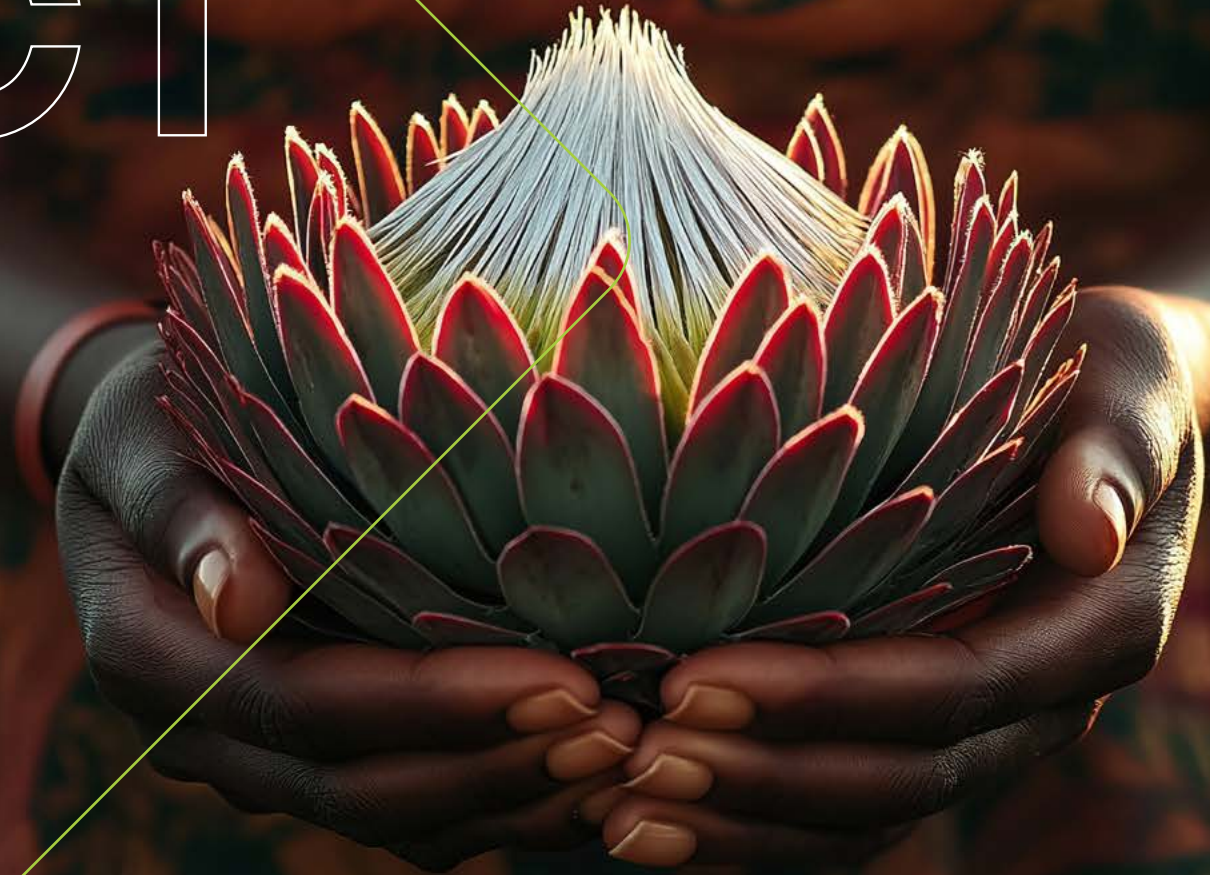




IMPACT

REPORT
2026





CONTENTS

ABOUT US	3	OUR IMPACT	13
Message from Leadership	4	Investments	14
Introducing UBU	6	Skills Development	15
Our Leadership	7	Community Impact	16
		Our Methodology	17
STRATEGIC INFLUENCE	8	OUR SUCCESS STORIES	18
Building a Continent	9	The Solidarity Economy	19
Sector Focus	10	Rural Development	23
Economic Context	11	Strategy and Policy Development	27
Strategic Focus Areas	12	Advanced Manufacturing	31
		CONCLUSION	35
		CONTACT INFORMATION	36



BUILDING A CONTINENT

“UBU is the prefix of ubuhlali meaning beads in Zulu.

It is also associated with Ubuntu and with William Kentridge’s play, ‘Ubu and the Truth Commission’.

We love this.”

Amanda Gcabashe, Managing Director





“At UBU, we are passionate about helping our clients and collaborators succeed in Africa’s dynamic and rapidly evolving economic landscape.”

Portia Derby, co-founder and Chairperson



A MESSAGE FROM LEADERSHIP

As a uniquely boutique African economic advisory firm, UBU Investment Holdings is deeply committed to driving investment and economic development through high-impact projects in South Africa and across the continent, working closely with governments and business leaders.

We are proud of the impact we have helped create across Africa - from building strong Public-Private Partnerships (PPPs) to supporting communities through investment in cooperatives and local initiatives that make a real difference in people’s lives.

This Impact Report is the first of its kind for UBU. It reflects our ongoing commitment to supporting African economies in ways that are inclusive, diverse, and sustainable. It reflects our values and goals — the driving force behind our pursuit of game-changing programmes that align economic growth objectives with private sector development, ensuring that the benefits extend broadly across communities and create lasting social and economic impact.

The case studies presented here illustrate a simple truth: when we invest in people and infrastructure, we create transformation that endures — unlocking opportunity, stimulating growth, and empowering communities. We hope these stories inspire you and invite you to partner with us in building a more inclusive, prosperous, and sustainable future for Africa.





INTRODUCING UBU INVESTMENT HOLDINGS

Our commitment and sphere of influence

UBU focuses on facilitating solutions and partnerships that drive the growth of key industrial sectors and critical economic infrastructure, while remaining deeply committed to building resilient communities. In areas where we lack in-house expertise, we draw on our extensive network of trusted specialists whose values and approach align with our own.

Whether it's a business expanding into new markets, a government designing policies to promote growth and development, or a community working to improve livelihoods, UBU brings the expertise and resources to help achieve those goals.

Through our core activities we strive to build social compacts that connect people and organisations in pursuit of shared, sustainable development.

OUR VISION



As a strategic player, UBU catalyses economic activity while building resilient, sustainable communities rooted in social solidarity. These outcomes are enabled by partnerships within and between communities, organisations, and government, particularly at the local level.

OUR MISSION



To provide expert economic advisory services that capacitate governments, communities and business leaders to achieve transformative growth in their sector or locality.

OUR LEADERSHIP

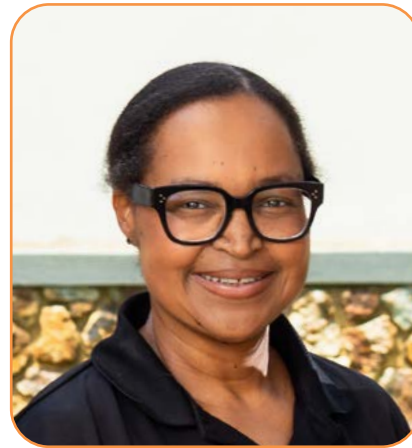
Our leaders are creative, activist, economic thinkers. They stand behind their recommendations, including through direct involvement in implementation and, where appropriate, investments.



Portia Derby

Executive Chairperson/Co-Founder

With a distinguished career marked by senior roles within the South African government during pivotal periods of economic reform, Portia brings a wealth of expertise to her current leadership position.



Amanda Gcabashe

Managing Director

An accomplished executive with a proven track record of senior leadership in both the public and private sectors, demonstrating excellence in international standards development and conformity assessment.



Shireen Crosson

Director

A seasoned executive with a rich background spanning various sectors including IT, finance, chemical, and transport industries.



Alec Erwin

Director/Co-founder

Alec Erwin has held senior leadership roles shaping labour, industrial, trade and economic policy, nationally and across Africa.



STRATEGIC INFLUENCE

We understand the complex economic, political and administrative landscape of Africa and are committed to delivering high-quality, value-adding strategic advice and expertise. UBU's services are designed around the priorities of the governments, communities and businesses we work with.

Our team of highly skilled and experienced development economists, policy experts, and sector specialists works closely with clients to co-design solutions that directly support clients' goals. UBU, and its associates, have deep networks in strategic and technical fields and have directed organisations and high-impact programmes in infrastructure, project management, engineering, finance, tax, regulation and community development.

We have forged strong relationships with major South African industry associations and manufacturers, as well as leading global companies in the energy, transport, and automotive sectors, and prominent industry and global institutions.

Our associates are experts in the automotive, energy, rail, ICT, project finance, legal and regulatory, capacity building, and spatial planning sectors, drawing on extensive experience with leading African and global companies.



BUILDING A CONTINENT

STRATEGIC ADVISORY

Providing tailored, evidence-based advice and solutions to clients, enabling them to navigate complex economic challenges and capitalise on emerging opportunities.

INCLUSIVE AND BROAD-BASED INITIATIVES

We design policies and programmes that turn innovation into inclusion — partnering with governments and industries, and working with communities to drive far-reaching, lasting change.

STAKEHOLDER EMPOWERMENT

We co-create with our clients and collaborators — listening, learning, and building bottom-up solutions that are owned and driven by those who implement them.

SUSTAINABLE IMPACT

Prioritising sustainability and resilience in all our endeavours, striving to create long-lasting positive impacts on the environment and society.

GLOBAL ENGAGEMENT

Expanding our reach and influence internationally, building strategic partnerships and alliances to amplify our impact on the African continent and beyond.

SECTOR FOCUS

GENERATING IDEAS



UBU ADVISORY

We advise on transformative projects that drive Africa's growth. Drawing on deep technical and policy expertise, we advance industrialisation and enable new industrial capacity, catalytic infrastructure, and high-level skills development.



UBU INVESTMENT

We back industrial opportunities where our expertise drives meaningful growth. Each opportunity must deliver measurable socio-economic value. We partner with seasoned entrepreneurs or strong management teams.



UBU LOGISTICS

UBU is a provider of mineral logistics services in South Africa. From 2012 to 2025, it managed the Department of Mineral Resources and Energy's (DMRE) Quattro junior coal mining programme, enabling the growth and expansion of more than 15 black-owned coal producers.



ECONOMIC CONTEXT

Navigating Challenges

Governments, particularly in developing economies, have deep economic and political interests in strategic enterprises and in the role these enterprises play in the broader economy. Recent geopolitical turbulence has disrupted global supply chains and reshaped how dependency risks are understood.

While these shocks have generated widespread uncertainty, they have also compelled governments and businesses - especially in Africa - to move beyond complacency and toward a new era of national and regional collaboration. With vision and decisive action, this shift could mark a pivotal moment for large-scale, durable impact of a kind not previously realised.

In this context, it is equally essential for large enterprises to adopt a proactive stance on government policy and to assume leadership in developing initiatives that align with public objectives. The most effective outcomes, particularly for large enterprises, emerge when their activities are closely aligned with national interests and policy priorities, creating a virtuous cycle of mutual benefit.

UBU's goal is to lead in advancing the economic development agenda by providing strategic guidance and support for the establishment of new industrial capacity, catalysing infrastructure programmes, advancing technology, and fostering high-level skills development.

STRATEGIC

FOCUS AREAS

Our focus areas are broadly defined across four Work Domains, each comprising a set of Work Areas.



Advanced Manufacturing

- Establishing robust Value Chain Networks (VCNs) that support inclusive growth and development.
- Enabling mass production at scale, with exacting standards and tolerances.
- Advancing technology-intensive production, including significant mechanisation and managed environmental impacts.
- Generating strong cross-sectoral multiplier effects across the economy.



Strategy and Policy Development

- Shaping policies that drive structural change in line with defined strategic objectives.
- Advancing alignment between the Solidarity Economy and deeper integration of African political economies to support shared prosperity.
- Leveraging access to experienced policymakers, administrators, and analysts.
- Engaging key collective structures, including trade unions.



The Solidarity Economy

- Driving actions that enable localised economic growth.
- Promoting community development through investment rather than extraction
- Strengthening marginalised economies and supporting transitions to value-adding activities through sustainable, people-centred growth.
- Mobilising well-directed collective action to address poverty and underdevelopment.



The Labour Market Archive (LMA)

- Researching and analysing the concrete benefits of collective action.
- Documenting collective endeavours central to the Solidarity Economy.
- Capturing and disseminating lessons from collective action during South Africa's democratic transition to inform and inspire future initiatives.
- Advancing the Labour Market Archive (LMA) toward a pilot implementation phase.

IMPACT IN PRACTICE

Through innovative services and an evidence-based approach to solutions, UBU is of the sectors and communities in which we work.



Togo Transport Corridor

Comprehensive programme covering port, rail, power, ICT, and road infrastructure development, including spatial planning for Lomé. The associated power project is currently under construction by Dangote Industries Limited.

Nigerian Automotive Industry Development Plan

Advisory and strategic support in the formulation of national automotive policy.

African Association of Automotive Manufacturers (AAAM)

Participation in the development of automotive industry policy and standards in Egypt, Ghana, Kenya, and Tanzania, with additional programmes in early stages elsewhere on the continent.

New Energy Vehicles Policy

(South Africa)

Contribution to policy design through a Trade-Related Investment Measure supporting strategic green metals beneficiation.

Strategic Advisory to Independent Original Equipment Manufacturers (OEMs)

Guidance on automotive policy alignment and strategic positioning.



INVESTMENTS

2012 - 2025

The following are some of the Investments made to date and projects being developed from conception:

Etion

Among the last remaining signalling and advanced electronic companies in SA - delisted, leading to our exit.

BluLever

Innovative artisan training academy led by young South Africans with a dream to revive and build modern artisanal training.

Toelane Solar PV

200MW Solar PV in the North West Province, in partnership with the local community and traditional council.

Bhaziya Wind Farm

40MW in the Eastern Cape, in partnership with the local community via Cooperative and traditional council.

Ingungubani Solar Project

40-80MW in KwaZulu-Natal, in with the local community and traditional council.

Quattro

The Department of Mineral Resources and Energy (DMRE) junior coal mining programme from 2012 - 2025.



SKILLS DEVELOPMENT AND CAPACITY BUILDING

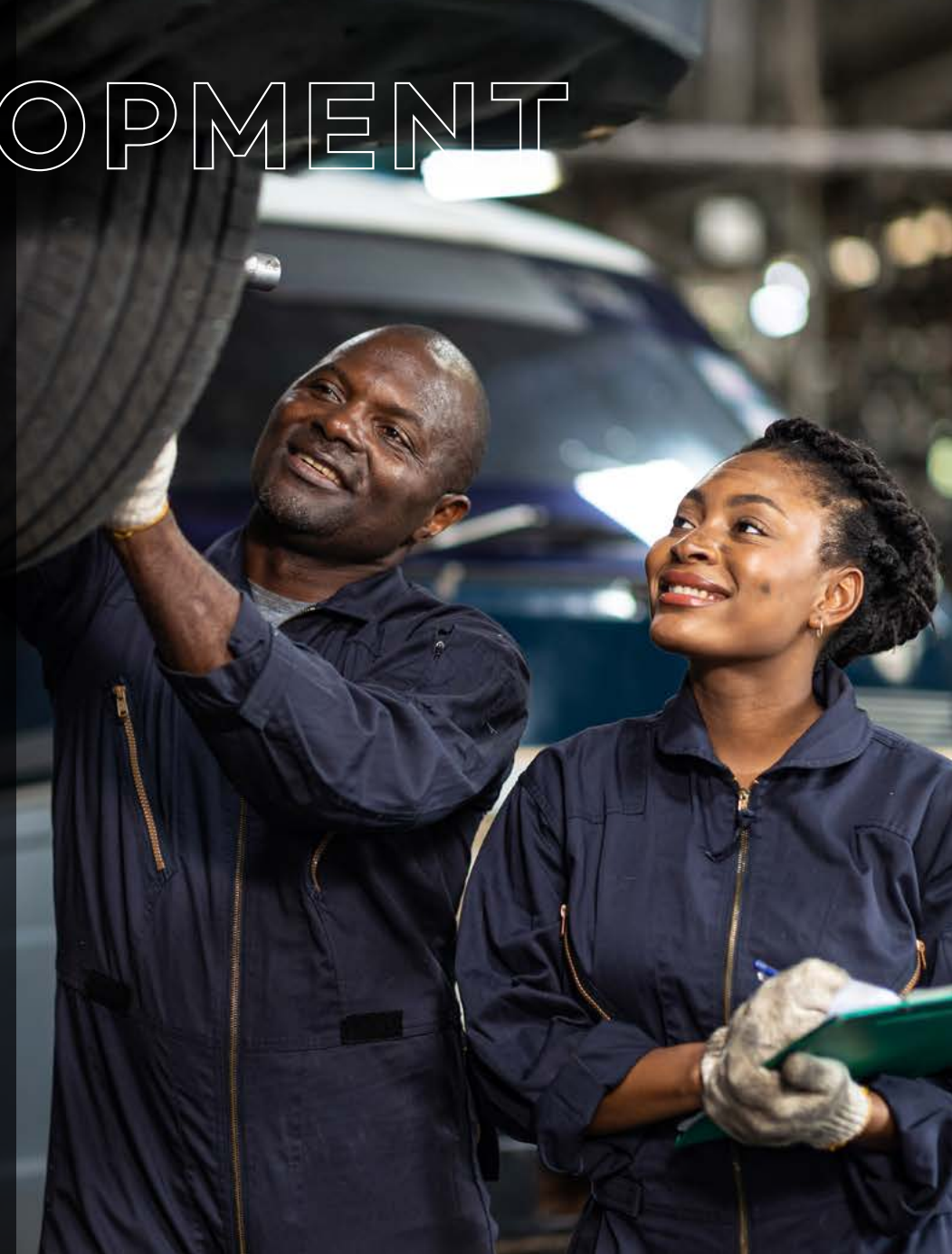
UBU's philosophy is built on the belief that social and economic solidarity is essential to achieving sustainable, people-centred economic growth. In South Africa — and across the continent — true, lasting growth will only take root when rural village economies and secondary towns thrive. Our mission is to shift the narrative from one of disempowerment to a conversation rooted in hope, confidence, and collective agency.

Building Cooperatives

Cooperatives play a vital role in advancing the Solidarity Economy (SE). They enable communities to pool resources, share risk, and build ownership structures that keep value within local economies. Especially where access to cash is needed for investment, cooperatives create pathways for collective capital formation and sustainable enterprise development. UBU has developed a bespoke cooperative governance and educational support programme designed to strengthen these community-led enterprises. Through this programme, we provide the knowledge, systems, and mentorship needed to ensure cooperatives are well-governed, resilient, and impactful.

Our flagship initiatives within the Solidarity Economy reflect this approach and demonstrate how cooperative models can drive inclusive, sustainable growth from the ground up.

The Motor Spares Collective Cooperative - a cooperative by mechanics, for mechanics – see Case Study 1.





COMMUNITY IMPACT

Developing opportunities

Building Resilient Rural Communities

UBU's work in villages is rooted in community-centred approaches and guided by a participatory rural assessment. Many of these areas, especially the former homelands, remain densely populated and economically constrained, with limited infrastructure, declining agricultural productivity, significant environmental degradation and scarce opportunities for youth and women.

We collaborate with traditional leaders, councillors, and community members to identify key challenges and set shared priorities. Utilising community surveys and consultations, our data-driven approach facilitates informed collective decision-making.

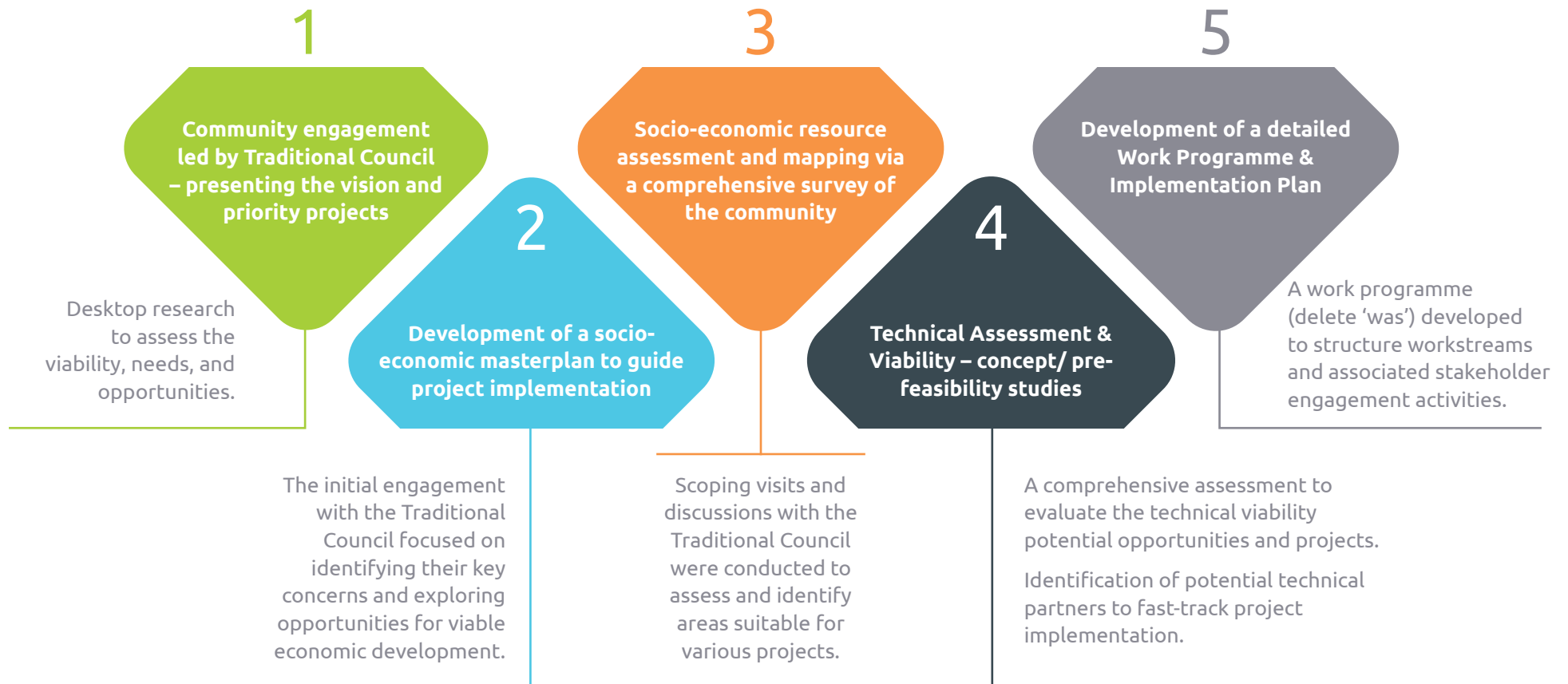
For many communities, this is the first time they see their livestock and fields as assets - resources that can be leveraged, individually or collectively, to build wealth.

The goal is to stimulate inclusive local investment by shifting from extractive to circular economies, encouraging internal trade and self-sustaining growth.

Siyakhula Bhaziya Primary Cooperative – see Case Study 2.

OUR METHODOLOGY

FOR BUILDING SUSTAINABLE COMMUNITIES





OUR SUCCESS STORIES

Social solidarity is an ancient African practice, from the Cape to Cairo. The intergenerational nature of conversations unearths the names we give to the practice of sharing.

In isiXhosa it is called ukunqoma, and in isiZulu it is called ukuSisa.

Case Study 1

Project Profile

The Challenge

The Intervention

The Impact

The Motor Spares Collective

TMSC is a newly established flagship cooperative founded by UBU to support independent mechanics across South Africa. Its cooperative model provides affordable access to quality parts, tools, and training. Whether working from backyard garages, established workshops, or part-time, mechanics gain stronger buying power and the support needed to grow their businesses and secure a sustainable future.

In 2023, South Africa's automotive aftermarket was valued at R188.2 billion and projected to reach R266.4 billion by 2030. Growth is driven by rising demand for vehicle maintenance, the expansion of second-hand car sales, and the increasing number of out-of-warranty vehicles. Local mechanics are the first and most trusted point of service for many communities, forming a vital part of a resilient, self-sustaining network that keeps families and businesses moving. They fill critical service gaps in underserved areas and anchor local economies, representing a powerful opportunity for inclusive growth, skills development, and transformation within the broader automotive sector.



[Case Study 1](#)
[Project Profile](#)
[The Challenge](#)
[The Intervention](#)
[The Impact](#)


The Motor Spares Collective

The Challenge

Over 70% of vehicles serviced in townships are **more than 10 years old**, maintained by an estimated **80,000 independent mechanics** and auto repairers operating across South Africa's townships and small towns.

Most are **micro and small enterprises, unbanked**, and with **limited access** to even the most basic digital tools, such as Microsoft Office, payment systems, and invoicing platforms.

The existing parts supply chain is unreliable, **expensive**, and poorly suited to the realities of informal businesses.

Independent mechanics face multiple challenges: **limited access** to quality **parts** and proper **tools**, lack of **business management skills**, and barriers to trade registration and training.

Structural constraints, including low levels of formal **education**, limited access to **capital**, lack of **certification**, and minimal **digital integration**, further hinder their ability to grow.

Lost productivity from sourcing parts, waiting in queues, and chasing suppliers compounds these inefficiencies.


Case Study 1

Project Profile

The Challenge

The Intervention

The Impact



“For the first time,
I can see how to
run my business
properly, not just
get by.”

The Motor Spares Collective

The Intervention

UBU established TMSC to **unite independent mechanics** under a shared platform that strengthens their individual businesses through collective power and deeper integration into the automotive value chain.

The user-friendly TMSC platform provides **fast** and **reliable** access to **high-quality parts** and **tools**, as well as opportunities for **skills development** and support with trade registration - all while equipping mechanics with the **knowledge** to run their businesses more efficiently.

The centralised **sourcing platform** streamlines access to verified suppliers, ensures real-time parts availability, and handles product searches, delivery, and collection on behalf of mechanics.

Its intuitive **online catalogue** improves order accuracy, reduces downtime, and simplifies workshop operations, enabling mechanics to focus on what they do best: keeping South Africa on the move.

**Case Study 1**

Project Profile

The Challenge

The Intervention

The Impact

The Motor Spares Collective

The Impact

Members of the cooperative benefit from low fees and direct access to an extensive online catalogue and a centralised sourcing system. This model drives profitability through discounted, high-quality spare parts, annual purchase rebates, and ongoing product knowledge training. Together, these factors boost productivity, business growth, and income generation.

For independent mechanics and small garage workshops, often operating in townships and smaller towns, TMSC is a transformative solution. It enables better business management, greater efficiency, and a more stable, less stressful livelihood.

Impact Highlights

- **200 mechanics** empowered, with membership growing by **100 new entrants each month**, strengthening collective buying power and industry representation.
- A **centralised digital platform** and comprehensive parts catalogue established, simplifying access to quality components and streamlining operations.
- **Strategic partnership** secured with a leading wholesale distributor, ensuring reliable supply and competitive pricing for cooperative members.
- **Expanded economic participation** across the automotive aftermarket, connecting informal and township mechanics and panel beaters to new market opportunities.
- **Sustainable local business ecosystems** fostered through collaboration, shared infrastructure, and access to essential resources.
- **Greater economic inclusion** achieved by unlocking growth and resilience within township economies.

“With the Collective, I get parts quicker and cheaper - it saves time and keeps the work flowing.”

Case Study 2

Project Profile

The Challenge

The Intervention

The Impact



The Bhaziya Community

Eastern Cape, South Africa

The Bhaziya Community is located in the scenic but remote countryside of the Eastern Cape province of South Africa, approximately 40 km north-west of Mthatha, within the King Sabata Dalindyebo Local Municipality (KSD LM) in the OR Tambo District Municipality.

The area comprises four administrative zones, Mputhi A/A, Bhaziya Mission A/A, Makhaula A/A, and Sigubudwini A/A.

Despite its rich natural environment and strong cultural cohesion, the community remains under-resourced, with limited livelihood opportunities outside of traditional subsistence farming, livestock keeping, and small informal enterprises.

Employment prospects for youth and women are scarce, while many men seek work in distant urban areas — a pattern that continues to create social and economic strain within households.

Case Study 2

Project Profile

The Challenge

The Intervention

The Impact

The Bhaziya Community

The Challenge

The Bhaziya Traditional Council held an ambitious vision to transform its local economy but lacked the technical capacity and institutional mechanisms to translate this aspiration into a viable development model.

In 2024, the Council invited UBU to provide strategic and technical support in designing a sustainable, inclusive economic framework for the area. Through this partnership, UBU and the Council identified a portfolio of practical, high-impact projects to unlock local resources, attract investment, and create employment. The collaboration prioritised projects that address immediate community needs while laying the foundation for long-term socio-economic resilience.



The Bhaziya Community

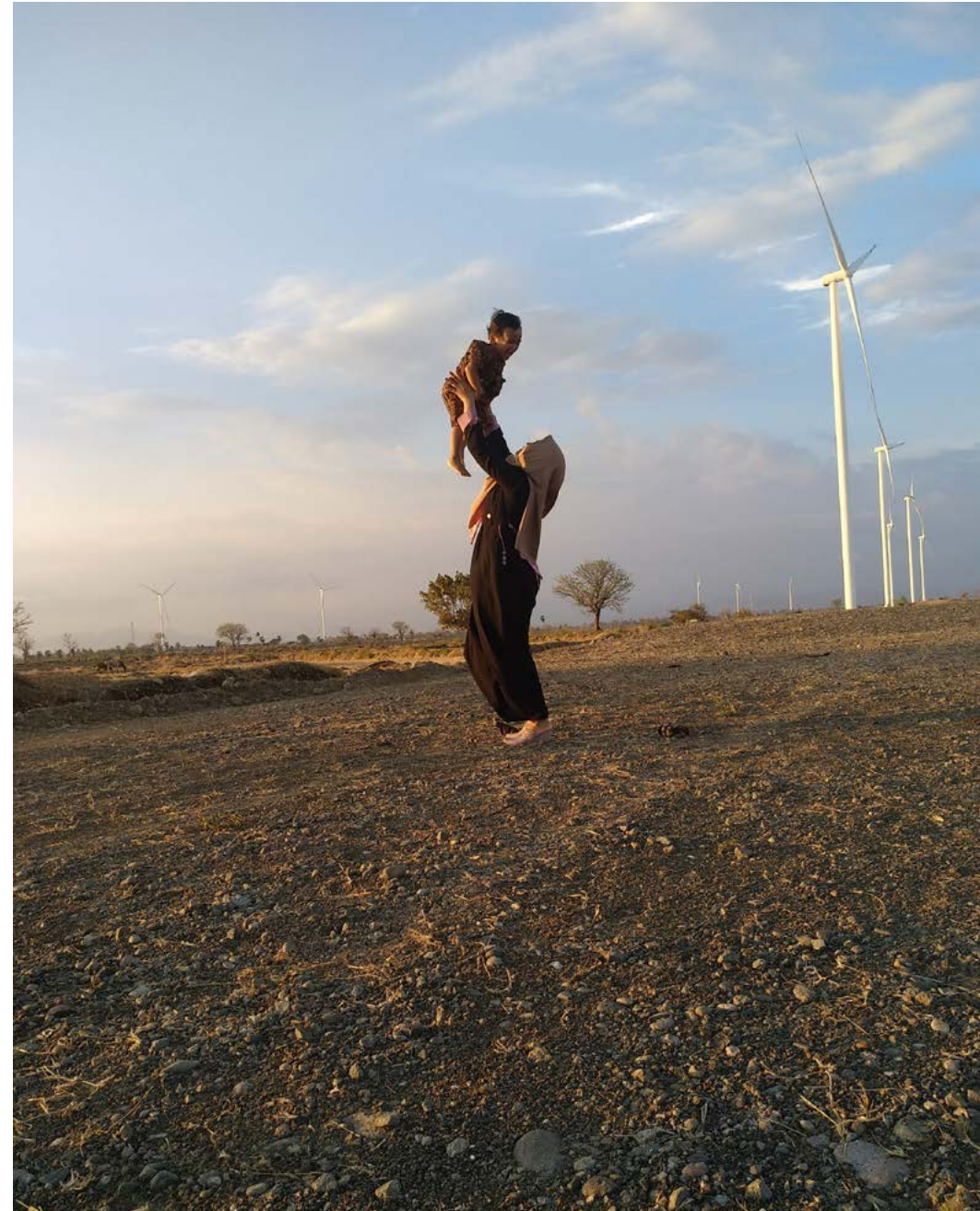
The Intervention

UBU led the development of a comprehensive Master Plan and socio-economic survey to understand community priorities, resource potential, and development constraints. This evidence-based process provided the foundation for a long-term strategic framework and a pipeline of projects designed to address both immediate needs and future growth opportunities.

One of the flagship initiatives identified through this process is the proposed **20 MW Bhaziya Wind Farm** — an anchor investment designed to stimulate the local economy through **renewable energy** generation and community ownership. The 15.1 km² project site, with elevations from 694 m near the stream to 1,634 m at Bhaziya Peak, offers excellent wind-resource potential within a landscape of rolling hills, grasslands, and valleys.

UBU is developing the economic and ownership model for the project, enabling the community to participate through a locally registered cooperative that will manage the wind farm and other ventures. The model emphasises shared equity, transparent governance, and reinvestment of profits into education, infrastructure, and enterprise development.

Drawing on its regional network, UBU is mobilising blended financing — combining grant, development-finance, and private-sector investment — while the Bhaziya Traditional Council facilitates land access, community participation, and alignment with government stakeholders to ensure regulatory and institutional support.





Case Study 2

Project Profile

The Challenge

The Intervention

The Impact

The Bhaziya Community

The Impact

Through this partnership, UBU is empowering the Bhaziya community to transition from subsistence livelihoods to a community-owned, investment-ready economy. The initiative demonstrates how traditional authorities can collaborate with technical partners to deliver inclusive, commercially viable, and environmentally sustainable projects.

The cooperative will serve as a long-term income generator, distributing profits to support local social and economic priorities. The wind farm will create direct and indirect employment opportunities during construction and operations, stimulate local business activity, and foster the development of technical skills.

Over time, the project is expected to strengthen local governance, build institutional capacity, and position Bhaziya as a model for rural innovation in renewable energy and inclusive growth in the Eastern Cape.

Impact Highlights

- Developed a comprehensive Master Plan and socio-economic survey, creating a data-driven foundation for strategic planning and project identification in Bhaziya.
- Identified and structured a portfolio of priority projects, including the 20 MW Bhaziya Wind Farm, as catalysts for local economic transformation.
- Established a community-owned cooperative as Bhaziya's commercial vehicle, ensuring transparency, equitable participation, and shared financial benefits.
- Built governance and management capacity through targeted skills transfer in cooperative administration, project planning, and strategy execution.
- Enhanced local coordination and stakeholder alignment, bringing together the Bhaziya Traditional Council, government partners, and investors under a unified vision.
- Completed technical site assessments confirming the wind farm's resource potential and readiness for bankable feasibility studies.
- Initiated funding mobilisation, leveraging UBU's network to attract grant and development-finance partners for early-stage implementation.
- Transferred strategic and operational skills in governance, stakeholder engagement, and sustainable development planning, strengthening long-term community self-reliance.
- Positioned Bhaziya as a replicable model for community-led renewable energy and rural economic development in South Africa's Eastern Cape.



Case Study 3

Project Profile

The Challenge

The Intervention

The Impact



The Togo Transport Corridor

Togo, West Africa

The project was initiated following an economic assessment and analysis commissioned by the Office of the President and the Togo Presidential Advisory Council in 2012, which identified strategic transport and logistics infrastructure projects to accelerate national growth. The Presidency appointed UBU to lead the design, coordination, and implementation planning of these initiatives, which were collectively conceptualised as the Togo Transport Corridor (TTC). Building on Togo's favourable topography, UBU developed the concept of an integrated multi-modal transport corridor encompassing road, rail, telecommunications, and port infrastructure. The corridor was designed to drive economic diversification, enhance cross-border trade, and unlock development opportunities in the hinterland.

UBU worked directly with the Presidency from March 2012 to mid-2017, overseeing programme design, institutional setup, and project coordination. Thereafter, UBU continued to provide ad hoc advisory and technical support on targeted TTC-related projects through 2019.

Case Study 3

Project Profile

The Challenge

The Intervention

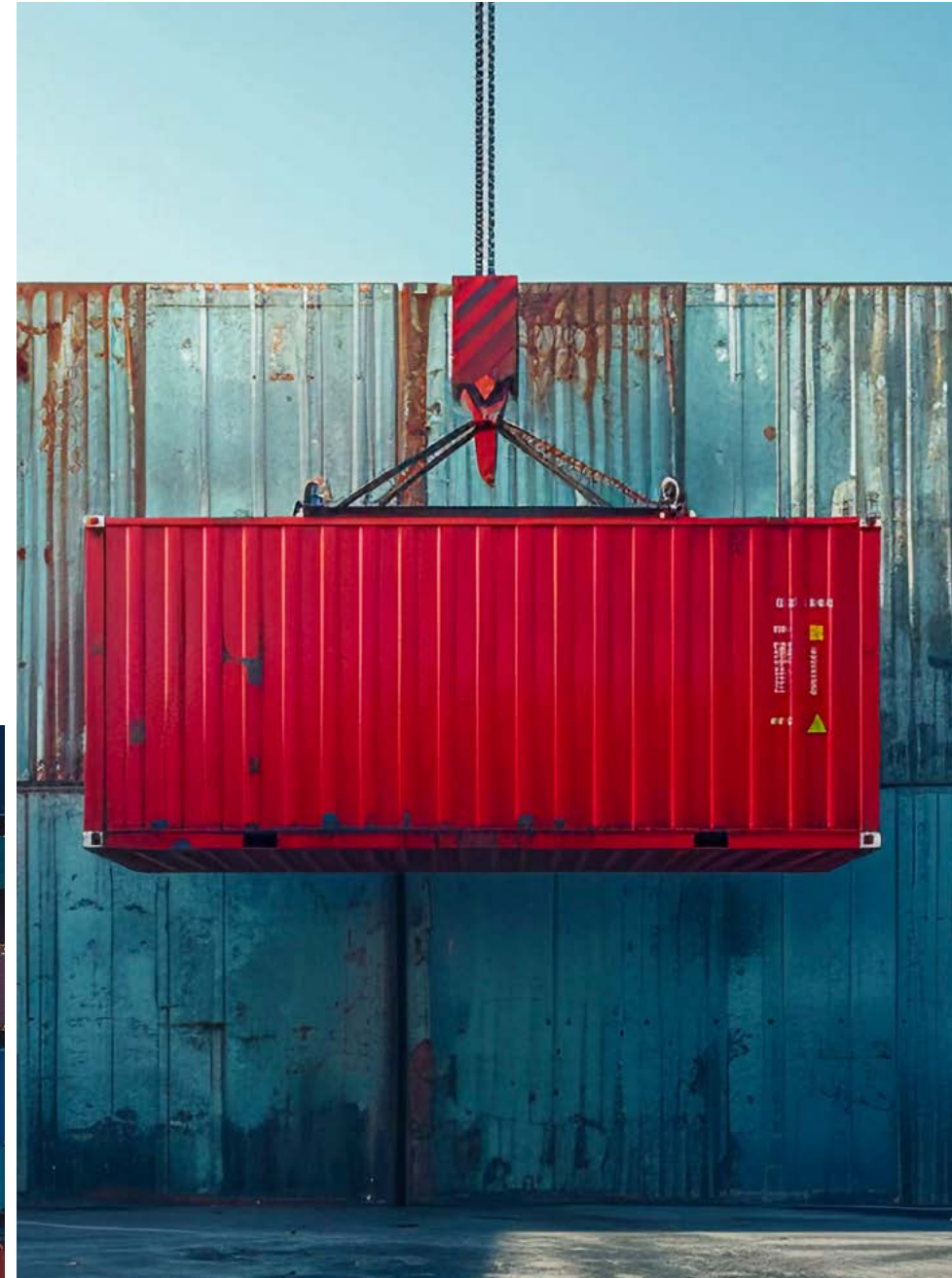
The Impact

The Togo Transport Corridor

The Challenge

At the time, public funding alone could not support the scale of infrastructure investment required to achieve the TTC vision. To realise the programme, UBU advised the government on developing a fit-for-purpose institutional mechanism to mobilise both debt and private capital through Public-Private Partnerships (PPPs).

Togo's public sector also lacked the technical depth, strategic planning expertise, and multi-sector programme management experience necessary for such complex initiatives, which spanned energy generation, freight logistics, port and rail infrastructure, mineral resource development, oil-sector reform, and urban planning.



Case Study 3

[Project Profile](#)[The Challenge](#)[The Intervention](#)[The Impact](#)

The Togo Transport Corridor

The Intervention

To address these challenges, UBU mobilised a team of African and international experts and worked hand in hand with the Presidency to structure and coordinate the TTC programme. Acting on UBU's recommendation, the government established the Presidential Projects Unit (PPU) as a dedicated vehicle for project governance, planning, and oversight. UBU provided the institutional framework, operational tools, and capacity-building support that enabled the PPU to function effectively and transfer technical skills across government.

UBU was also instrumental in the creation of Togo Invest (TI), a state-owned enterprise established to strengthen the State's ability to participate commercially in large-scale infrastructure projects. UBU advised on the enabling legislation, drafted the Articles of Association and Terms of Reference, and designed TI's governance and institutional structures. The company subsequently became responsible for implementing the TTC programme and procuring, following the institutional blueprint developed by UBU.



**Case Study 3**

Project Profile

The Challenge

The Intervention

The Impact

The Togo Transport Corridor

The Impact

With the support of the Presidency, UBU led the initiation, coordination, and management of the Togo Transport Corridor (TTC) programme, overseeing the procurement process and multiple project workstreams until responsibility was formally transitioned to Togo Invest (TI). These workstreams encompassed rail freight and transport, port expansion, energy generation, mineral resource development, oil sector reform, and urban planning for Lomé.

In 2012, UBU facilitated the entry of China Merchants Group (CMG), through China Merchants Holdings (International), as a strategic investor, securing a 50% equity stake in the development and operation of the Lomé Container Terminal, which opened in 2013. UBU subsequently encouraged CMG to participate in the broader TTC initiative to strengthen port-to-hinterland integration and mobilise additional investment from China's network of state-owned enterprises.

To enhance visibility and investor readiness, UBU commissioned a comprehensive marketing and communications strategy, including the development of an investment promotion document and stakeholder engagement framework. These functions were later institutionalised within Togo Invest.

Crucially, UBU championed proactive stakeholder engagement to secure community support, strengthen coordination between government and private-sector actors, and ensure that local participation and social benefits remained central to the TTC vision.

Impact Highlights

- Strengthened the strategic foundation for national logistics planning by producing the first comprehensive container demand study, establishing the commercial rationale for the Togo Transport Corridor (TTC).
- Advanced regional connectivity and trade potential through the completion of detailed rail feasibility, pre-feasibility, and inland (dry) port studies, positioning Togo as a future West African transport hub.
- Enabled modern port expansion and investment attraction, with UBU's early-stage port feasibility work leading directly to subsequent implementation by Togo Invest and the China Merchants Group (CMG)'s 50% equity participation in the Lomé Container Terminal.
- Facilitated national energy security and industrial growth by initiating and structuring the 100 MW Contour Global Power Project, which progressed from pre-feasibility under UBU to full implementation with financing from the Dangote Group.
- Unlocked future mineral resource opportunities through the use of geological surveys and satellite imagery that confirmed commercially viable deposits of iron ore, nickel, cobalt, copper, and chromium for future development.
- Supported governance reform in the oil sector, including the restructuring of state oil reserves and the drafting of enabling legislation to improve transparency, efficiency, and investment readiness.
- Shaped the long-term urban vision for Lomé, producing a comprehensive planning framework that guided infrastructure priorities and sustainable growth for the capital city.
- Embedded social inclusion and labour development principles through the creation of the Togo Invest Social Investment Strategy, fostering strong union relations and workforce participation.
- Enhanced investor confidence and visibility for the TTC by developing and institutionalising the marketing and investment promotion strategy, which continues to guide Togo Invest's engagement with global partners.



Case Study 4

Project Profile

The Challenge

The Intervention

The Impact



The Nigerian Automotive Industry Development Plan (NAIDP)

Nigeria, West Africa

UBU's involvement in the National Automotive Industry Development Plan (NAIDP) began in 2012, when Alec Erwin, then UBU Chairperson, served on Nigeria's Presidential Advisory Committee (PAC) under President Goodluck Jonathan (2010–2015).

During a presentation by Olusegun Aganga, Minister of Industry, Trade and Investment (2011–2015), Mr. Erwin noted the absence of a clear automotive strategy - despite Nigeria's large population and heavy reliance on imported used vehicles. This prompted UBU to support the design of a long-term, sustainable industrialisation plan for the automotive sector.

Case Study 4

Project Profile

The Challenge

The Intervention

The Impact



The Nigerian Automotive Industry Development Plan (NAIDP)

The Challenge

By 2012, Nigeria lacked a coordinated policy to attract Original Equipment Manufacturer (OEM) investment and develop local assembly plants. Without such a framework, the sector struggled to create jobs, build skills, and reduce its dependence on vehicle imports.

The Minister consequently tasked the National Automotive Council (NAC) to lead the formulation of a comprehensive automotive industry development plan.

Case Study 4

[Project Profile](#)[The Challenge](#)[The Intervention](#)[The Impact](#)

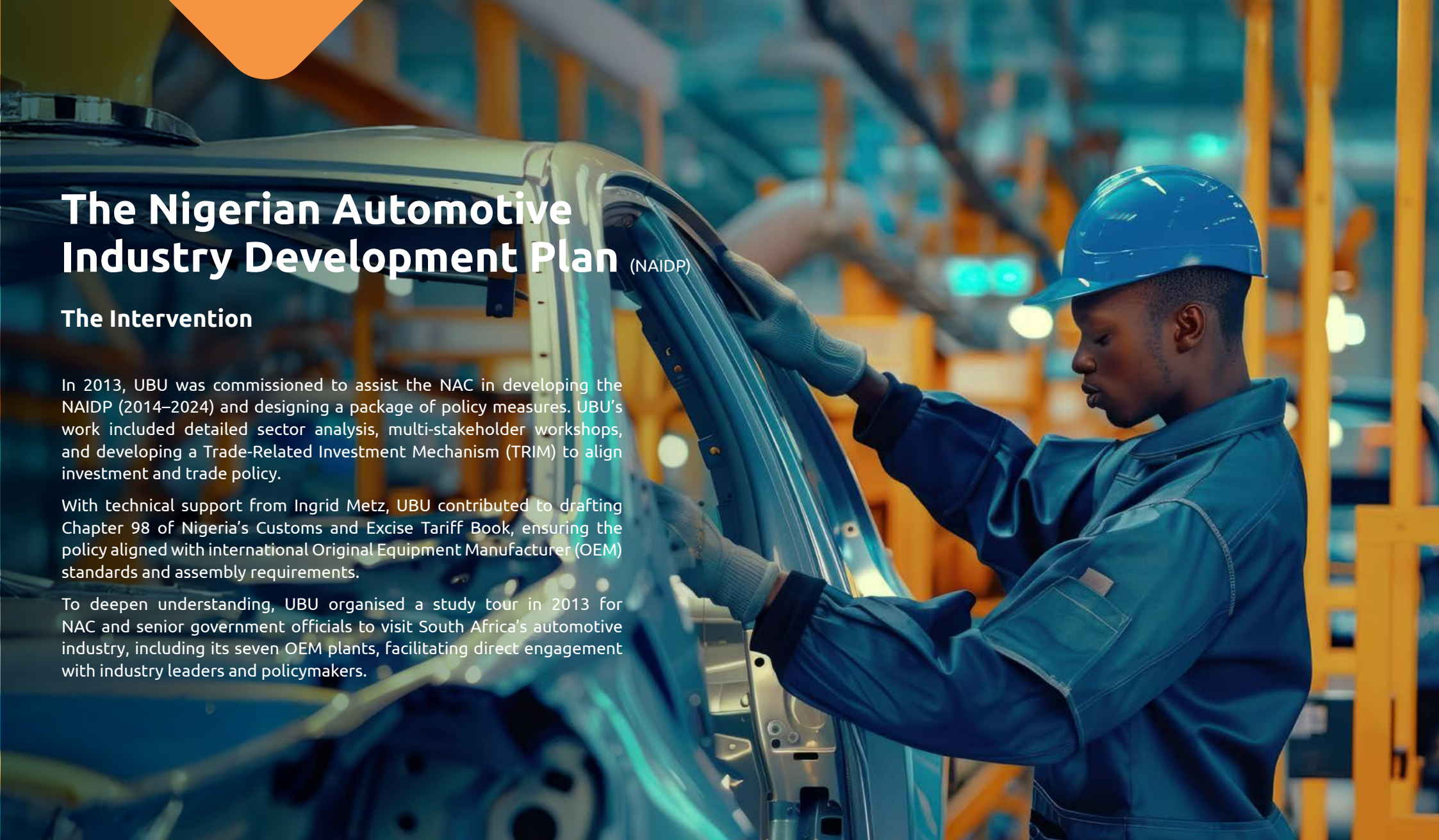
The Nigerian Automotive Industry Development Plan (NAIDP)

The Intervention

In 2013, UBU was commissioned to assist the NAC in developing the NAIDP (2014–2024) and designing a package of policy measures. UBU's work included detailed sector analysis, multi-stakeholder workshops, and developing a Trade-Related Investment Mechanism (TRIM) to align investment and trade policy.

With technical support from Ingrid Metz, UBU contributed to drafting Chapter 98 of Nigeria's Customs and Excise Tariff Book, ensuring the policy aligned with international Original Equipment Manufacturer (OEM) standards and assembly requirements.

To deepen understanding, UBU organised a study tour in 2013 for NAC and senior government officials to visit South Africa's automotive industry, including its seven OEM plants, facilitating direct engagement with industry leaders and policymakers.



Case Study 4

Project Profile

The Challenge

The Intervention

The Impact

The Nigerian Automotive Industry Development Plan

The Impact

The NAIDP launched in 2014 drove meaningful progress in Nigeria's automotive industry. Approximately 90% of previously dormant auto plants were revived.

The plan's fiscal incentives and investment framework attracted both global and local players, including Honda, Nissan, Ford, Kia, Hyundai, MAN Trucks, and Innoson Vehicle Manufacturing (IVM) — boosting installed capacity from about 5,000 units to 450,000 units annually by 2017.

The National Automotive Industry Development Plan (NAIDP), though ambitious initially, fell short of expectations due to weak implementation, policy inconsistencies, and limited consumer financing, which kept capacity utilisation below 5%. However, the policy has since been revived through renewed government commitment and the introduction of supportive measures such as the ₦20 billion Auto Finance Scheme under CreditCorp, aimed at addressing one of NAIDP's original pillars — affordable vehicle financing. This revival marks a fresh effort to stimulate local demand, strengthen assembly operations, and realign the plan with its goal of building a sustainable, competitive automotive industry in Nigeria.

Through its work, UBU provided strategic advisory support that helped align government, policy, and private sector collaboration — laying the groundwork for a stronger, locally driven automotive manufacturing base in Nigeria.

Impact Highlights

- Stimulated a short-term revival of Nigeria's automotive industry following the launch of the National Automotive Industry Development Plan (NAIDP) in 2014, restoring activity across most previously dormant assembly plants.
- Expanded national production capacity from roughly 5,000 to 450,000 vehicles annually by 2017, reflecting strong early investor confidence and renewed manufacturing momentum.
- Attracted renewed participation by global and local Original Equipment Manufacturers (OEMs) including Honda, Nissan, Ford, Hyundai, Kia, and Innoson Vehicle Manufacturing (IVM) through targeted incentives and assembly licensing.
- Re-established Nigeria's position as a regional automotive manufacturing base, creating short-term employment growth and catalysing supply-chain activity

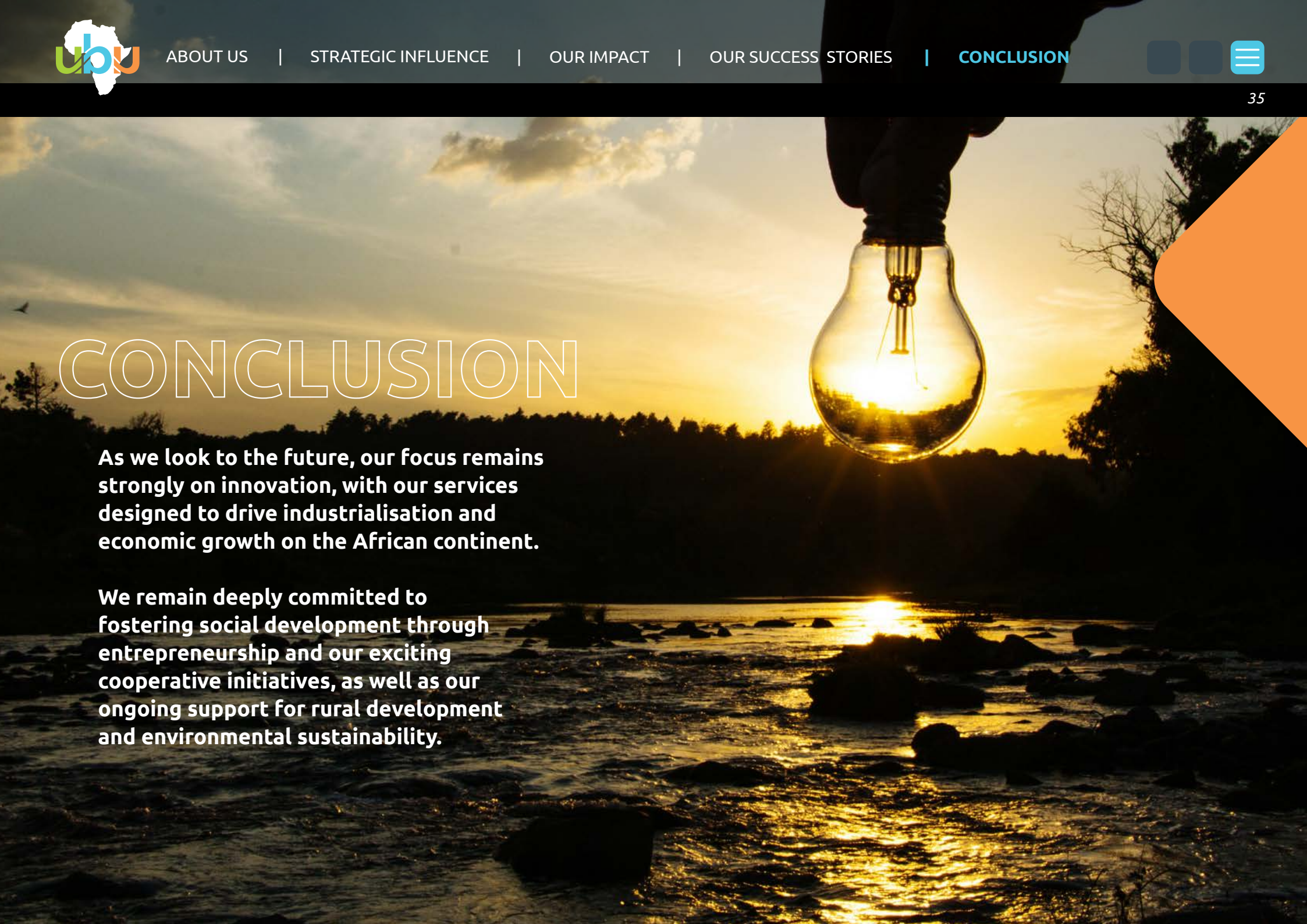
Developments experienced a slowdown after 2017, as policy reversals, inconsistent fiscal incentives, and limited access to consumer credit reduced production volumes and weakened localisation efforts. The initiative regained policy direction in 2023 with the introduction of the revised 2023–2033 NAIDP, reaffirming government commitment to sector revitalisation and entered a new phase of implementation through complementary initiatives such as the ₦20 billion CreditCorp Auto Finance Scheme, aimed at improving consumer access to locally assembled vehicles, although these reforms occurred after UBU's period of involvement.



CONCLUSION

As we look to the future, our focus remains strongly on innovation, with our services designed to drive industrialisation and economic growth on the African continent.

We remain deeply committed to fostering social development through entrepreneurship and our exciting cooperative initiatives, as well as our ongoing support for rural development and environmental sustainability.





IMPACT

REPORT
2026

Contact Information

Amanda Gcabashe

Managing Director

012 345 1793

082 466 7505

amandag@ubuholdings.co.za

www.ubuholdings.co.za

Stonehouse, Ground Floor, 94 Sovereign Drive,
Route 21 Corporate Park Irene, X31, Stand no 1021,
Pretoria, Gauteng 0081, ZA

