the agreed areas of cooperation. Any funding, investment or co-financing must comply with each Party's respective investment and financial criteria and requirements.

IIB-DG is pleased to be part of this strategic tie up, and hope that this tie-up will encourage cooperation and strengthen the business relationship between parties for our mutual interest, that will be targeted to pave the way for two-way investments flow between the two entities. Both parties will benefit from this collaboration through the pooling of expertise and resources as well as exploring opportunities for business collaboration.

1.2 THE STRATEGIC PLAN

Emerging countries development circumstances, objectives and trajectory are impacting the economic growth, IIB-DG's potential to meet development priorities while attaining IIB-DG's own business goals; and to demonstrate IIB-DG's financial , technological, methodological and cost comparative advantage in the provision of infrastructure.

IIB Development Group (IIB-DG) support infrastructure development in developing countries, using its innovative and affordable technology and dynamic partnership and funding arrangements.

1.3 IIB-DG

IIB Development Group (IIB-DG) is an infrastructure development company which offers financing, creative, innovative, relevant, technologically advanced and affordable infrastructure development solutions across a wide range of disciplines. It achieves this through synergistic

collaboration among several organisations specialising in different infrastructure provision. The IIB-DG model is simple. Seasoned companies offering tried and tested infrastructure solutions together constitute IIB-DG. While they still work in their areas of specialisation, together as IIB-DG they offer countries comprehensive and holistic infrastructure development solutions encompassing all aspects of infrastructure a country needs – from full range of engineering services (feasibility study, environmental impact assessment, detailed engineering design, contract documentation, tender evaluation, construction supervision and commissioning), transportation infrastructure, energy and power, building and housing infrastructure and other services as needed. In addition, IIB-DG offers advisory services for structuring public private partnerships and arranging project financing. IIB-DG is thus able to offer integrated national infrastructure solutions, rather than just individual project interventions. This enables national authorities to visualise, plan and implement their infrastructure strategies holistically and, among other benefits, reduces transaction costs by dealing with just one organisation for the implementation of their infrastructure programme.

IIB-DG offers innovation, cost-effectiveness and sustainability. All member companies continuously undertake solution focused methodologies in their individual fields, meaning that they respond to existing shortcomings by offering optimized solutions tailored for each client, not just bottom line enhancing, solutions. This combination of technological innovativeness and client focus leads to high levels of cost effectiveness and time savings resulting in considerable overall project affordability compared to outdated conventional approaches. IIB-DG do offer solutions at very skewed competitiveness, reducing implementation time and costs, in some components of infrastructure projects, by up to 40 – 60 percent of traditional solutions – highly significant for countries that have competing priorities but need to provide infrastructure. IIB-DG does not only have the capacity for large-scale environmental impact assessments but have the technology, the heart and commitment to deliver environmentally protective infrastructure solutions and have a group commitment to protect the earth.

IIB-DG is bringing this comparative advantage to emerging countries to help meet the stated objectives regarding expansion of its infrastructure within the limitations imposed by its fiscal constraints, which the current government inherited.

2 IIB-DG VISION, MISSION AND VALUES

IIB-DG's mission is to help contribute to countries and a world connected with modern infrastructure, sheltered in comfortable housing, or working in efficient buildings, with access to safe and affordable energy, all achieved through environmentally sound approaches, using affordable, innovative, and high-quality services.

2.1 MISSION

Meet the growing infrastructure needs of developing countries by introducing state of the art, innovative and affordable technology and work with governments and local partners, including where possible, setting manufacturing plants in partner countries.

2.2 VISION

Our vision is of an IIB-DG regarded as a centre of excellence for infrastructure development at affordable levels using environmentally sustainable local materials and construction methods.

2.3 IIB-DG VISION AND MISSION IN EMERGING COUNTRIES

2.3.1 MISSION

Our global mission applies perfectly to each country, where provision of affordable infrastructure continues to be a major priority, but at more affordable levels, making our mission in the country that of helping meet the infrastructure needs by introducing newer state of the art, innovative and affordable technology through working with the Government and local partners.

2.3.2 VISION

We have a vision of IIB-DG, in a few years, as the leading developer of all infrastructure (roads, water, sewer, power, housing, institutional structures) in the world.

2.4 OUR VALUES

2.4.1 *OUR CLIENTS*

Our clients are our most asset. Our solutions are designed in response to their needs, hence the value of constant consultation and communication with them.

2.4.2 *OUR BUSINESS PRACTICE*

Our business practice is focused delivering high quality, affordable products and services, on time and upholding the highest levels of integrity and ethics.

2.4.3 *ON ENVIRONMENT*

IIB-DG is committed, through its products and services, to preserving the environment, contribute to mitigation efforts and to using our technical expertise to continuously innovate ways of ensuring environmental sustainability

2.4.4 *ON GIVING BACK*

IIB-DG is committed to help employment creation in the countries that we work in, and to contribute to community self-improvement efforts in support of the authorities and communities themselves.

2.4.5 *ON DIVERSITY*

IIB-DG is a model of a diverse organization and is committed to principles of equitable management of diversity in all the contexts we work in. We respect, embrace and celebrate differences and accommodate culturally driven different needs and integrate them in our production systems.

2.4.6 *ON EMPOWERMENT*

We believe that empowered people are both happy and productive. Thus, our management approaches ensure every employee is empowered with responsibility at their level. Equally local companies will be provided with businesses opportunities through franchising and the opportunity to be distributors of IIB-DG products and services.

2.4.7 ON EMPLOYMENT CREATION & USE OF LOCAL MATERIALS

A considerable portion of our products and services require setting up of factories and production lines for the fabrication of building components. It is our mission to make maximum use of local labor and materials by training a local workforce and utilizing locally available materials to the greatest extent possible.

3 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

IIB-DG brings together established and very successful companies to jointly leverage their respective strengths to create a much more robust value proposition and enhance our comparative advantage in some markets. Our biggest strength is in the innovative and affordable cutting-edge products and services that we offer, well trained and experienced staff and decades of combined institutional experience that our companies bring together. We have multi-disciplinary engineering capacity that undergirds all our infrastructure offerings as well as partnership facilitation competencies supplemented by our financing capacity.

We are excited about the opportunities in emerging countries offer us to serve. The acute housing demand, the infrastructure deficit, the country's stability and Government's positive and supportive attitude in response to our overtures, all contribute to a unique opportunity for our organization to respond to each country's needs with confidence in the future for both our company and the country. The very high literacy level provides a great opportunity to find easily trainable employees and partners.

We do not envisage too many problems, apart from the danger of competing with similar but inferior products or being tarred with the same brush as some bad performers in the market. That is why our strategy is to give as much information about our offers as possible and having an open and frank dialogue with government as possible and subjecting our products to scrutiny and testing. The Government's receptivity is as important to our confidence in the future as our products and services.

Table 1: SWOT ANALYSIS

	INTERNAL	EXTERNAL
POSITIVE	<p>Strengths</p> <ul style="list-style-type: none"> • Innovative products based on new environmentally friendly and affordable technology for housing, roads, energy and water as well as engineering services Recognized as brand leaders in innovative products • Highly trained and experienced personnel, from diverse locations in the US and Zimbabwe and elsewhere • Access to capital and potential to arrange for financing of high percentage of cost of projects • Decades of combined experience represented by the member companies 	<p>Opportunities</p> <ul style="list-style-type: none"> • Huge housing shortage resulting from phenomenal growth of tourism industry, road, energy and water infrastructure deficit • Accessible and facilitative Government leaders, keen to understand and advocate for our products and services • High literacy levels and well-trained potential local partners with knowledge of the market, regulations and important contacts • The relatively free financial markets provide an opportunity for creative financial institutions and instruments

	<ul style="list-style-type: none"> • Niche advantage in rural and secondary roads, parking areas, sidewalks and trails, affordable housing, clean and renewable energy and sustainable water provision solutions • Financing available for infrastructure projects 	<ul style="list-style-type: none"> • and for possibility to access project finance through WB, ADB, etc. • Diverse product and systems offering producing broad base of solutions
	Weaknesses	Threats
NEGATIVE	<ul style="list-style-type: none"> • Limited Brand Awareness of our brands due to newness and distance and insufficient time investment in marketing by some of the team members. • Time constraints for site specific training as well as for local language learning for non-local staff • Limited availability of requisite construction equipment needed and ability to follow through in the field with specification of application systems 	<ul style="list-style-type: none"> • Possible existence of competitive but inferior products and solutions • Poor performance of competing similar products • Difficult balance between high cost of US based staff and the need to maintain quality project management • Too many players offering similar services • Inadequate availability of needed, quality equipment and personnel qualified to apply specialized technology • Bureaucracy and/or corruption • Remote location challenges and schematics

4 GOALS, STRATEGIC OBJECTIVES AND STRATEGIES

IIB-DG has two main goals in emerging countries: infrastructure development. The realisation of the second goal depends on our success in the first, making these sequential rather than simultaneous goals.

4.1 GOAL 1. INFRASTRUCTURE DEVELOPMENT

Emerging countries have invested heavily in infrastructure in the last few decades but has not kept up with the growing housing demand being fuelled by the tourism industry, which is growing at a phenomenal rate. Obviously, they would like to bridge this gap by utilizing more affordable and time saving approaches without compromising the quality of the end product. IIB-DG is ready to accompany them on that mission and to that end our Team has three strategic objectives for the next three years.

1. Operationalise IIB-DG
2. Develop infrastructure
3. Assist with identifying affordable alternate infrastructure financing if needed

These are elaborated below, with the key steps towards the realisation of each.

4.1.1 STRATEGIC OBJECTIVES

4.1.1.1 OPERATIONALISE IIB-DG

IIB-DG full operations always need for bigger and more permanent premises, given IIB-DG's long-term commitment, the volume of work expected and rising staff levels. Need to identify more local partners to team up with on a project by project basis, such as local contractors, specialist professionals as well as public companies identified by the Government.

The following key activities to carry out:

4.1.1.1.1 KEY ACTIVITIES

- ✚ Conclude all preparatory and establishment discussion with authorities.
- ✚ Identify procurement systems and options for local partnerships arrangements (whether with the private or public sector) and determine IIB-DG's preferred model(s).
- ✚ Conclude a long-term agreement on the status of IIB-DG in the country and its expansion into the region market.
- ✚ Conclude agreements on IIB-DG's participation and enter into agreement with local partners
- ✚ Identify and set up permanent premises and recruit staff

4.1.1.2 DEVELOP INFRASTRUCTURE IN EMERRGING COUNTRIES

IIB-DG's main goal is to help country develop its infrastructure in line with its priorities, by synergistically bringing the expertise and technology of its constituent companies to key infrastructural sectors among those identified as priority areas by the government. IIB-DG will focus on housing, roads, energy, water and all other sectors of projects development. IIB-DG's approach will be to ensure long term infrastructure development capacity in each country.¹

4.1.1.2.1 HOUSING DEVELOPMENT

Each country's fundamental goal in the housing sector is to ensure the development of safe, comfortable and affordable composite housing for all its people and significant progress has been made in this regard. The country invested heavily in housing as part of its urban infrastructure development programme through funding from, among other sources. However, there is still a huge housing deficit, including for the poor, which the government has been concerned about, as has been the Office of the High Commission for Human Rights. Furthermore, the housing shortage has been compounded by the growing and immediate demand to house hospitality employees in the islands enjoying a huge expansion in the tourism industry.

With its fast-pre-assembled panel system, IIB-DG will offer its global experience, expertise and innovative technology in the provision of large scale fast-track housing projects targeted at different population income groups. Our lead company on housing and building, [Horton Construction Solutions](#), is a global leader in providing housing and building solutions in developing and developed countries.

Our housing development strategy will typically consist of the following key activities.

A. Infrastructure

- ✚ Roads and storm water drainage
- ✚ Water supply and reticulation
- ✚ Sewage reticulation and treatment works
- ✚ Power supply and distribution

B. Building units

Housing and institutional structures

4.1.1.2.2 ROAD CONSTRUCTION

IIB-DG's lead company on road construction, [Midwest](#), is a world leader in using alternative technology that engineers sustainable and durable pavement out of native soils, resulting in an optimal road building program in terms of cost, strength, and timeline.

The company has developed an innovative process for road construction, the *Green Pave Natural Paving System*, eliminating the use of expensive and environmentally toxic asphalt. This proprietary process, comprising a wide range of products and services, will result in considerable cost savings of the order of 40-60% compared to conventional methods while providing superior performance. Considerable time savings are also achieved because the process involves stabilizing the existing material in-situ, thereby eliminating the need to haul in gravel from sources off-site. Furthermore, all these products have been thoroughly evaluated for environmental compliance by various Agencies in and outside the US. With this affordable solution, the IIB Development Group offers complete road design and construction packages for the upgrading of the country's national road network as well as new road infrastructure for residential projects.

4.1.1.2.3 ENERGY

Primary objective for the energy sector is to provide reliable efficient, affordable, and environmentally sustainable energy services. With international support, country would increase the renewable energy uptake in electricity to 100 percent by 2025. In addition to achieving access goals, the government would also like to reduce the cost of electricity, which is currently very high.

Part of the changes envisaged include supplementing the main grid with micro-grids, especially in newly established housing communities as well as remote agricultural sites. In addition, the Group would also work with government and look at expanding and optimizing the existing transmission network to ensure all generated power is fully and efficiently utilized.

IIB-DG's lead company on energy, [Godman Power Group](#), engineers and implements safe, affordable energy solutions - off-the-grid, remote locations, and portable emergency power.

4.1.1.2.4 WATER

Water and sanitation sector are to promote integrated water resources management, guaranteeing stable and adequate water supply.

fifty-four percent of people in the country's rural areas, and 16 percent of those in urban areas don't have access to flushing toilets or other sanitation facilities. 85 percent of its water needs through the energy-intensive process of desalination, which adds to the demand for imported fuel to power the national grid.

IIB-DG is positioned to support countries to attain objectives because of our vast experience and expertise. Our lead company on water and sanitation, [CNM-YBJ Engineering Consultants](#), has extensive experience in Africa with water resources and waste water engineering ranging from large earth dam design through treatment, storage, reticulation, boreholes and other methods of supply and in varying contexts.

4.1.1.3 FINANCING

Emerging countries have in the recent past relied heavily on public financing of its development investment. As it moves forward to promote private sector participation, it is looking at options for alternative financing mechanisms.

4.1.1.4 INFRASTRUCTURE FINANCING

Some government have been fairly successful in mobilising external and domestic resources to finance its infrastructure development needs. Some have set very ambitious goals to address the remaining infrastructure gaps and has indicated the need for further financial and technical resources to fulfil this desire. If needed, IIB-DG would be willing and able to mobilise financial resources for agreed infrastructure projects that current sources might not be able to fund. Our lead company for overall coordination, management and financing, [International Investment Banking](#), is an investment and consultancy company that also leverages financing for its clients. This takes leadership, coordination and synergistic management. Responsible for strategic planning, interface with the Government, overall contracts negotiations and management and for ensuring that the projects correctly tap on the appropriate resources from the IIB-DG member companies.

In this context three key initiatives will be carried out by IIB-DG,

- ✚ Identify financing needs
- ✚ Develop partnership arrangements
- ✚ Develop appropriate financing mechanisms as necessary

4.1.1.5 LEVERAGING EXISTING INVESTMENTS

Many developing countries are exploring innovative ways of financing the various development programmes as well as their recurrent obligations. Most of these African countries, for example, have prime properties in developed countries, most of which are largely idle or underdeveloped relative to their potential. The opportunities range from properties that sit on more land than they need, to those that are in high rise zones but have not developed upwards, and other property development options in between. IIB-DG has worked with countries towards options for countries to benefit from these opportunities. Our lead company on property leveraging, [Second Development Services](#), has extensive experience in both property consulting, development and financing.

4.2 LEAD EPC

One of the most important characteristics of IIB-DG is its ability to deliver turn key solutions in all the infrastructure. Our lead company is [PCB International](#), is a specialist structural engineering consulting firm which derives its capability and potential for success from the extensive engineering expertise offered by its principals in their personal capacity, as well as the firm's accomplishments since its inception

¹ Summary of value addition to Cabo Verde from working with IIB-DG:

- Transfer of technology through partnership
 - Job creation through establishing local factories for manufacturing of a proprietary construction system
 - Job creation through affordable housing
 - IIB-DG Establishment of Mortgage company
 - Partnership with Government and local partners
 - Providing the opportunity of franchising, local ownership/participation
 - Full manufacturing plants and Business Technology Campuses will be set up in your country
 - IIB-DG brings together at one location all the plants that produce parts for wall panels. Glass, windows, doors, trusses, wall sheeting, insulation, electric boxes, and accessories will be produced by workers hired from the local area creating sustainability.
 - Low price, fast delivery, quality products, accurate structures, customer convenience, and rapid production can all be accomplished with a manufacturing group of factories set up to create an economy of scale in cooperative assembly and supply.
 - Cost Saving: Range from 50-60% compared to current of housing construction and methods of road construction
 - 12 weeks to build the buildings if there are none available of the correct size, and 26 weeks to get all the machinery and dies delivered. If there is no infrastructure in place, then these time lines start from when the infrastructure is complete.
 - 182 in the factory and 230 in independent erection crews will be able to deliver and erect 30 houses each day. Supporting the manufacturing complex will require approximately another 300 in independent companies. The economic impact in the area should be about 700 jobs.
 - Stronger, Safer, Longer Lasting, cost effective support framing for homes and buildings
 - Less time to build a house and road
 - Providing superior performance
 - Offering complete road design and construction packages for the upgrading of the country's road network
 - GreenPave Natural Paving benefits provide longer economic life of the roadbed, increase loading capacity (CBR), reduce maintenance costs and deliver a stronger, longer lasting road surface at a lower cost than conventional road design.
 - We will design, implement, safe and affordable energy solutions.
 - We provide finance for the projects at the lowest terms and conditions.
-