



THOLOANA ENTERPRISE PROGRAMME

IMPACT REPORT

January 2015 to December 2020



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1. ABOUT THIS REPORT

This impact study report has been conducted by the SAB Foundation impact team for the period January 2015 to December 2020. The report includes data from 305 entrepreneurs from eight cohorts of the Tholoana Enterprise Programme and provides details of the impact of our work in assisting individuals with the start-up of their businesses.





2. A NOTE FROM BRIDGIT EVANS, SAB FOUNDATION DIRECTOR

The SAB Foundation was founded to drive economic and social empowerment in South Africa, primarily through entrepreneurial development. Each year, we assess the impact of our key programmes to ensure we are effectively working towards this objective. Impact assessment helps organisations understand the effectiveness of their activities, so that they can address shortcomings, build on strengths and implement more effective solutions, a process that the SAB Foundation is 100% committed to.


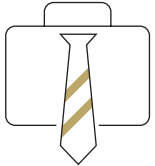

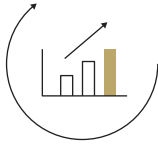
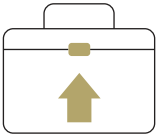
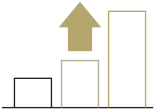

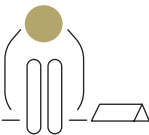







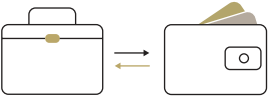
With this in mind, we analysed the impact of our Tholoana Enterprise Programme from 2015 until 2020, gathering survey responses from 279 entrepreneurs that represented eight cohorts of programme participants. To enhance transparency and encourage others to measure their impact, we have chosen to share the results of this research with the public.

Sadly, what is most notable in the 2020 report is the impact of the COVID 19 pandemic. We saw significant decreases in turnover, jobs and a range of other indicators over the period. In an effort to protect the investments we had already made, we allocated R20 million in COVID relief, with R14 million in grants, interest free loans and business support going to entrepreneurs from the Tholoana Enterprise Programme.

However, despite these challenges, we remain encouraged that almost all businesses have survived. We were impressed by the courage and resilience shown by entrepreneurs at this time with many pivoting to adapt to changing demands. It is our hope and prayer that the 2021 report shows a recovery in all indicators, especially the re-hiring of the more than 200 people who lost jobs over the period.

3. THE IMPACT OF THE SAB FOUNDATION THOLOANA ENTERPRISE PROGRAMME (AS AT DECEMBER 2020)

191% of the businesses completed the survey.

<p>1.</p>  <p>666 new jobs created.</p>	<p>2.</p>  <p>1 776 jobs sustained.</p>	<p>3.</p>  <p>9 768 people indirectly supported.</p>	<p>4.</p>  <p>55% average turnover growth.</p>
<p>5.</p>  <p>38% job growth (80% permanent, 20% seasonal).</p>	<p>6.</p>  <p>Turnover increased from R210 million at inception to R326 million.</p>	<p>7.</p>  <p>2 442 people collectively employed.</p>	<p>8.</p>  <p>31% decrease in average levels of lived poverty.</p>
<p>9.</p>  <p>22% increase in business knowledge and skills.</p>	<p>10.</p>  <p>90% of entrepreneurs live in free-standing houses or flats.</p>	<p>11.</p>  <p>54% of entrepreneurs improved their strategic and financial situation.</p>	<p>12.</p>  <p>58% of entrepreneurs expect to improve their strategic and financial position.</p>
<p>13.</p>  <p>97% of entrepreneurs confident to operate a business successfully.</p>	<p>14.</p>  <p>54% increase in customers.</p>	<p>15.</p>  <p>98% of businesses operational¹.</p>	<p>16.</p>  <p>74% of entrepreneurs obtain 50%+ of income through their business.</p>



4. THE SAB FOUNDATION'S PROFILE

The SAB Foundation was founded in 2010 as a beneficiary of SAB's broad based black economic empowerment deal. It is an independent trust overseen by a board of trustees, which include respected South African business people. The foundation's mandate is:

"The provision of funding for small, medium and micro-sized enterprises, in order to contribute to the economic and social empowerment of historically disadvantaged persons.

This is done primarily (but not necessarily exclusively) by means of entrepreneurship development and with a priority focus on providing opportunities within small, medium and micro-sized enterprises for women, the youth, people in rural areas, as well as persons living with a disability".

5. OUR DEVELOPMENT IMPACT

All of our work with entrepreneurs is done through the lens of reaching our key beneficiary groups, namely women, youth, people in rural areas and people living with a disability, and our entrepreneur selection processes take this into account.

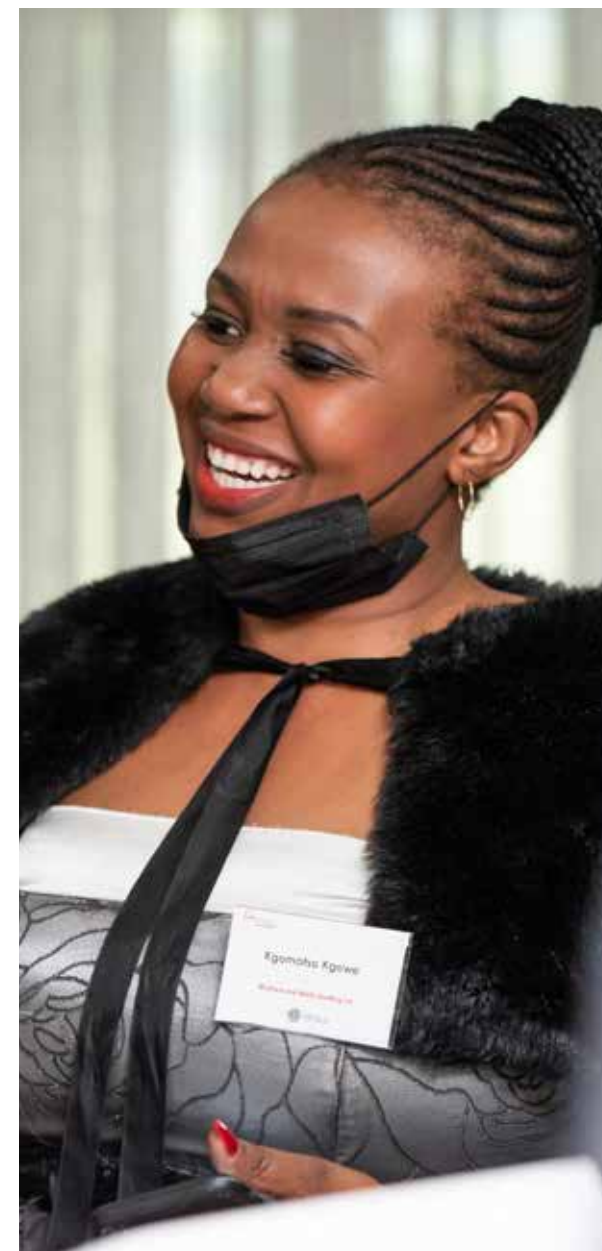
We are very intentional about reaching people in all provinces, and while we accept entrepreneurs from Gauteng and the Western Cape, priority is given to other provinces, particularly rural and peri-urban areas where entrepreneurs do not necessarily have access to the same support as those in major metropolitan areas.

We do not cherry pick the most sophisticated businesses that are guaranteed to show the best growth, but rather focus on those that will create jobs in areas where unemployment is high. Having said this, the selection process is highly competitive with multiple rounds and layers.

The SAB Foundation believes that a critical mass of small businesses is needed to address the unemployment challenge in South Africa. We therefore intervene in four ways:

- We assist to create hundreds of start-ups in partnership with SocioNext;
- We assist entrepreneurs living with disabilities to start their own businesses in partnership with The Medunsa Organisation of Disabled Entrepreneurs (MODE);
- We grow early stage businesses through the Tholoana Enterprise Programme by providing mentorship, skills training, access to markets and strategic funding in partnership with Fetola; and
- Post the Tholoana Enterprise Programme, via the Tholoana Enterprise Programme Alumni Fund, we select a small group of rural-based businesses each year to provide further support to, where the support will guarantee the creation of a significant number of new jobs.

We believe that through these four interventions we are creating a pipeline of entrepreneurs that have been de-risked to a certain extent, and it is our hope that they will be able to access more commercial capital in order to grow their businesses.



5.1. SOCIONEXT PROGRAMME OVERVIEW

In conjunction with SocioNext, the SAB Foundation runs 10 five-day acceleration workshops in peri-urban and rural areas across the country, consisting of between 40 and 50 participants. The workshops are targeted at the unemployed and aim to give people the confidence and early stage skills to start a business in their area. Over the course of one week, participants form groups to come up with business ideas, conduct market research, sell to customers and pitch to investors. The SAB Foundation impact team have attended three different workshops in different provinces and have been so inspired by the business ideas and the personal transformation achieved in such a short time.

SocioNext stays in contact with previous participants and has established that only 16% remain unemployed after completing the workshop. 31% keep working on the business that they started during the workshop, while 29% start their own businesses and the balance are either employed or studying. The SAB Foundation's overall intention is to allow top performers of this group to enter into a pipeline for the Tholoana Enterprise Programme and so far, three people have graduated into the next phase.

As at 2020, over R12 million has been deployed to support 1 383 entrepreneurs. Of these entrepreneurs, 60% are still operational, 64% are women and 63% are youth.

SocioNext

Province	Number of participants
Gauteng	116
Mpumalanga	182
Free State	120
Eastern Cape	585
KwaZulu Natal	380



5.2. THE MEDUNSA ORGANISATION FOR DISABLED ENTREPRENEURS OVERVIEW

The Medunsa Organisation of Disabled Entrepreneurs (MODE), is an organisation that is dedicated to helping entrepreneurs living with disabilities to start their own businesses.

To date, the SAB Foundation has invested over R1.9 million to assist MODE to further provide Socio-Economic Development for persons living with a disability. The intention is to create independent micro business owners who can generate their own income.

Since being awarded funds by the SAB Foundation, MODE has trained and established 92 persons living with a disability in their own businesses. Of these, 73% are women and 53% are youth. The established micro-enterprises range from spaza shops, fast food, car washes, hairdressers, bakeries, selling chickens, clothing stores, beauty salons, décor and catering, internet-café, selling fruit and vegetables, crèches, and dress making. These micro-enterprises have to date created more than 138 jobs.

The SAB Foundation struggles to receive applications from disabled candidates onto our programmes. To mitigate this, one of our intentions in funding MODE was to create a bigger pipeline for the Tholoana Enterprise Programme and to date, MODE has initiated the submission of 12 entrants to the Tholoana Enterprise Programme. The initiative run by MODE is a true sustainable development initiative to empower a very marginalised group of people in society to become independent through self-employment and also create jobs for unemployed family members.



5.3. THOLOANA ENTERPRISE PROGRAMME OVERVIEW

Launched in 2015, the Tholoana Enterprise Programme is one of the SAB Foundation's flagship programmes. It is a carefully designed 18-month programme that is run in partnership with Fetola to assist small businesses to grow.

The programme includes extensive entrepreneurial skills development, mentorship, access to tools and templates, and financial support. The unique aspect about the programme is that it focuses extensively on businesses that are outside the major metropolitan areas, as they have limited or no access to support and opportunities.

As such, the Tholoana Enterprise Programme is one of the very few supporters of rural businesses and businesses that are outside of major supply chains. Although one of the goals is to assist these businesses in accessing corporate supply chains, often they also provide goods and services to geographical areas in which they were previously unavailable.

It has been encouraging to see how many of these businesses also create a significant social impact. Some examples include swimming schools which cater for people living with a disability, as well as pharmacies and radiology clinics.

Something as simple as an internet and a print shop in a rural area makes a significant contribution, providing access to a computer, a place to print CVs and a place to complete and submit distance learning assignments. This further helps by eliminating the need for long commutes, often 50 kilometres or more, putting significant funds back into the pockets of those who need them the most.

To date, over **R168 million** in grant funding and business support has been deployed to support **2502 entrepreneurs**. Of the entrepreneurs supported, 48% are women, 49% are youth, 61% are from rural areas and 3% are persons living with a disability.

Participants are expected to undergo a process of self-assessment, goal setting and growth during which the performance of their business is closely monitored. Mentors assist in setting milestones intended to set the foundations for growth and development of the businesses. The programme includes five compulsory business-skills workshops and a range of elective support tailored to the needs of each participant.

² 197 are from the Tholoana Enterprise Fund, which ran from 2011 to 2015, and 305 are from the current Tholoana Enterprise Programme.

Business support is offered for:

- Businesses in their early developmental phase (does not have to be registered yet).
- Registered businesses in their growth phase.

The programme focuses on:

- Enterprises run by or benefitting people living with a disability.
- Women and youth-owned businesses.
- Peri-urban and rural enterprises.
- Enterprises that create jobs in areas with few other opportunities.

In addition, the programme is keen to identify enterprises with good long-term growth potential, and high impact for example:

- Export potential and/or import substitution
- Growth sectors
- Water, energy and waste sector
- Education (excluding early childhood development sector)
- Technology
- Agro-processing





Eligibility criteria:

- The business is black-owned and managed.
- The business is operational.
- The business is headquartered and registered (if applicable), within the South African borders.
- The business should be a going concern, commercially sustainable and viable.
- The applicant is involved in the business's daily operations and management on a full-time basis and are not employed by any other organisation.
- The applicant has the skills and experience necessary for the type of business engaged in.
- The business is in the early stages of growth (older than six months and no more than five years).

Key elements of the programme include:

I. Business skills workshops

These five workshops form an important part of the programme and attendance at these sessions is compulsory. The topics include vision setting and strategic planning, costing and pricing, sales and marketing, human resource management and finance for small business.

II. Mentoring and coaching

Participants have access to a personal mentor for up to three hours per month, with a compulsory quarterly on-site session. In addition to the mentor, ongoing support and guidance from portfolio coordinators and the programme manager is available.

III. E-Learning programme

A number of online training modules enable participants to develop their skills. Simple e-learning assignments based on the course chosen to consolidate their learning. A consultant will review and respond to assignments, providing input to ensure easy implementation of newfound knowledge in entrepreneurs' businesses.

IV. Nip 'n tuck interventions

These assignments provide specific assistance to participants to translate learning into actual practice in their business. Examples include the development of effective company profiles, pricelists and other sales tools.

V. Access to resources

Participants have access to a suite of resources in the field of legislation and compliance, business development, market access, access to finance and media and public relations.

VI. Performance indicators

The monitoring and evaluation of business data requires entrepreneurs to submit their key performance indicators. This data allows the Tholoana Enterprise Programme impact team to track the performance of the whole group, giving an overview that shows their performance in relation to the group.

Additionally, it enables the team to identify individual challenges and successes deserving of attention. Financial information, management accounts and jobs data must be submitted on a monthly basis

VII. Peer to peer community and networking

In addition to the networking opportunities facilitated at the workshops, a digital peer-to-peer networking platform enables participants to share information, collaborate and discuss concerns. Active participation in-group activities is required.



5.4 THOLOANA ENTERPRISE PROGRAMME ALUMNI FUND

Responses from our annual surveys identified access to further funding as a major challenge. To address this, we have been giving further support to alumni in form of grants and interest-free loans.

The Tholoana Enterprise Programme Alumni Fund was then officially launched in 2019. It is a fund that allows selected Tholoana Enterprise Programme alumni to access further support in the form of grants and interest-free loans, provided that they meet certain criteria.

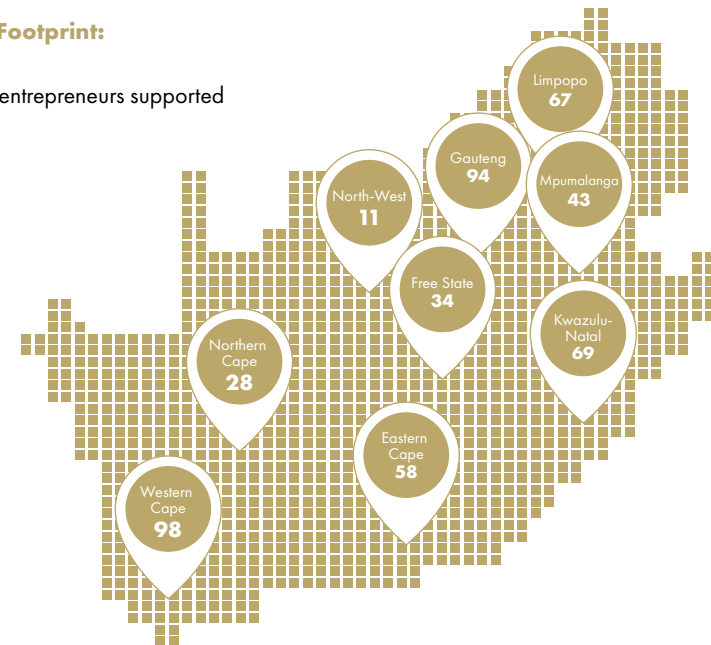
The aim of this growth fund is to further increase participants' turnover and create as many new jobs as possible. Funding terms are determined on a case-by-case basis according to the cash flow cycles of the business. Most commercial banks do not offer bridging finance or capital investment to small and medium-sized enterprises as it is considered too risky.

Interest charged to small and medium-sized enterprises by financing houses can be as high as 40%. This offering has been put in place to assist enterprises fulfil a new contract or invest in capital for a growing business.

To date, over **R8.9 million** has been deployed to support **11 entrepreneurs**, of which **55% are women**.

National Footprint:

Number of entrepreneurs supported



6. METHODOLOGY

From 2011 to 2015, the SAB Foundation had a Tholoana Enterprise Fund, which provided once-off funding to 197 entrepreneurs. The SAB Foundation only began measuring its impact in 2015, so we don't know as much as we'd like to about these businesses.

A student, D.B. Tlou, from the University of Johannesburg reported on the fund, as at the end of 2015. Through her Masters Research dissertation, the statistics on the fund's impact revealed that 98% of respondents indicated that the fund had a moderate to major effect on the continued existence of their businesses, while 84% of respondents indicated that the fund had a moderate to major effect on increasing employee numbers.

Furthermore, 89% of respondents indicated that the fund had a moderate to major effect on increased profits in their businesses and 87% of respondents indicated that the fund had a moderate to major effect on increased revenue in their businesses.

This impact report reflects on the survey responses of participants from the Tholoana Enterprise Programme from 2015 (inception) to 2020 and the Tholoana Enterprise Programme Alumni Fund. The monitoring and evaluation of the idea phase work is conducted by our partner, SocioNext and entrepreneurs are contractually obligated to complete surveys for five years.

This is because we want to see long term change, and not just improvement on the programme. The effectiveness of the programme is only validated once entrepreneurs leave and are running their businesses independently.

To date, 305 entrepreneurs have completed the programme and 279 entrepreneurs (91%) took the survey. This is considered a very strong sample.

Each entrepreneur was asked questions that related to:

- Personal socio-economic information on the entrepreneurs and their household circumstances;
- Information on their businesses including financial status, employment and job creation details;
- The confidence in their knowledge and skills pertaining to accessing alternative funding options, governance compliance and ability to develop networks and access to markets;
- Details on investments, finance and shareholder composition;
- Reflections on the past year, as well as ongoing business confidence and perceived threats to their business operations.

A baseline survey was conducted with the entrepreneur cohorts from each year, with subsequent annual surveys being conducted until December 2020. The insights gained from the survey responses will assist the SAB Foundation in understanding the value of the Tholoana Enterprise Programme and provide insights on the ways in which the foundation can improve its offering so that it is relevant to the needs of entrepreneurs.





7. LIMITATIONS OF THE SURVEY

The major limitation of the survey is that the data collected is self-reported. There is belief that there are threats to the validity of self-reported data, which serve to weaken the intended substantive inferences to be drawn from the data. Self-reported answers may be exaggerated; various biases such as social desirability may affect the results; respondents may provide responses that make them look good or make them appear more distressed to receive promised services. We have tried to mitigate this risk in a few ways.

Firstly, entrepreneurs only fill in surveys once a year and do not have access to their previous answers. Our assumption is that most will not be able to recall what they said a year ago and will therefore fill it in to reflect their current status.



Secondly, they only complete the baseline survey once they have already been accepted onto the programme, so there is no incentive to give exaggerated answers. Thirdly, there is extensive education throughout the programme about the importance of surveys and the importance of accurate information.

Lastly, we use data triangulation to crosscheck the data from the annual survey against monthly reports received. Throughout the 18-month programme entrepreneurs report on their financial and job data on a monthly basis using a bespoke system, which is checked by their mentors. Fetola, who run the programme in partnership with the SAB Foundation, manages the monthly reports, therefore there is also an element of investigator triangulation where the monthly data is gathered and analysed.

8. THE NATIONAL CONTEXT

There are several ways the COVID-19 pandemic affected the economy, especially Small Medium Enterprises (SMEs) on both the supply and demand sides. On the supply side, companies experienced a reduction in the supply of labour, as workers were unwell or needed to look after children or other dependents while schools were closed, and movements of people were restricted.

On the demand side, a dramatic and sudden loss of demand and revenue for SMEs severely affected their ability to function, and/or caused severe liquidity shortages. Furthermore, consumers experienced loss of income, fear of contagion and heightened uncertainty, which in turn reduced spending and consumption.

In a survey conducted by the Organisation for Economic Co-operation and Development ³(OECD) in 2020, there was an above average representation of SMEs in sectors particularly affected by the COVID-19 pandemic. These include: transport manufacturing, construction, wholesale and retail trade, air transport, accommodation and food services, real estate, professional services, and other personal services (e.g. hairdressing).

Furthermore, recent OECD data shows that whereas in the business economy at large, SMEs account for over 50% of employment across OECD countries. In these sectors, the share of SMEs in employment is 75% on average across OECD countries. In some OECD countries such as South Africa, micro-enterprises are particularly strongly represented in affected sectors.

It is within this purview that government and businesses in the private sector have developed initiatives that aim to encourage entrepreneurship and contribute to the growth of the economy. The SAB Foundation decided that it was our duty to protect the investments already made into so many entrepreneurs and therefore, R20 million was made available to entrepreneurs to help them weather the COVID-19 storm. In addition, we provided helpful information, hosted webinars and assisted with supportive mentors.

Moreover, SAB Foundation is a key player in the entrepreneurship space, with our focus on identifying and funding new ideas and innovations, grooming entrepreneurs, and providing business support services and mentorship aimed at boosting start-ups in South Africa. Apart from the direct link to fulfilling the goal of job creation by SMMEs in the National Development Plan, the Tholoana Enterprise Programme's impact directly meets six of the 17 United Nation's Global Sustainable Development Goals.



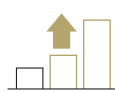
No Poverty



Zero hunger



Quality education



Economic growth



Infrastructure



Reduced inequalities

³ OECD Better Policies for Better Lives: <https://www.oecd.org/coronavirusCOVID-19/policy-responses/coronavirusCOVID-19-covid-19-sme-policy-responses-04440101/>



9. THOLOANA ENTERPRISE PROGRAMME IMPACT

9.1. SOCIO-ECONOMIC STATUS OF ENTREPRENEURS

The first section of the Tholoana Enterprise Programme annual survey seeks to understand the impact on the personal circumstances of the entrepreneurs who participated in the programme.

One would expect levels of lived poverty to decrease as businesses take off and become increasingly more successful through the interventions of the Tholoana Enterprise Programme. In order to assess the impact of the programme, a plethora of questions are asked each year to entrepreneurs in the programme.

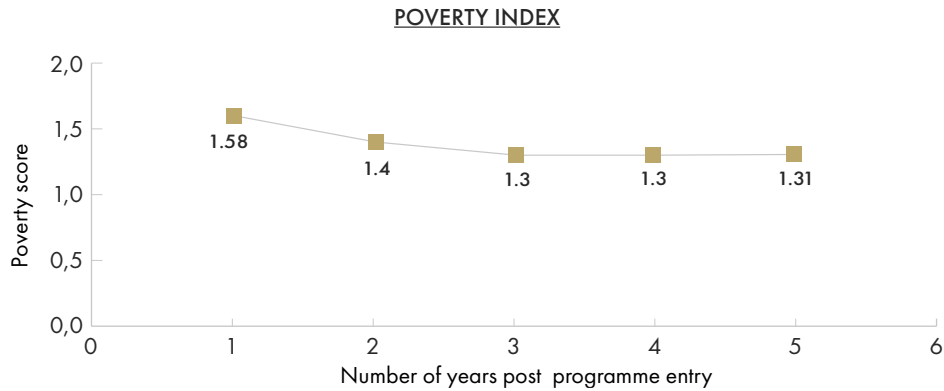
By using Factor Analysis, these questions are combined to form what is known as the Lived Poverty Index (LPI), which tracks the frequency with which entrepreneurs go without essential items. The questions used for this index are listed below:

- How often have you gone without food to eat?
- How often have you gone without enough fuel to cook?
- How often have you gone without electricity in your home?
- How often have you gone without clean water?
- How often have you gone without shelter?
- How often have you gone without a cash income?
- How often have you gone without enough money to send your children to school?
- How often have you gone without medicines or medical treatment?

By using this LPI, we are able to assess the impact of the Tholoana Enterprise Programme vis-à-vis the increase or decrease in lived poverty of entrepreneurs over time. Each year, entrepreneurs in the programme answer these poverty-based questions.

As such, we are able to track their responses over time and thus track the degree to which lived poverty increases or decreases over time. If the programme intervention is working as theorised, we would expect levels of lived poverty to decrease year-on-year.





The graph alongside represents this relationship with the X-axis representing the number of years post programme entry and the Y-axis representing the combined lived poverty score.

At the programme's inception, the average lived poverty score was 1.6. By year five, lived poverty had decreased by 31% to 1.3.

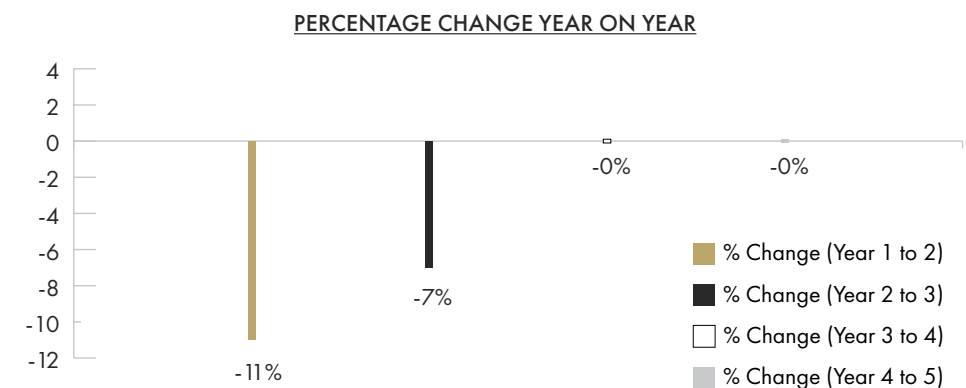
To further test the robustness of this relationship, we ran some bivariate analyses. Specifically, we conducted a correlation analysis which shows a statistically significant relationship between these two variables ($R = -0,207^{***}$ $p < 0.01$). This correlation suggests that the number of years post programme entry directly correlates with lower levels of lived poverty.

As such, we can tentatively conclude that one's levels of lived poverty are likely to decrease as entrepreneurs spend in, and benefit from, the Tholoana Enterprise Programme.

Interestingly, the below graph shows how lived poverty decreases year-on-year. It appears that lived poverty decreases the most in the first year - a drop of 11% from year one to year two.

While levels of lived poverty continue to decrease in year two (7%) it would appear that the most significant change occurs at the onset of the programme. Lastly, there has been no decrease in lived poverty noted from year three to year four, and from year four to year five.

We suspect this is because entrepreneurs would have benefited from the programme on the onset of the programme and therefore the frequency with which entrepreneurs go without essential items is reduced.



9.2. LIVING ARRANGEMENTS AND RESPONSIBILITIES OF ENTREPRENEURS

To further understand the impact on their personal circumstances, entrepreneurs were asked about their living arrangements and responsibilities. On the question relating to what types of dwellings entrepreneurs lived in, the following was gathered from the analysis:

At inception 65% of the entrepreneurs reported that they lived in a free-standing house, while as at 2020 this number had increased to 70%, resulting in a 5% improvement.

Similarly, at inception 10% of the entrepreneurs reported that they lived in a shack either in the backyard of a free-standing/semi-detached house or in an informal settlement, while as at 2020 none of the entrepreneurs reported that they lived in a shack. 3% reported to living in a traditional dwelling at inception, while as at 2020 none of the entrepreneurs were living in a traditional dwelling.

Furthermore, 15% of the entrepreneurs at inception reported that they lived in an apartment in a block of flats while as at 2020, 20% reported that they lived in an apartment in a block of flats, resulting in an improvement of 5%.

According to the OECD's ⁴Better Life Index, housing costs take up a large share of the household budget and represent the largest single expenditure for many individuals and families, once elements such as rent, gas, electricity, water, furniture or repairs are added.

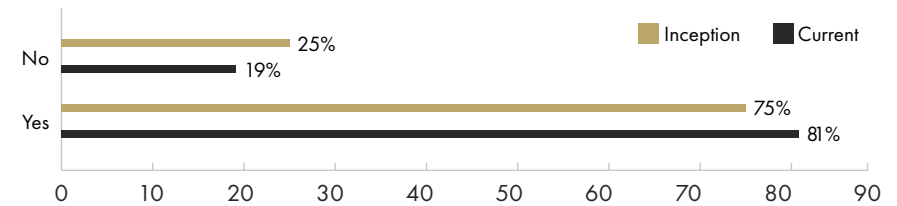
In South Africa, households on average spend 18% of their gross adjusted disposable income on keeping a roof over their heads, below the OECD average of 20%. Therefore, the above analysis suggests that the majority of the entrepreneurs' living arrangements have improved since inception given that more are now able to afford to live in a free-standing home or an apartment.

The majority of entrepreneurs, 75% at inception and 81% as at 2020, are parents or guardians who as at 2020 are collectively caring for 242 children whom are emotionally and financially dependent on them.

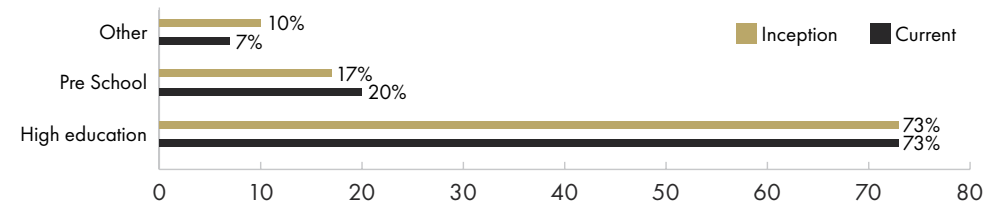
73% of these children are attending school or college/university, while 20% of the children are below the school-going age. The remaining 7% are either unemployed, employed or running their own businesses.

⁴ OECD Better Life Index 2018: <http://www.oecdbetterlifeindex.org/countries/south-africa/>

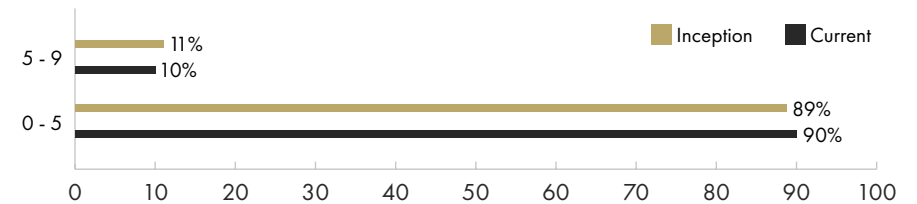
ARE YOU A PARENT OR GUARDIAN?



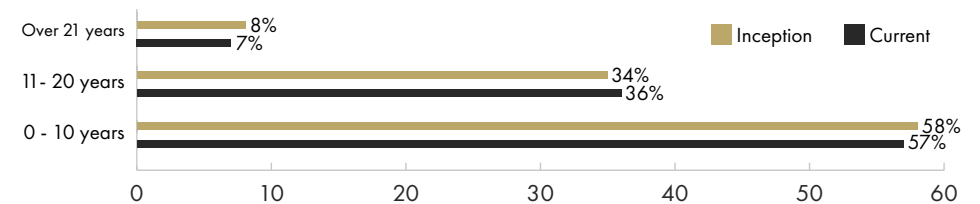
STATUS OF CHILDREN BEING CARED FOR BY THE ENTREPRENEUR



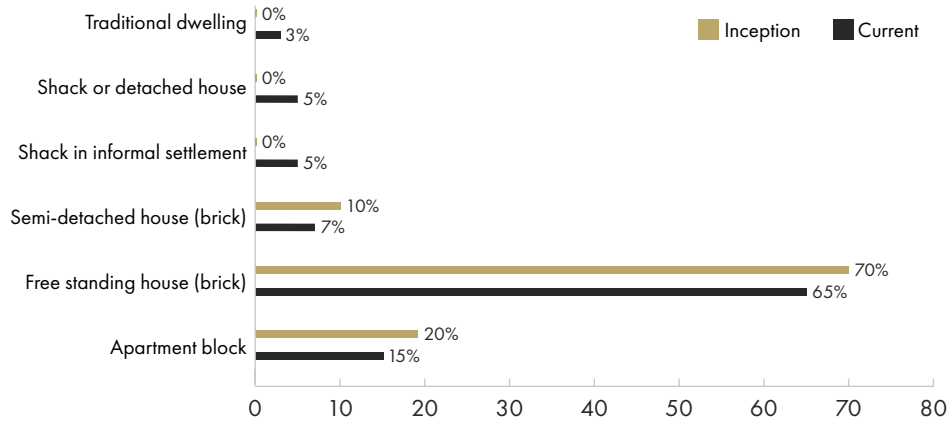
NUMBER OF PEOPLE WHO LIVE WITH THE ENTREPRENEUR



AGE OF PEOPLE LIVING WITH THE ENTREPRENEUR



WHICH TYPE OF DWELLING DO YOU CURRENTLY LIVE IN?



In addition to being a parent or a guardian, the analysis revealed that as at 2020, 90% of the entrepreneurs live with between zero and five people, while 10% live with between five and nine people who are dependent on them.

57% of these people are between the ages of 0 and 10 years, 35% are between the ages of 11 and 20 years, while 8% are over the age of 21 years. Entrepreneurs reported to live with family members, such as their partner, child(ren) mother, sister(s), brother(s), grandparent(s), aunt(s), uncle(s), helper, niece(s), nephew(s) etc.

In an article published by Investopedia, entrepreneurship was recognised as important because it has the ability to improve standards of living and create wealth, not only for the entrepreneurs, but also for their families, related businesses and communities at large.

It is therefore heartening to note that the trends observed in the entrepreneurs' responses regarding their personal circumstances shows a significant improvement in their standards of living over the years.



9.3. PERSONAL FINANCIAL STATUS OF ENTREPRENEURS

The majority (85%) of the entrepreneurs reported a personal monthly income of between R0 and R50 000 per month on average. As at 2020, 10% of entrepreneurs reported a personal monthly income of between R50 001 and R100 000, while 4% reported same at inception.

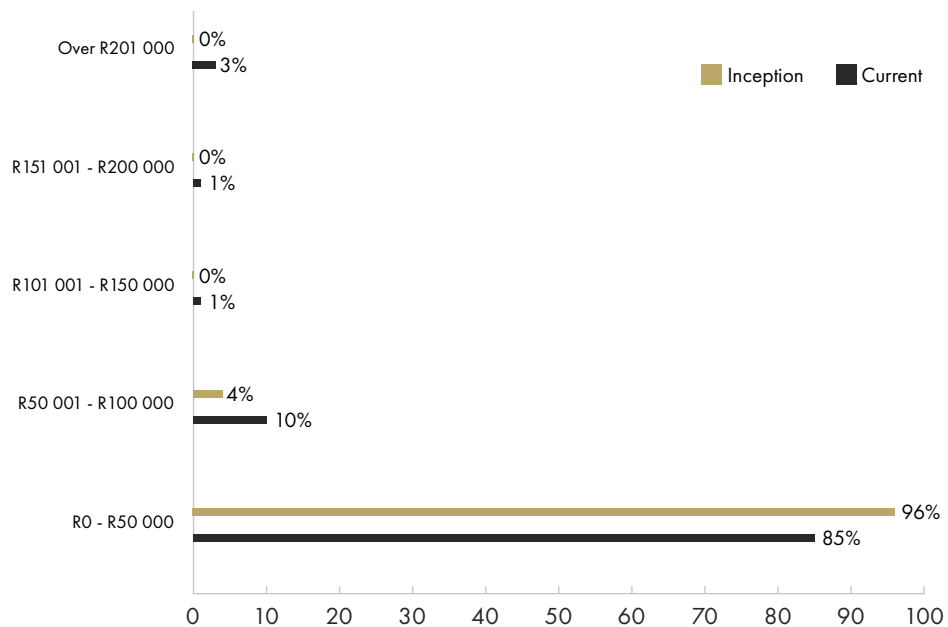
Furthermore, 3% of the entrepreneurs as at 2020, compared to none at inception, reported a personal monthly income of over R201 000.

The analysis suggests that a lot more entrepreneurs continue moving to higher earning brackets; for example 10% compared to 4% at inception reported a personal monthly average income of between R50 001 and R100 000.

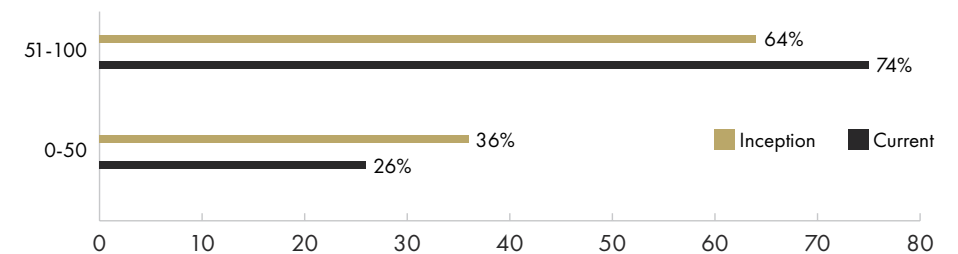
At inception, 64% of the entrepreneurs reported that more than half of their income was obtained through the business. As at 2020, the number had increased to 74%, resulting in a 10% increase in entrepreneurs who obtained more than half of their income through their businesses.



WHAT IS YOUR AVERAGE PERSONAL MONTHLY INCOME?



WHAT % OF YOUR INCOME COMES FROM THE BUSINESS?



9.4. OPERATIONAL STATUS OF ENTREPRENEURS' BUSINESSES

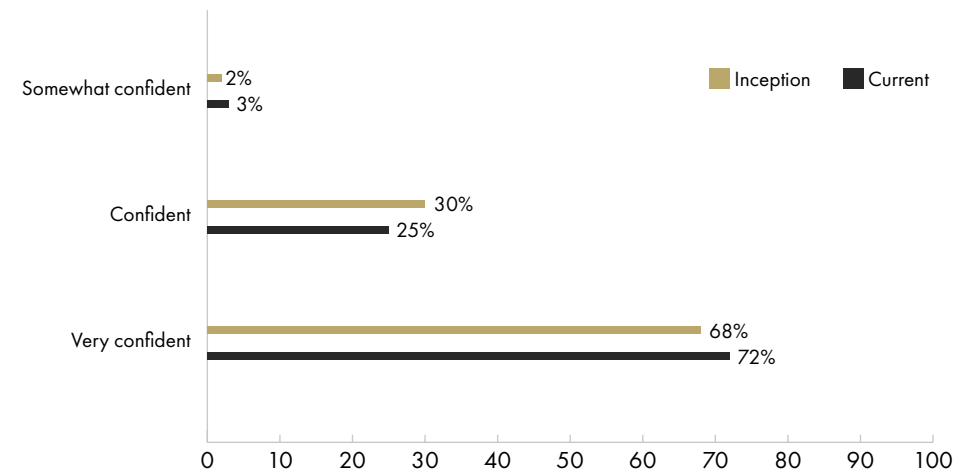
To the question pertaining to entrepreneurs' confidence in the ability to start and run a successful business, analysis over the years has shown that the majority of entrepreneurs are either confident or very confident in their overall ability to start and run a successful business. This is represented by 97% of the entrepreneurs, who as at 2020 reported that they were either confident or very confident to start and run a business successfully. As at 2020, 98% of the entrepreneurs reported that their businesses were still operational, with 1% of the entrepreneurs indicating that they owned the business but were not responsible for the daily operations of the business. The fact that the majority of the entrepreneurs are still involved in the day to day running of their businesses is great, because one of the eligibility criteria of getting admitted onto the programme is that the applicant should be involved in the business's daily operations and management on a full time basis, and are not employed by any other organisation.



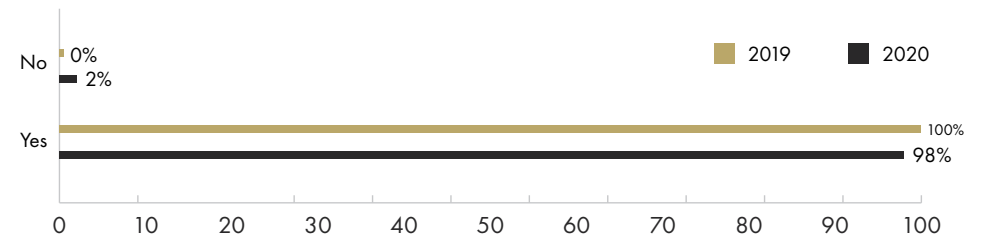
To the question pertaining to the type of premises that entrepreneurs primarily work out of, we continue to see a balance vis-à-vis where entrepreneurs are conducting their businesses depending on the sector of the business. For example, 15% of the entrepreneurs who are captured as other facilities were referring to farms or farming operations. Similarly, the majority (55%) of the entrepreneurs who belong to the professional services sector reported that they mostly work from a formal office building, a shared office space and/or an office based in their home or someone else's home. Finally, some 21% of the entrepreneurs reported that they primarily worked from either a factory or a workshop.

⁵ We note that there may be a high propensity for businesses to be not operational among those who did not report. However, non-reporting was very low.

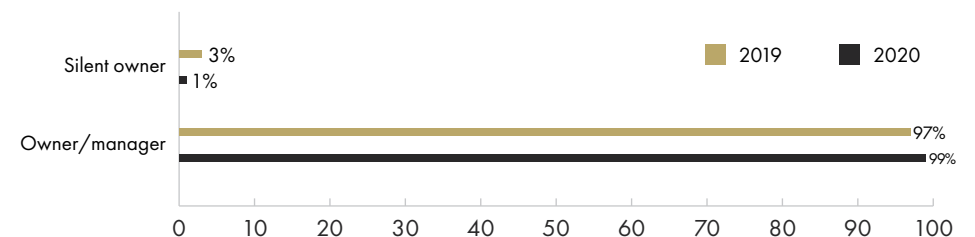
HOW CONFIDENT ARE YOU IN YOUR OVERALL ABILITY TO START AND RUN A SUCCESSFUL BUSINESS?



IS THIS BUSINESS STILL OPERATIONAL?

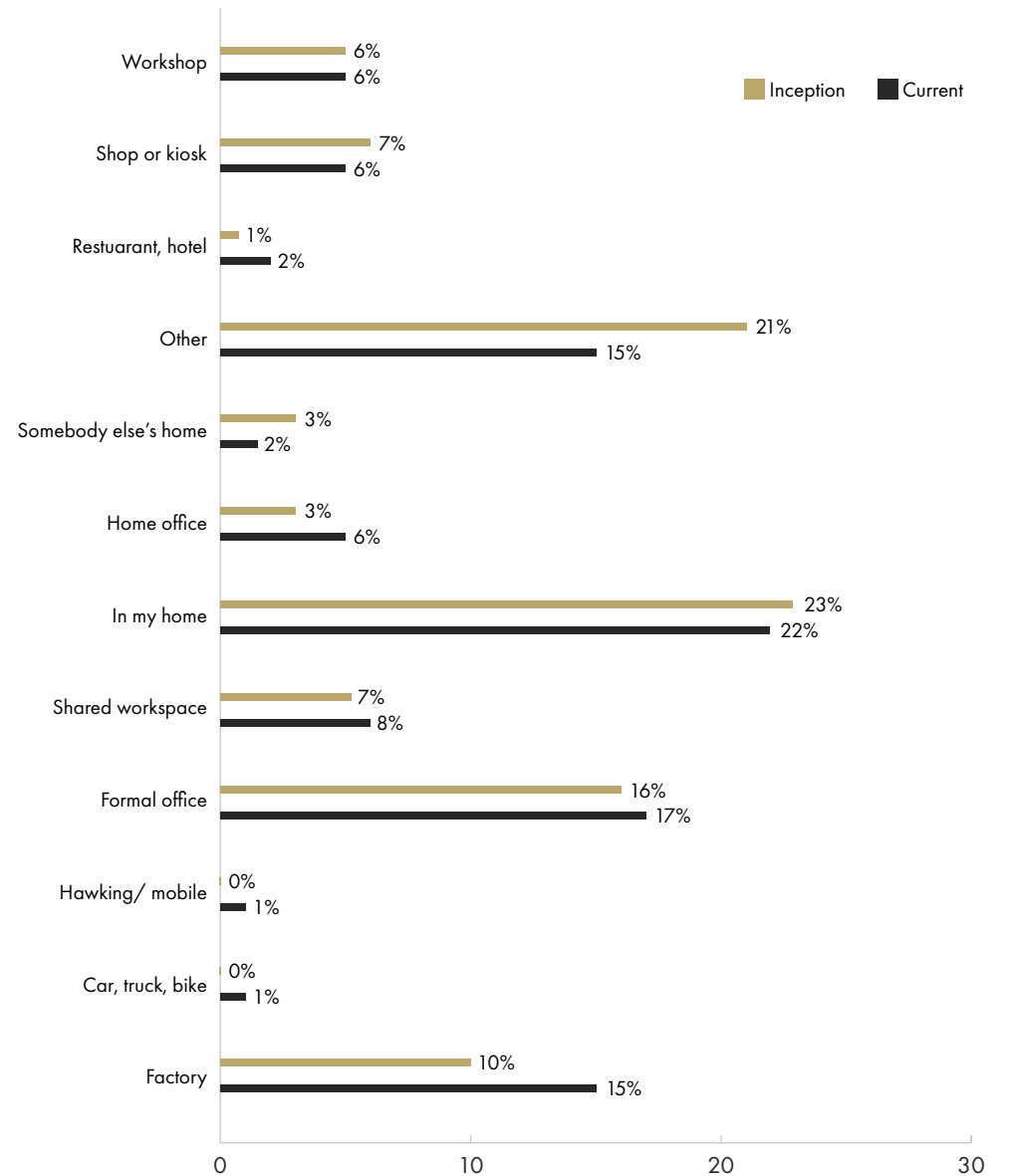


WHAT IS YOUR CURRENT INVOLVEMENT WITH THE BUSINESS?





WHAT TYPE OF DWELLINGS DOES THE BUSINESS PRIMARILY WORK OUT OF?



9.5. FINANCIAL PERFORMANCE OF THE BUSINESS (ANNUAL TURNOVER)

The majority of entrepreneurs (69%) reported that their businesses earned an average of between R5 000 and R100 000 in monthly revenue as at December 2020. Some 16% of the entrepreneurs, meanwhile, reported that their businesses earned an average of between R100 001 and R500 000. Compared to inception, the entrepreneurs showed an increase in revenue with the biggest jump being noted in those entrepreneurs who reported that their businesses earned over R500 001. It is important to note from this analysis that compared to inception, a decrease of 19% was noted in the R500 000 to R100 000 category.

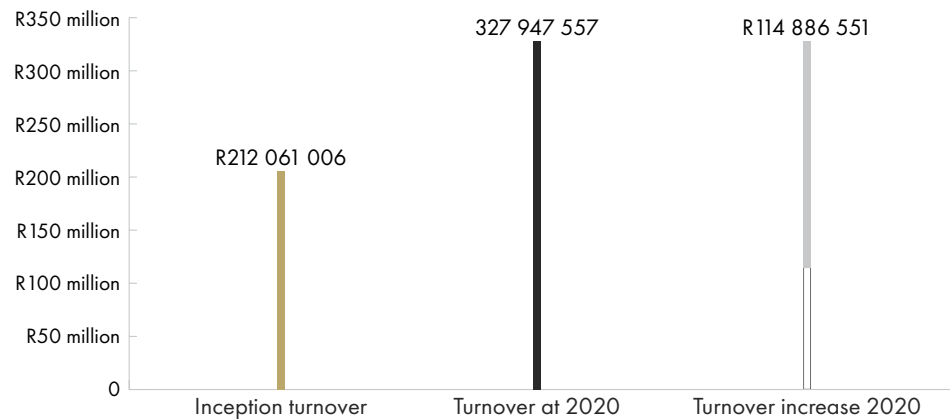
Further to the average monthly income, a comparison of the annual income reported by the entrepreneurs from inception to December 2020 was also undertaken to determine any income growth that the businesses had experienced.

The trends observed revealed a turnover growth of 55% with a collective income growth from R212 million at inception to R327 million at the end of 2020. Compared to 2019, the turnover showed a substantial decrease in 2020 of 30% from an 85% turnover growth in the previous year.

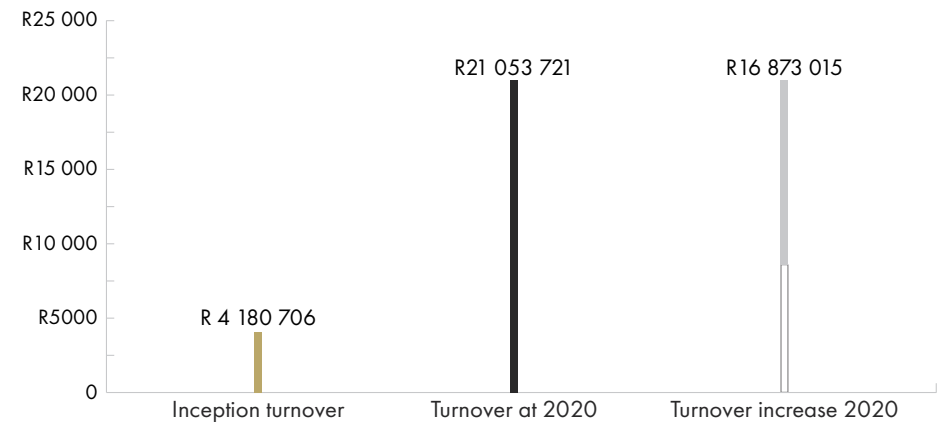
This decrease is not surprising given the major challenges and uncertainty that the COVID-19 pandemic brought about. In an online survey conducted by Ipsos South Africa in September 2020, 55% of SMME business owners stated that they experienced greater uncertainty around the sustainability of their businesses due to the pandemic.



THOLOANA ENTERPRISE PROGRAMME COLLECTIVE ANNUAL TURNOVER

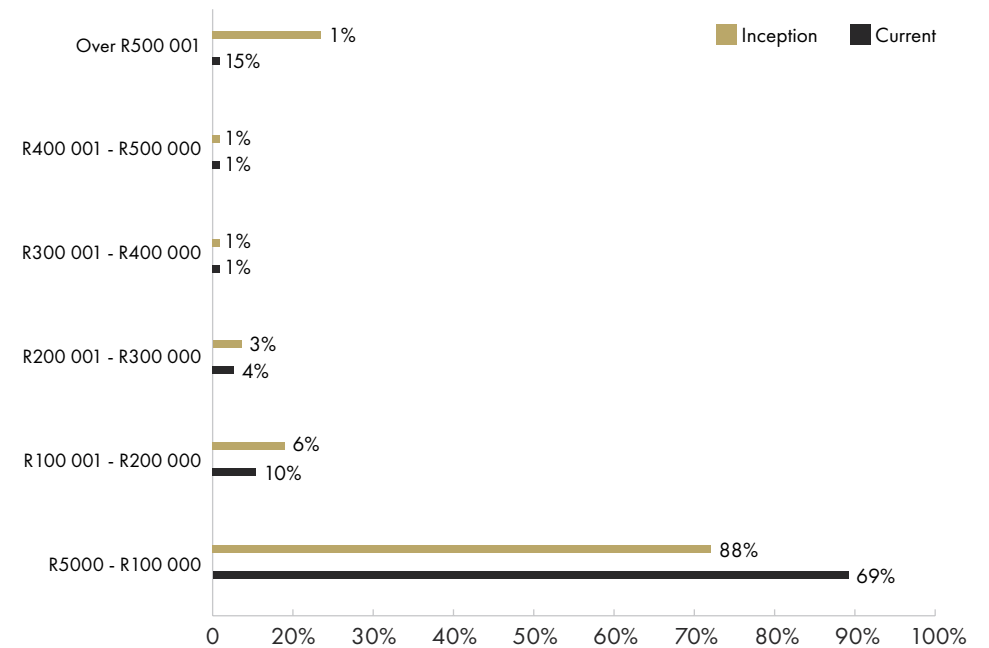


THOLOANA ENTERPRISE PROGRAMME ALUMNI FUND TURNOVER





WHAT IS THE AVERAGE MONTHLY INCOME FOR THE BUSINESS?

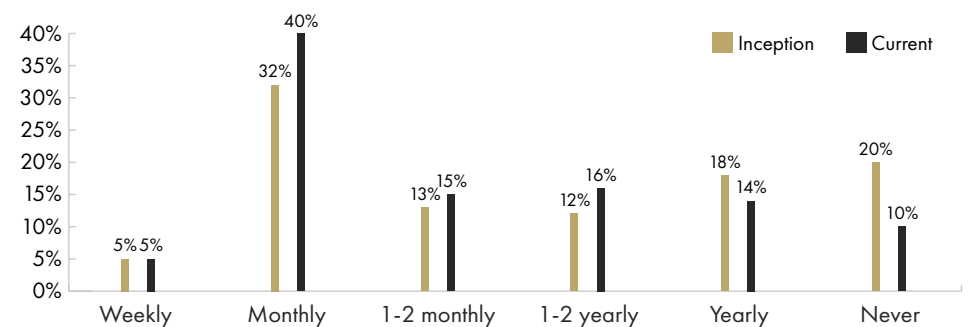


The challenge was no different for our Tholoana Enterprise Programme entrepreneurs. Many of the businesses could not trade for extended periods of time, lost customers, and some unfortunately stopped trading completely. The COVID-19 relief funding SAB Foundation provided however, was a critical instrument to support the short-term working capital requirements businesses had and it enabled many to endure the extremely challenging trading conditions within which they were functioning.

A further comparison of the annual income reported by the entrepreneurs from the Tholoana Enterprise Programme Alumni Fund was also undertaken. This was to understand the impact that this fund had on entrepreneurs' turnover and to see whether this fund really makes a difference in their businesses.

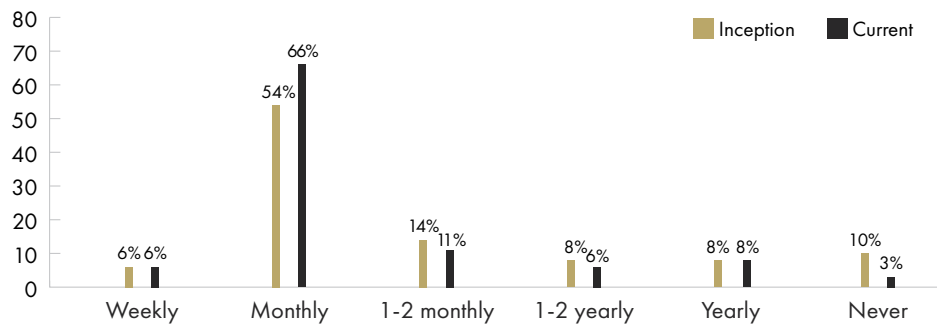
The analysis revealed a 404% turnover increase, from roughly R4 million at inception to roughly R21 million at the end of 2020. Compared to 2019, the turnover showed a substantial decrease in 2020 from a 441% turnover growth in the previous year because of aforementioned reasons concerning the commercial challenges created by COVID-19 in 2020.

HOW OFTEN DO YOU PREPARE A CASH FLOW PROJECTION?

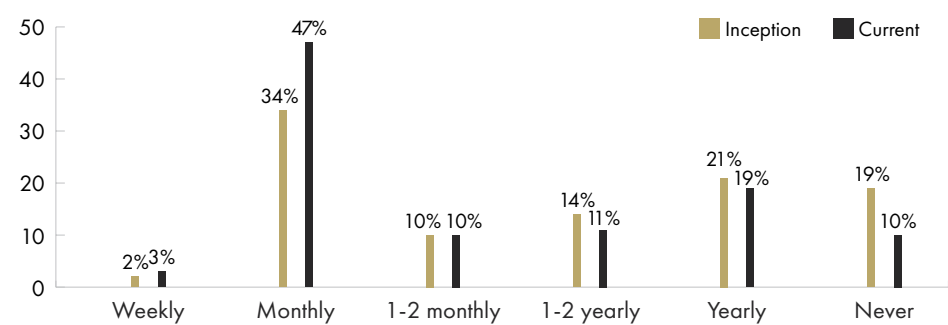




HOW OFTEN DO YOU PREPARE AN INCOME/EXPENSE STATEMENT?



HOW OFTEN DO YOU PREPARE A BALANCE SHEET?





Despite the recorded decrease in turnover growth, a 404% growth still shows a good return on investment, given that roughly R6 million has been invested by SAB Foundation to date and given that entrepreneurs had to endure extremely challenging trading conditions.

The 2020 cohort of entrepreneurs have recently joined the programme and will therefore only be able to report on their progress at the end of 2021.

One of the compulsory workshops that the entrepreneurs are required to attend encourages and shows them how to prepare their businesses' financial statements so they can better understand the financial position of their company. As such, entrepreneurs were asked questions vis-à-vis how often they prepared a balance sheet, cash flow projection and income/ expense statement.

The graph above shows that at inception 20% of the entrepreneurs reported that they never prepared a cash flow projection for their business. At the end of 2020, this number had decreased to 10%, resulting in an improvement of 10%. Similarly, at inception 32% of the entrepreneurs reported that they prepared a cash flow projection on a monthly basis. At the end of 2020, this number had increased to 40%, resulting in an 8% improvement.

At inception, 10% of the entrepreneurs reported that they had never prepared an income/ expense statement for their business. As at 2020, this number had dropped to only 3%, resulting in an improvement of 7%.

Important to note is that the majority of entrepreneurs are leaning towards preparing an income/ expense statement for their business every month, with 66% of the entrepreneurs reporting that they prepare income/ expense statements on a monthly basis as at 2020, compared to 54% at inception. This is an improvement of 12 percentage points.

At inception, 19% of the entrepreneurs reported that they had never prepared a balance sheet for their business while as at 2020 this number dropped to only 10%, resulting in a 9 percentage point improvement. It is encouraging to note that as at 2020, 90% of the entrepreneurs reported that they prepare a balance sheet either weekly, monthly, a couple of times a year or every year or so.

Although there is improvement in the entrepreneurs' efforts to compile financial statements for their businesses, this is an area of concern for SAB Foundation, given that we would expect to see much higher numbers post the programme. Poor financial reporting limits growth as well as access to further opportunities. This has been prioritised and we have made some changes in 2020, and we are still monitoring closely.

9.6. EMPLOYMENT AND JOB CREATION

The role entrepreneurs play in creating jobs and contributing to economic growth and development is universally acknowledged. The National Development Plan envisioned that by 2030 small businesses would contribute 60 - 80% to GDP increase, and generate 90% of the 11 million new jobs in our country. But, despite these ambitions, South Africa continues to have one of the highest unemployment rates in the world having forecasted to be 36.4% by December 2021 as reported by the International Monetary Fund.

A comparison analysis of the number of people who have been employed by the Tholoana Enterprise Programme entrepreneurs since inception until December 2020 was undertaken. The analysis showed that as at December 2020, the entrepreneurs collectively employ 2 387 people as compared to 1 776 people at inception, resulting in 611 new jobs (80% permanent and 20% seasonal.)

This is a job growth of 34%. Compared to 2019, the job growth showed a substantial decrease in 2020 of 18% from a 52% job growth in the previous year because of aforementioned reasons concerning the commercial challenges created by COVID-19 in 2020.

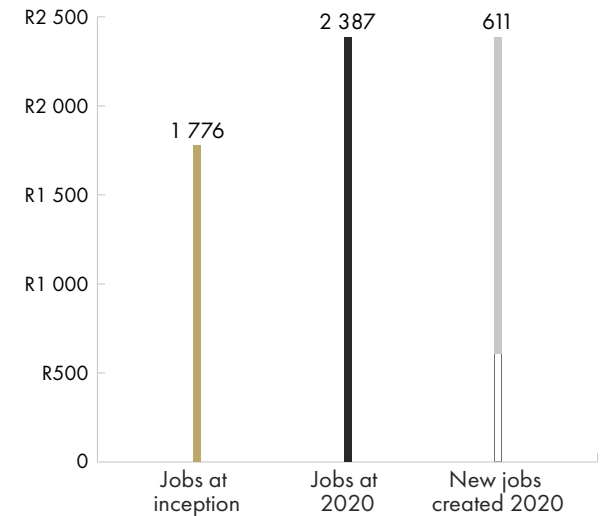
A further analysis was undertaken to document the impact that the Tholoana Enterprise Programme Alumni Fund has had on job creation. As at December 2020, the entrepreneurs collectively employ 194 people as compared to 102 people at inception, resulting in a creation of 92 new jobs. This is an increase of 90% since inception. This clearly indicates how catalytic a second round of funding can be and has given us food for thought when planning our resource allocation going forward.

The OECD Better Life Index states that having a job brings many important benefits, including providing a source of income, improving social inclusion, fulfilling one's own aspirations, building self-esteem and developing skills and competencies. In South Africa, about 43% of the working-age population aged 15 to 64 has a paid job.

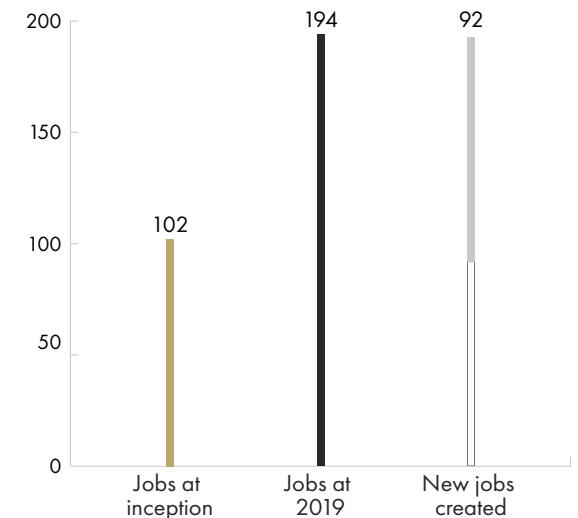
Therefore, in a country like South Africa where there is a desperate need for economic growth and job creation through SMMEs, it is essential that interventions like the Tholoana Enterprise Programme enable entrepreneurs to avoid the challenges that often lead to the failure of their ventures. The above positive trends noted in both revenue generation and job retention and/or creation are encouraging, because this shows that entrepreneurs are succeeding in the areas that are key to economic growth in South Africa.

The 2020 cohort of entrepreneurs have given a baseline indication of job numbers currently in their businesses, and a comparison will be made at the end of the reporting period for 2021.

THOLOANA ENTERPRISE PROGRAMME JOB NUMBERS



THOLOANA ENTERPRISE PROGRAMME ALUMNI JOB NUMBER



6 OECD Better Life Index 2018: <http://www.oecdbetterlifeindex.org/countries/south-africa/>



9.7. BUSINESS FINANCE AND INVESTMENTS

One of the purposes of the training we provide is to make businesses more investable. This is critical to their growth in the longer term. As at 2020, 35% of the entrepreneurs reported that they obtained loans for their businesses in the past year. 21% reported to have obtained these loans from banks such as First National Bank, Standard Bank, ABSA Bank, MFC and Nedbank Group, while 20% obtained loans from family and friends and 13% from micro-finance institutions. The majority (46%) of entrepreneurs who reported that they had obtained loans from other institutions were referring to institutions such as Small Enterprise Development Agency, National Youth Development Agency as well as the SAB Foundation - with 24% of the entrepreneurs reporting to have obtained a loan from SAB Foundation as part of the SAB Foundation COVID-19 Relief Fund.

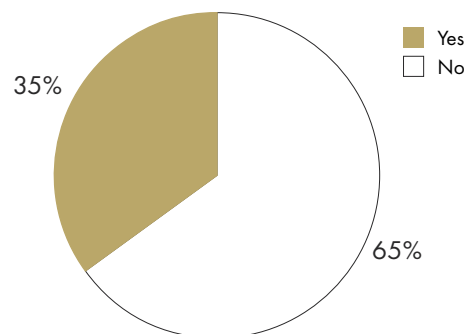
The sizes of the loans obtained by entrepreneurs for their businesses ranged from R3 500 to just over R2 500 000. The majority (91%) of the entrepreneurs reported to have obtained loan amounts of between R3 500 to R50 000. Entrepreneurs reported that the funds were used to purchase materials, for operational costs, expansion purposes, and to purchase business assets such as equipment, property and vehicles.

Commercial challenges brought about by the pandemic saw many of the entrepreneurs using these funds for operational costs and working capital to keep their businesses afloat.

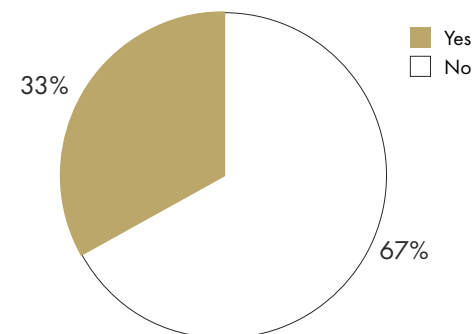
Apart from the SAB Foundation, the analysis also revealed that 33% of the entrepreneurs accessed grants from other institutions such as government entities, corporate companies, foundations and family. Some of the funders were listed as National Youth Development Agency, Small Enterprise Development Agency, Department of Agriculture, Department of Land Reform and Rural Development, Department of Environmental Affairs, Department of Tourism, Sage Enterprise Development, Grootbos Foundation and Barloworld Imbewu among others. The funds were used to purchase materials, for operational costs, expansion purposes, and to purchase assets such as equipment, property and vehicles.

It is encouraging to see that some businesses are able to access further funding, as access to finance remains a major stumbling block to growth for smaller businesses. The answers to these questions were interesting in that they demonstrated that the financials in some cases were strong enough to access bank finance, which is a major aim of the Tholoana Enterprise Programme. They demonstrated that the majority of other grant funding comes from government agencies which is also encouraging.

HAS THE BUSINESS RECEIVED ANY LOANS IN THE PAST 12 MONTHS?

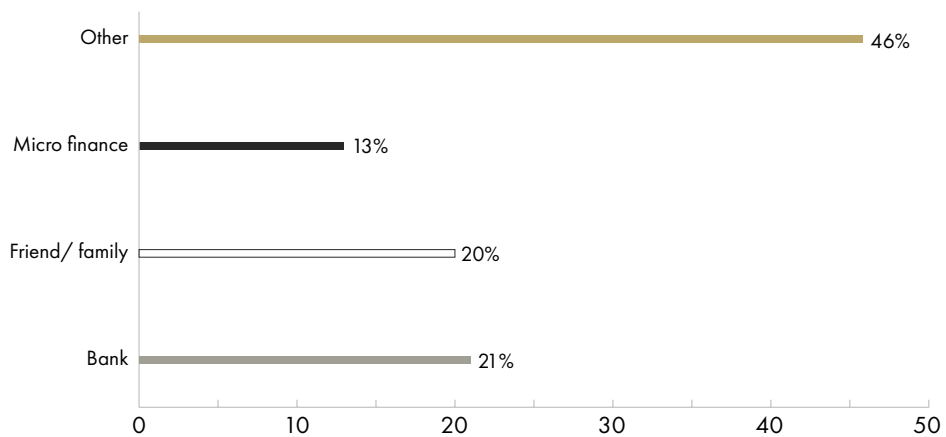


HAS THE BUSINESS RECEIVED ANY GRANTS OR DONATIONS IN THE PAST 12 MONTHS?

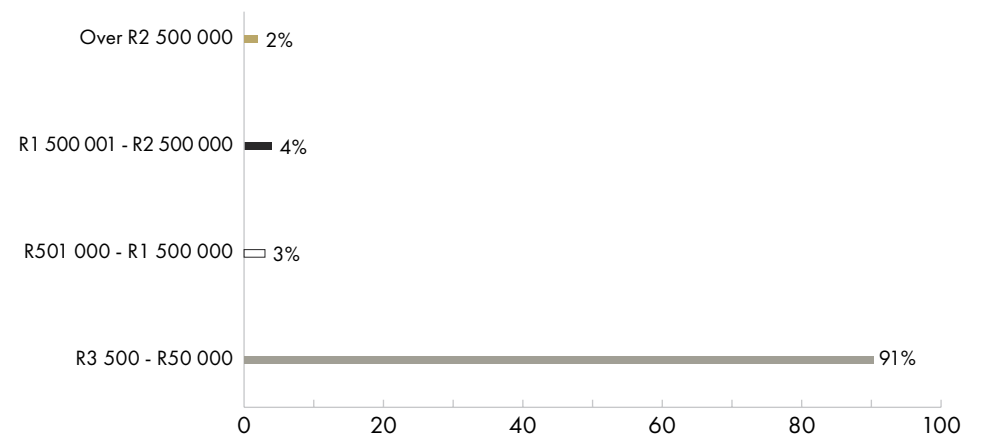




WHAT TYPE OF INSTITUTIONS/ORGANISATIONS HAVE GIVEN LOANS TO THE BUSINESS?



SIZE OF THE LOAN

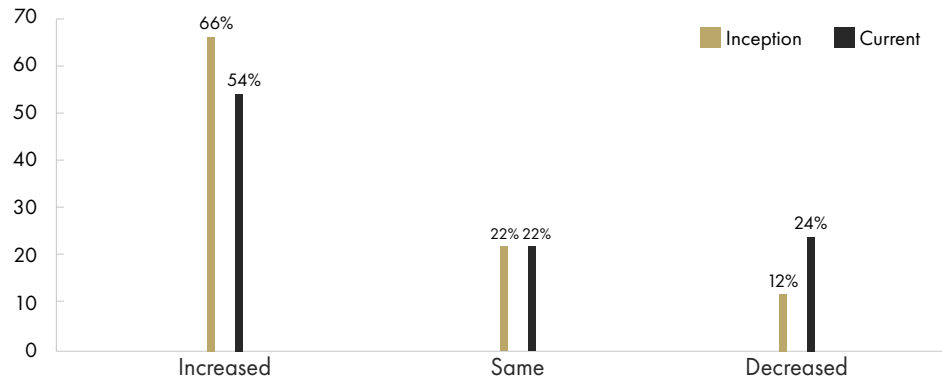


9.8. CUSTOMER PROFILE

A diversified and growing customer base is an important indicator for us to understand, as it shows business growth as well as risk mitigation. The more customers a business has, the less likely they are to be significantly negatively affected if they lose one customer. At inception, 66% of the entrepreneurs reported that the number of customers they had in their businesses had increased over the past year, while 54% reported same as at 2020 and therefore we have noted a 12% decrease in the number of entrepreneurs who reported that the number of customers their businesses had increased over the past year.

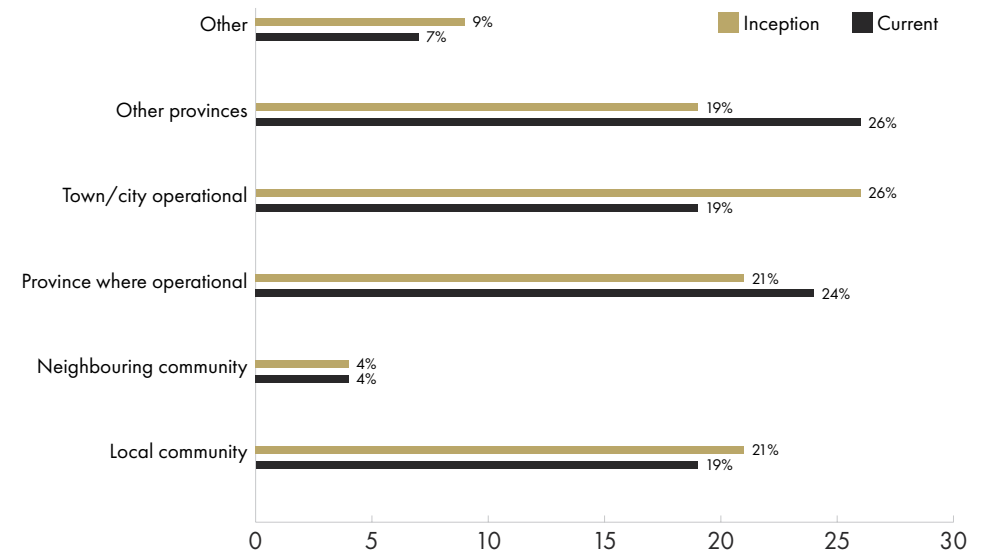
Similarly, at inception 12% of the entrepreneurs reported that the number of customers they had in their businesses had decreased over the past year, while 24% reported same as at 2020, reflecting a 12% increase in the number of entrepreneurs who reported that the number of customers their businesses had decreased over the past year.

HOW HAVE THE NUMBER OF CUSTOMERS IN YOUR BUSINESS CHANGED OVER THE PAST 12 MONTHS?

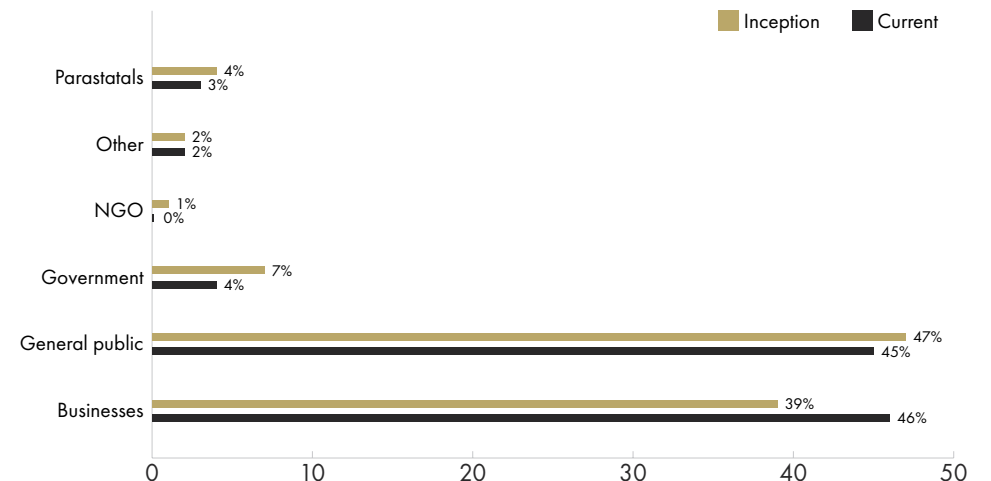


It is important to note that the decreasing number of customers in entrepreneurs' businesses was likely caused by the aforementioned challenges that entrepreneurs experienced due to the COVID-19 pandemic. Due to the pandemic, consumers experienced loss of income, fear of contagion and heightened uncertainty, which in turn reduced spending and consumption. On the question pertaining to where most of the business' customers are based, we have noted a balance vis-à-vis the location of entrepreneurs' customers, enough to allow them to conduct business, make a significant profit and create impact. At inception, 26% of entrepreneurs reported that most of their customers are based in the town or city where they operate, compared to 19% in 2020.

WHERE ARE MOST OF THE BUSINESS CUSTOMERS BASED?



WHICH OF THESE CUSTOMER GROUPS PROVIDES THE BUSINESS WITH THE MAJORITY OF ITS INCOME?





In addition, 21% of the entrepreneurs at inception reported that most of their business customers are based in their local communities, while 19% reported the same in 2020.

Similarly, as at 2020, 24% of the entrepreneurs reported that most of their business customers are based in the provinces in which they operate, compared to 21% who reported the same at inception.

Furthermore, as at 2020, 26% of the entrepreneurs reported that most of their business customers were based in other provinces while 19% reported same at inception. It is also interesting to note that 7% of the entrepreneurs reported that most of their business customers were either international or from neighbouring countries.

On the question pertaining to their customer groups, entrepreneurs reported the following as their main customer groups as at 2020: general public/ consumers (45%), businesses (46%) and government (4%).

From the analysis, entrepreneurs' customer groups have been consistent over the years. It is good to note that the majority of entrepreneurs are mostly selling to the general public and other businesses because these two customer groups are characterised by being lower risk in terms of payment.

It is also interesting to note that our entrepreneurs continue to have very few customers from the government. This is also encouraging, as much of the work with government is in response to tenders. Tenders are often short term and can be once-off opportunities and companies who rely solely on this type of income carry a much higher risk.

9.9. BUSINESS CONFIDENCE AND REFLECTIONS

Asking entrepreneurs about their biggest challenges assists SAB Foundation to see where gaps are still identified by entrepreneurs and helps us see where we can close them.

From the analysis, accessing funds for growth, accessing new markets and accessing more clients were at the top of the list of challenges that entrepreneurs reported having faced, both at inception and as at 2020. Looking for partners who can provide growth financing is something we continually work on. Interestingly, the perception that equipment is inadequate has come down. This is probably due to the grant funding entrepreneurs access via the programme. Important to note this year is that 10% of entrepreneurs reported that the hurdles that the COVID-19 pandemic had on their businesses was one of their biggest challenges in the past 12 months.

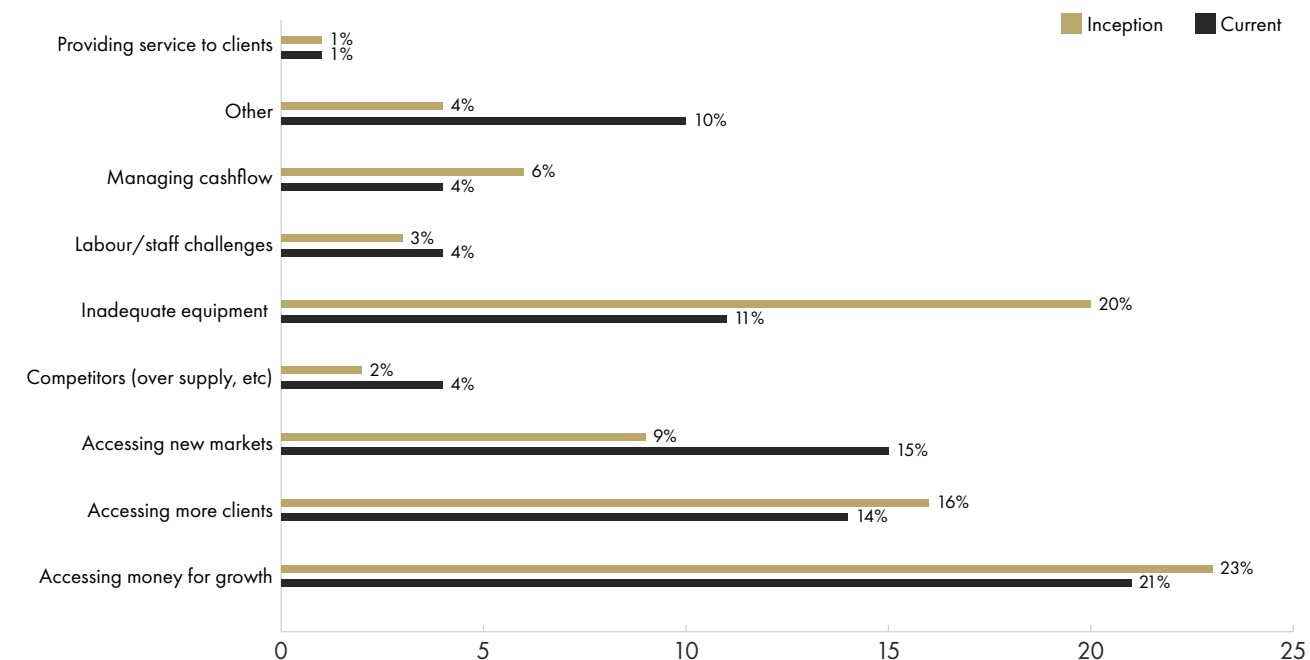
As at 2020, 20% of entrepreneurs reported to be very concerned about changes in legislation and service delivery related issues, such as supply of electricity and water. In total, 37% reported that they were slightly concerned, 20% reported that they were not concerned, while 24% reported that they were concerned.

In the same way, 13% of entrepreneurs reported that they were very concerned about the high levels of crime in the communities where their businesses operated, 35% reported that they were slightly concerned, 32% reported that they were not concerned, while 20% reported that they were concerned.

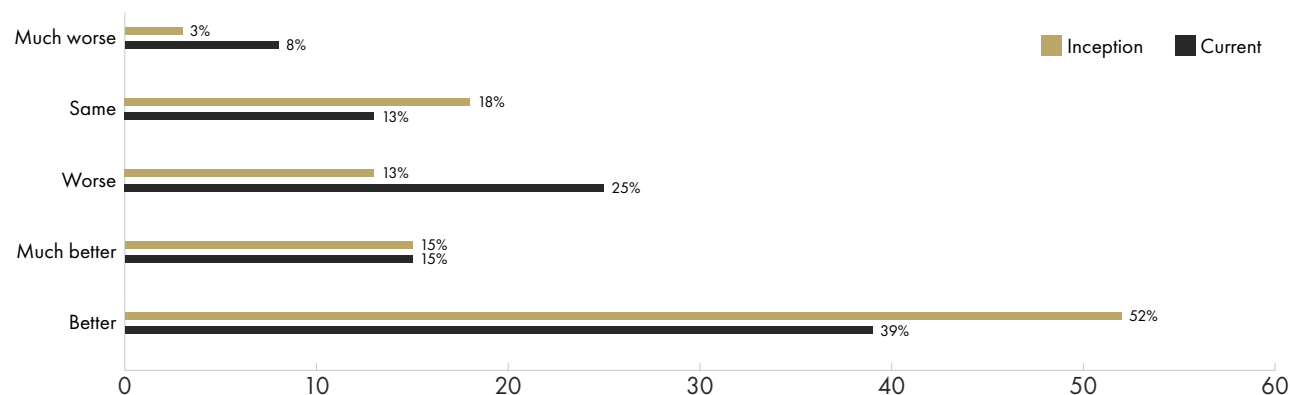
As at 2020, 17% of entrepreneurs reported to be very concerned with the threat of competitors in taking revenue from their existing or new customers, 39% reported to be slightly concerned, 23% reported to be not concerned while 22% reported that they were concerned.

Trends on this analysis seems to be consistent over the years with very slight improvements on aforementioned threats to entrepreneurs' businesses.

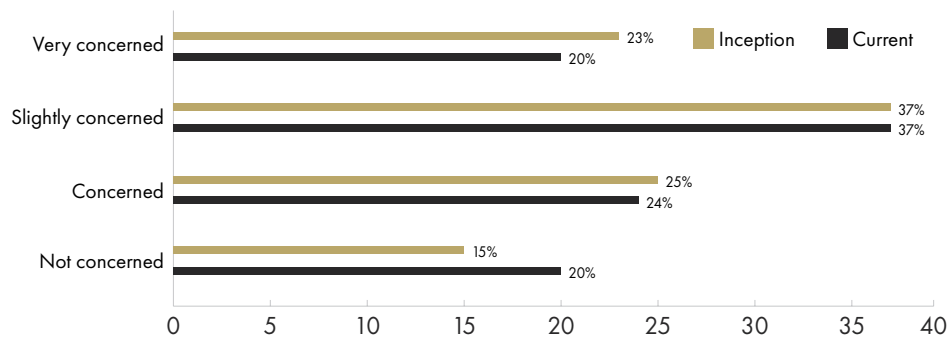
WHAT HAS BEEN YOUR BIGGEST CHALLENGE AS AN ENTREPRENEUR IN THE PAST 12 MONTHS?



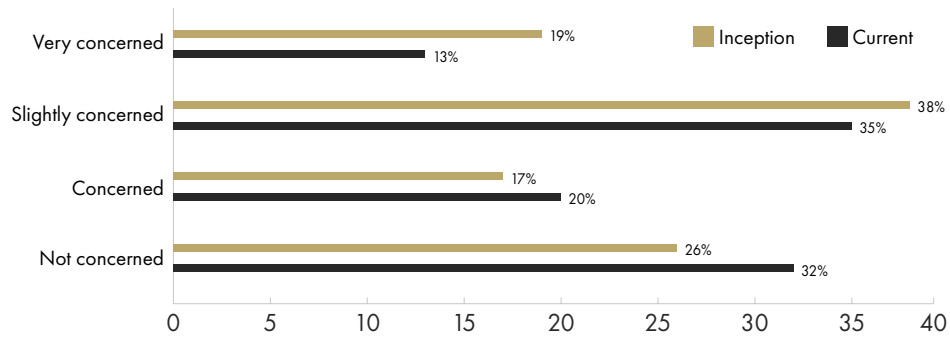
HOW DOES THE FINANCIAL AND STRATEGIC SITUATION OF THE BUSINESS COMPARE TO HOW IT WAS 12 MONTHS AGO?



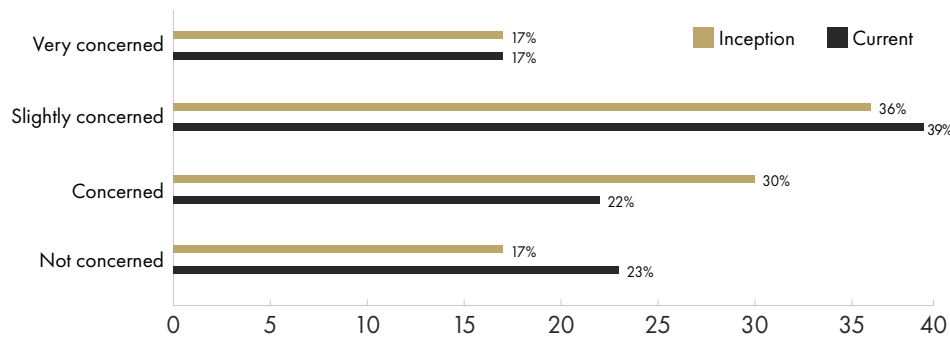
CHANGES IN THE LAW/LEGISLATION AFFECTING MY BUSINESS, ELECTRICITY SUPPLY ETC



LEVELS OF CRIME IN THE COMMUNITY WHERE THE BUSINESS OPERATES



THE THREAT OF COMPETITORS TAKING REVENUE FROM YOUR CUSTOMERS



The following is what some of the entrepreneurs had to say regarding their financial and strategic situation:

"The business is strategically 100 times better placed than 12 months ago. Because of our traction in the market, network and level of support we are now receiving from major industry players. It has taken two and half years of research, development, networking, personal investment and plain hard work to reach this point. Financially the balance sheet looks better - more assets on the book and solvency has improved. However, my personal ability to financially help the business along particularly to fund the growth phase has become almost exhausted. We have the right team in place, contracts in hand and the business is well poised for growth."

"We are treading through a challenging economic environment. Consumer spend is limited. However, in the food industry we are able to maintain our position despite these adversities."

"In the past 12 month this business has not been doing well. If it does well, it just breaks even. There is no profit and this needs to change and run as a more profitable business, because there is a great potential for that - especially in the area we operate in."

"At the moment we are just breaking even. I need to focus more in sales and to keep my expenses low."

"Over the past 12 months, we did not have as many customers as we do now. We have seen the results of our marketing efforts and how this has made us visible."

"Having joined the SAB Foundation Tholoana Enterprise Programme, it has really made me to pay more detail and attention to the finances of the business. This is in terms of how I price, as well as how I spend. I need to account for every penny that comes and goes into the business. The programme has solidified the manner in which I think in terms of decision-making, where before my only concern was to only worry about having money in the account, not knowing if I was breaking even, making a profit or loss."

"During the workshop of Tholoana Enterprise programme we learned how to manage the financial aspects of the business. By applying these rules we found many strategies that we were not aware of. At this moment we know how much is needed to run the business per day. We have also completed our monthly financial reports."

"In terms of profitability and business growth, our company has relatively stayed on the same level, with only a few exceptions off course in terms of new stock on chairs and improving financial management. The events management business is largely driven by trends and latest offerings, and in that regard we have not significantly improved in bringing to our clients a wide selection of the latest range in event furniture, concepts and signature styling. This is the direction our company would like to move towards."

"Although I struggle with understanding figures, the workshops helped me a lot with the costing and pricing for my business. I also believe that things will improve with the support from my mentor."

"The business lost customers and was hit by the increase on the VAT early this year. We also experienced cut on personnel which resulted in slow delivery of service and ultimately general business income."

"The industry has been hampered by numerous events which slowed down the number of visitors coming to the country. This amongst other things was caused by water restrictions in Cape Town and in South Africa generally. Also, the company's website has not been active as a key platform to attract online customers. As a result, our turnover dropped tremendously when compared with previous year."

"We currently have only one client. There are delays in getting our payments and this affects our cash flow negatively. The negotiation cycles for the next contract took too long and depleted the cash reserves we were building over the last year. We are currently facing challenges with meeting our monthly commitments."

"The finances have not changed at all, but the strategic planning has become much better, especially after participating in the Tholoana Enterprise Programme."

According to Statistics South Africa, less than a decade into the 21st century, many countries, experienced the global economic crisis and this has affected economic growth in South Africa over the last four years, prompting a deceleration in the rate of economic growth. It is therefore not surprising to observe the above trends in the Tholoana Enterprise Programme graduates' responses.

Entrepreneurs were asked to report on their financial and strategic situation over the past 12 months and over the next 12 months. The following was gathered from the analysis:

Both at inception and as at 2020, only 15% of the entrepreneurs reported that their financial and strategic situation was much better than it was 12 months ago. Similarly, as at 2020, 39% of the entrepreneurs reported that their financial and strategic situation was better than it was 12 months ago, compared to 52% who reported same at inception, showing a 13 percentage point deceleration.



Unfortunately, the number of entrepreneurs who reported their financial and strategic situation as worse and much worse went up by 13% and 5% respectively at the end of 2020. Again, these deteriorations are not surprising because we do not need too much reminding that the COVID-19 pandemic has upset most aspects of our daily lives, including how entrepreneurs have been trading ever since the virus has been with us.

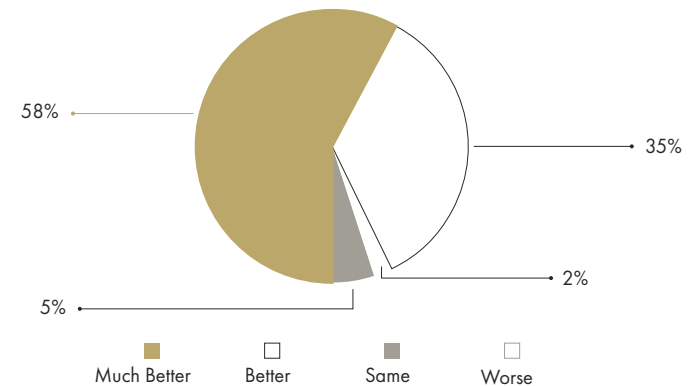
Most of the entrepreneurs reported that the reason why their financial and strategic situation was worse, or that they were breaking even, is because they lost a lot of customers along the way or that they had a few customers with delayed payment terms, leading to cash flow being affected negatively.

However, although not many, those entrepreneurs who reported that they were either in a better or much better financial and strategic situation cited an increase in turnover and client base. They also cited the lessons learned through the Tholoana Enterprise Programme workshops that they attended as the main reasons for the improvement in their financial and strategic situations.

58% of the entrepreneurs reported that they expected the financial and strategic situation of the business to be much better in the next 12 months, while 35% expected it to be better. 7% of the entrepreneurs reported foreseeing the financial and strategic situation of the business to be worse or much worse in the upcoming year.

The majority of the entrepreneurs indicated that they would focus on accessing new clients, accessing additional funding for growth, implementing financial management systems and improving on their products and services.

EXPECTED FINANCIAL AND STRATEGIC POSITION IN 12 MONTHS TIME



The following is what some of the entrepreneurs had to say regarding the financial and strategic position of the business in the next 12 months:

"We anticipate to do much better as we will be having the much needed business mentorship on how to run an effective business with models that have proved workable. We intend to capitalise on this opportunity to create a well-oiled and sustainable company."

"Being a part of the Tholoana Enterprise Programme offered us assistance and mentorship to help support, grow and open opportunities for our business."

"I am more conscious of the problem and am trying every month to reduce expenses. Being part of the Tholoana Enterprise Programme, I hope to learn more about costings and pricing that will direct me as to where I am going wrong."

"The growth in revenue gives me confidence that our financial situation will improve. We hope to get finance to support the business, which will make it possible for systems to be in place for better cash flow monitoring. The financial support will build our business into full planned infrastructure which will increase the cash flow."

"I believe that we will have a financial management system in place that will make it easier for me to be able to keep track of the businesses success and finances. I will also be able to monitor if the business is not doing well and have strategies on how to prevent this from happening. I believe that the business will improve in the next 12 months."

"Once we have improved the processing capacity at the facility and gained even further traction and market presence, we will be firmly entrenched in the local marketplace as a major player. This way we will not be subject to vagaries of a small business trying to survive off scraps. The business will be more profitable and balance sheet stronger and we will be much better placed to access funding to make quicker decisions and take advantage of opportunities as and when they arise. Our buying power would also be significantly improved, which is also key to the business. Our systems and procedures will be firmly entrenched and also our ability to attract talented staff would also increase. It will also place me in a better position (work/life balance) to grow the business according to projections and to its full potential."

"There is a big demand for my product overseas and this would mean that we will be able to export more. Although there may be a drop in the price offered, this won't have an impact on revenue, as the weight exported will make up for the difference in price."

"I expect it to be better than last year, as this time we will be monitoring the finances records on a monthly basis. This will help us to identify if there things that are not working well so we can correct them on time. Marketing seems to be on track, but we will have to focus on human resources so that I will be able to delegate tasks that I am doing myself. This will help me to focus on the running and managing of the business processes. We will also have to work on the products and services. Using the spreadsheet that I got from the Tholoana Enterprise Programme workshop, I will be able to focus more on the products that generate more income."

"For the future and growth of the company I have started taking my finances seriously, by making sure that I account for every cent and paying more detail to how I price my items. I have taken it upon myself to educate and inform my employees of future goals for the company, and telling them where they fit in in the bigger scheme of things."

"With the current plans being made and new products being introduced to get the business and sales to grow, there are a lot of positives for the financial situation of the business to come. We have introduced better financial management and control systems, and there are marketing strategies being set up. All show that financially, they are going to contribute positively to the business and growth is imminent."



9.10. KNOWLEDGE AND SKILLS OF THE ENTREPRENEURS

Besides reduced levels of lived poverty, a key part of the Tholoana Enterprise Programme remains intensive business skills training along with mentorship that aims to improve the entrepreneurs' skills, knowledge and capabilities in dealing with the various aspects of their businesses. The entrepreneurs rated their ability across a number of business focal areas, which provided insight into how they react or manage the various aspects of their business. Using factor analysis, we extrapolated 11 indexes measuring various knowledge and business skills.

As was the case with the impact of the Tholoana Enterprise Programme of levels of lived poverty, we used a correlation analysis to better understand the relationship between the number of years post programme entry and the development of knowledge and business skills.

As can be seen from the table below, there were significant and positive bivariate relationships between each of the 11 indexes and the number of years post programme entry. As such, for all the 11 knowledge and skills areas under investigation, we can tentatively state that the more years post programme entry, the more likely entrepreneurs' competencies in business skills and knowledge would be stronger.

Furthermore, in complimenting the correlation analyses, we also calculated the average increases (percentage change) of each of the indexes over the course of four and five-years post programme entry.

The table below shows the average percentage improvements for each index over these two periods.

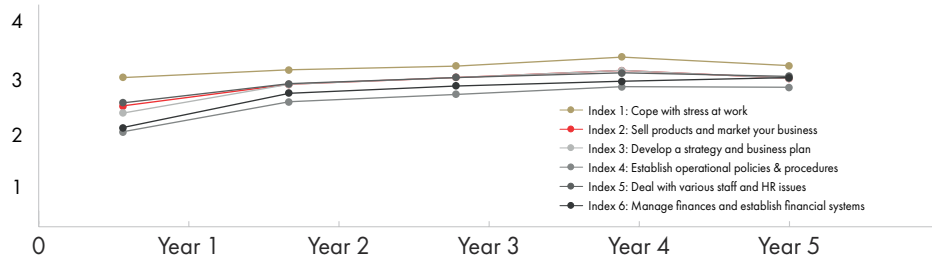
INDEXES FOR KNOWLEDGE AND BUSINESS SKILLS	CORRELATION COEFFICIENT (PEARSON'S R)	% CHANGE: YEAR 1 TO YEAR 4	% CHANGE: YEAR 1 TO YEAR 5
Index 1: Cope with stress at work	0.200***	12%	7%
Index 2: Sell products and market your business	0.338***	24%	19%
Index 3: Develop a strategy and business plan	0.274***	30%	25%
Index 4: Establish operational policies and procedures	0.332***	37%	37%
Index 5: Deal with various staff and HR issues	0.291***	20%	18%
Index 6: Manage finances and establish financial systems	0.389***	37%	40%
Index 7: Raise finance (e.g. loans and equity)	0.303***	34%	28%
Index 8: Find resources/supplies that a business needs	0.228***	20%	16%
Index 9: Develop business networks and partnerships	0.234***	26%	15%
Index 10: Comply with South Africa's Labour, Tax, B-BBEE and Company laws	0.361***	30%	26%
Index 11: Use technology to help your business	0.241***	23%	18%
Average		27%	22%

Entrepreneurs reported a 27% overall increase in their competence in business skills and knowledge from year one to year four. Compared to the previous year as our sample size increases in terms of the number of entrepreneurs in their fifth year post programme entry we begin to see a balance in the analysis with an overall increase of 22% reported by entrepreneurs in their competence in business skills and knowledge from year one to year five.

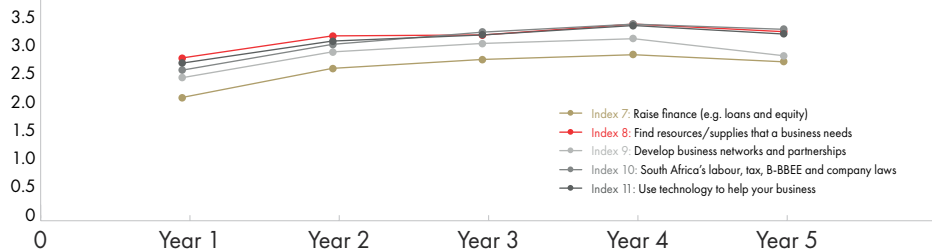
The above analysis shows how the development of business skills and knowledge competencies during the course of the programme are directly correlated with the number of years post programme entry. Indeed, those entrepreneurs with the most years post programme entry tend to report on having better business skills and knowledge competencies indicating the impact of the programme.

The paragraphs below look at the individual indexes and their relative improvement over time as per the entrepreneurs' perceptions regarding their knowledge and skills competencies. The following two graphs visualise the individual relationships between the 11 indexes and the time spent in the programme.

BUSINESS KNOWLEDGE AND SKILLS (INDEXES 1-6)



BUSINESS KNOWLEDGE AND SKILLS (INDEXES 7-11)





While the entrepreneurs’ competencies in knowledge and skills vary over time and space, a similar trend appears to be taking place. Indeed, as previously confirmed the graphs show higher competence in knowledge and skills amongst entrepreneurs with the most years post programme entry. For all the indexes, entrepreneurs report being more skilled and knowledgeable year-on-year.

The largest improvements stem from the following indexes:

- Index 4: Establish operational policies and procedures: a 37% increase from year one to year five.
- Index 6: Manage finances and establish financial systems: a 40 % increase from year one to year five.
- Index 7: Raise finance (e.g. loans and equity): a 28 % increase from year one to year five.
- Index 10: South Africa’s Labour, Tax, B-BBEE and Company laws: a 26 % increase from year one to year five.

Conversely, the following four indexes, while showing improvements over five years, improved the least:

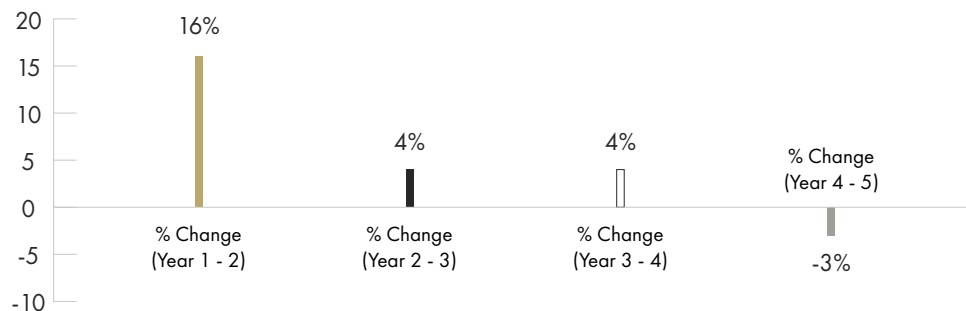
- Index 1: Cope with stress at work: a 7 % increase from year one to year five.
- Index 9: Develop business networks and partnerships: a 15 % increase from year one to year five.
- Index 8: Find resources/supplies that a business needs: a 16% increase from year one to year five.
- Index 5: deal with various staff and HR issues: an 18% increase from year one to year five.

In trying to develop a better understanding of the data, we also sought to see how entrepreneurs improve year-on-year. The graph below attempts to map the percentage with which entrepreneurs increase or decrease their knowledge and skills competence year-on-year.

As was the case with the LPI, the evidence below suggests that much of the improvements take place in the first year. Indeed, there is an average overall improvement of 16% in entrepreneurs’ perceived competencies across all 11 indexes from inception to the end of the first year.

While entrepreneurs’ perceived competencies in knowledge and skills continue to improve from year two to year three and year three to year four, this improvement takes places at a much slower pace: 4% increase from year two to year three and 4% from year three to year four.

PERCENTAGE CHANGE YEAR ON YEAR



9.11. BUSINESS SUCCESS

Entrepreneurs were asked to share their most notable achievements over the past six to twelve months. Entrepreneurs listed the following as their achievements: access to markets; business growth and sustainability; hiring more staff; access to finance; access to skills; exposure and credibility; purchasing equipment and mostly being part of the SAB Foundation Tholoana Enterprise Programme.

It is heartening to see entrepreneurs reporting access to markets, skills and finance as some of their notable achievements, as these are the most prevalent hurdles that entrepreneurs encounter on a daily basis.

A few of the comments are included below. For detailed feedback, please see Appendix 1.

“Our greatest achievement in the last 12 months was to be selected as one of the businesses that would be supported by the Tholoana Enterprise Programme. As an entrepreneur, one reaches a point at which one knows that they are the bottle neck. The knowledge one has can only take them so far. Through the programme, we will be able to tap into the vast knowledge base that can only make us grow. Outside this, we have received recognition as a business that is making strides in the Eastern Cape through various publications such as the Business HiLite, Isolezwe and Destiny magazine. The exposure has been highly appreciated. It helped to put us in the forefront and to spread the word about what we do.”

“My biggest achievement would be qualifying for the Tholoana Enterprise Programme, as this will open bigger doors for me. It will assist us in getting our accreditation which is part of the red tape in the concrete industry.”

“Training unemployed youth in scuba diving and helping them to find jobs is the first project of its kind in South Africa. Organisations and state-owned companies are beginning to understand the impact that scuba diving could have on creating employment opportunities in South Africa.”

“I managed to build and finish my own premises, increased my customer base, completed our accreditation course, and secured a place on the Tholoana Enterprise Programme.”

“The purchase of the company bakkie has to be the biggest achievement for us in the past 12 months. Having our own bakkie means that we are now able to deliver to our customers

on time and able to load more stock. We are also now able to meet customers and to look for new business. We have also been able to supply a large trucking company that has large customer base, so they buy in bulk.”

“The biggest achievement was entering a new industry and creating our own market. We developed new product lines and value chains that were previously not explored. The work we have done has allowed us to become industry representative in terms of emerging farmers in aquaculture.”

“My biggest achievement in the past 12 months is being able to provide and create employment. It is positive seeing my employees happy and enjoying coming to work, even so far as my employees asking me for more work when sales are low. I have also enjoy being on social media, seeing people responding to posts and recommending my business to others. I have also seen myself being stretched in terms of manufacturing products that are outside the scope of the company.”

“I started my butchery business with an initial building size of 50 square metres. I then added a storeroom of 22 square metres and enlarged the butchery by 112 square metres.”

“Since the start of our business we had to establish our business as a reliable and sound business who are able to handle big contracts, as well as our walk-in customers. To date we were able to secure a big contract for the second consecutive year.”

10. CASE STUDIES

The following section details case studies that are success stories from previous years of businesses that have been enrolled on the Tholoana Enterprise Programme.



10.1 VUYANI CLINIC

OWNER: Simphiwe Nundze

PROVINCE: Northern Cape

TOWN: Kuruman

AREA: Peri-urban

INDUSTRY: Health

The business story

Vuyani Clinic is a mobile clinic that was started after Simphiwe identified a need for affordable healthcare services in the Northern Cape.

The business currently offers medical services such as primary healthcare and occupational healthcare to those who cannot afford private healthcare and to those who do not wish to make use of public healthcare due to poor service.

The Tholoana Enterprise Programme journey

Together with the support of the Tholoana Enterprise Programme and his mentor, Simphiwe was able to overcome his biggest challenge, which was market penetration, as the business previously relied mainly on cash walk in clients for their primary care offering.

Another area that Simphiwe overcame through the programme was ensuring that the necessary systems were in place to capitalise on medical aid paying clients. Previously this had resulted in the business suffering major losses when claiming from medical aid schemes after services had been rendered.

Towards the latter part of the programme, Simphiwe managed to secure three major contracts, valued in excess of R3 million from local mining houses.

This allowed the business to branch out and operate from two separate premises, providing primary healthcare services and occupational healthcare services in both areas. As a result, Simphiwe was able to create 13 job opportunities in both permanent and part time employment.





10.2 CONTOUR ENVIRO GROUP: COVID-19 RELIEF FUND SUPPORT

OWNER: Sabelo Lindani

PROVINCE: Western Cape

TOWN: Somerset West

AREA: Urban

INDUSTRY: Yes

The business story

The Contour Enviro Group (CEG) is an environmental management company with a very strong focus on veld management, capacity development, environmental education as well as environmental compliance for agriculture.

CEG is driven by high quality standards that are strongly aligned and upholding the ISO 9001: 2015 Quality Management System. CEG is accredited by CATHSSETA and has undertaken various conservation training interventions, as well as environmental education and awareness programmes for various government entities, as well as the private sector.

The Tholoana Enterprise Programme COVID-19 Relief Fund journey

CEG received a R200 000 COVID-19 Relief Fund investment, which enabled them to cover two staff salaries, purchase new equipment and develop their online platform. The workforce has now grown to eight permanent staff and new team members, and new equipment contributed to the growth of the business. The funding injection has helped the business to circumvent majority of its challenges and simultaneously grow.

The technical consultant that was appointed to CEG for post investment support assisted the business with cashflow management, business and marketing strategies, website development and financial analysis.

10.3 JOHWA TECHNOLOGIES CC: COVID-19 RELIEF FUND SUPPORT

OWNER: Jody Botha

PROVINCE: Eastern Cape

TOWN: King Williams Town

AREA: Rural

INDUSTRY: Professional services

The business story

Jowha Technologies is an IT and technical support company, providing various kinds of technical installation and maintenance services. The company is based in the Eastern Cape and has two branches, one in King Williams Town and one in East London.

The Tholoana Enterprise Programme COVID-19 Relief Fund journey

Jowha Technologies received a R200 000 COVID Relief Fund investment for working capital. Jody used the funds to purchase new equipment and machinery, furniture and rent for the branch he opened in October. The COVID-19 Relief Fund has helped the business to expand its operations to new location, opening branches in King Williams Town and East London in March.

These new branches have created four permanent jobs. To help the business improve its growth prospects and manage risks, a consultant was appointed to provide support on growth strategy, as well as advertising, marketing and cashflow management. Since the disbursement of the loan, the business is showing positive signs of growth by increasing its turnover by 50%.





10.4 RABBITVILLE

OWNER: Motshidisi Mokoma

PROVINCE: Limpopo

TOWN: Polokwane

AREA: Rural

INDUSTRY: Agriculture, hunting, forestry and fishing

The business story

Rabbitville is an agribusiness founded and managed by agripreneur Motshidisi Mokoma. The business currently specialises in breeding micro-livestock which includes rabbit meat for human consumption, as well as organic vegetables and herbs.

The Tholoana Enterprise Programme journey

Prior to joining the Tholoana Enterprise Programme, Motshidisi lacked the confidence to build and run her business professionally, but through her participation and drive she has overcome this obstacle.

The support provided by the Tholoana Enterprise Programme has allowed Motshidisi to successfully build a rabbit house that can accommodate on average about 200 breeding stock and 800 weaning stock.

This increase in stock created an opportunity for Rabbitville to breed and supply more of their rabbit meat resulting in a positive cashflow trajectory. Rabbitville was also able to penetrate the chilli market and provide consulting services to other agri-businesses in the Limpopo region, which contributed towards an additional revenue stream for the business.

Upon completion of the programme, Motshidisi and her mentor placed focus on expanding the 2 000 hectares of land to accommodate cattle, rabbits and goats.

The business received vital equipment through their grant funding which allowed her to create processed products, adding another layer of value-add services for the business. She continues to drive market access opportunities in the sector, with the hopes of opening an abattoir in Limpopo in the near future.

10.5 JAZSY'S BESPOKE SERVICES

OWNER: Yasmin Britow

PROVINCE: Western Cape

TOWN: Cape Town

AREA: Urban

INDUSTRY: Wholesale and retail trade

The business story

Jazsy's Bespoke Services offers a personalised shopping service to households located in Cape Town. The business prides itself on being able to source the best of bargains for their customers without compromising on quality and their mission remains steadfast in saving customers time and money.

The Tholoana Enterprise Programme journey

Throughout the Tholoana Enterprise Programme, Yasmin made full use of all the programme elements.

These included brand building, social media usage to create brand awareness and, most importantly, implementing operational systems to maximise return on investment for her business. Yasmin worked closely with her mentor and the programme team during this period and was an absolute star participant when it came to applying advice and guidance.

The business received a trailer as part of her grant investment, which has supported the business tremendously in terms of accessibility to markets in and around Cape Town, as well as with the physical exertions required when selling at flea markets.

This has increased her reach and directly increased her sales and cashflow. The company has created five additional jobs throughout the tenure of the programme.



11. CONCLUSION

Entrepreneurship sets the pace for economic development by creating employment, spurring innovation, creating effective means of resource utilisation and improving the socio-economic wellbeing of the citizenry.⁷ South Africa is described by the World Bank⁸ as a dual economy with one of the highest inequality rates in the world.

Youth unemployment stands at an all-time high of 55.2% among university graduates; 46.3% unemployment rate among youth and the overall unemployment rate stands at 34.4%.⁹

The SAB Foundation is playing a pivotal role in funding small businesses and is an engine of employment and a success driver of much needed sustainable economic growth in South Africa, creating a positive impact on the economy and to society.

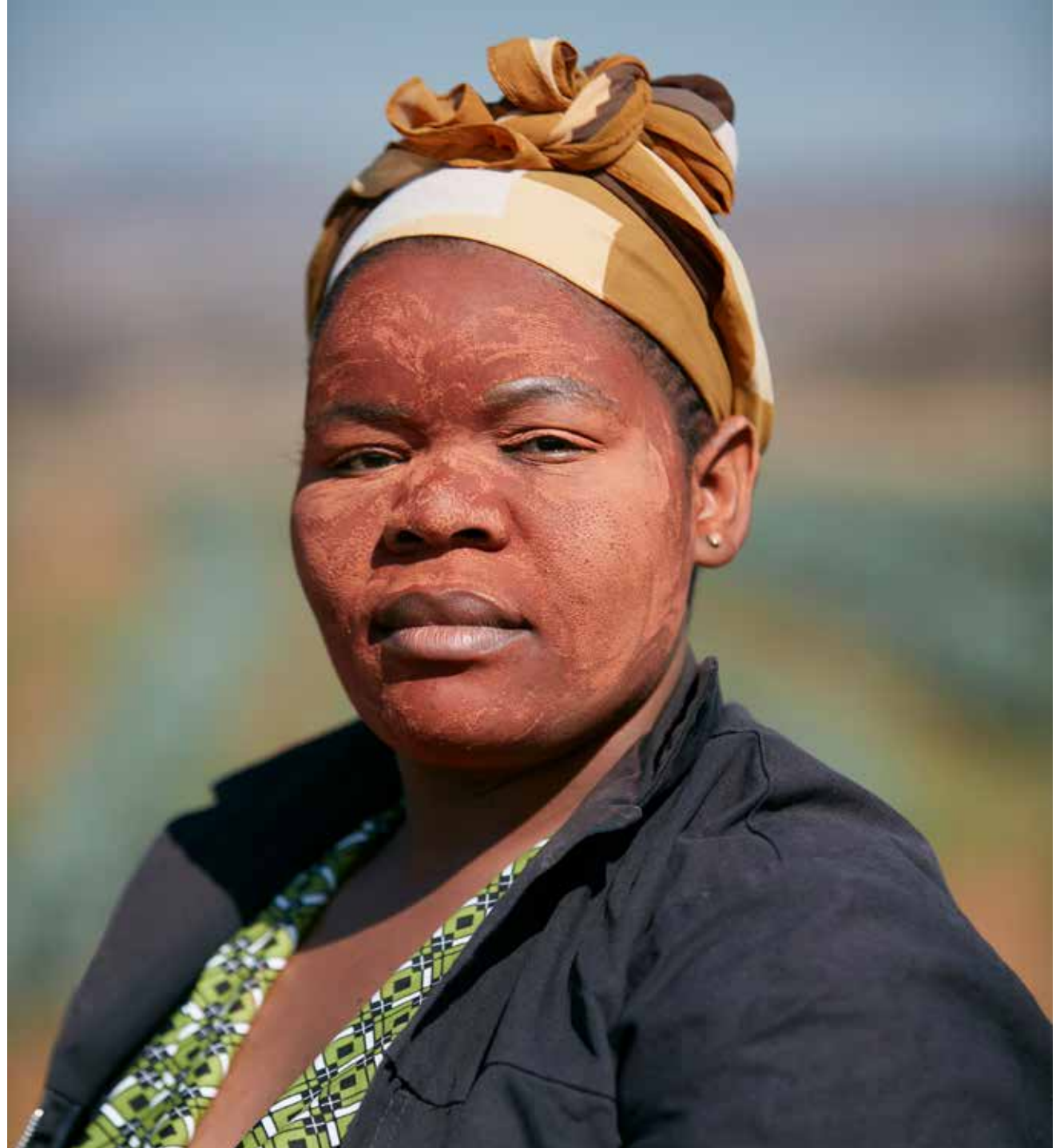
As previously mentioned, the COVID-19 pandemic distressed most aspects of our daily lives, including how businesses have been trading ever since the virus has been with us. However, despite the challenges that businesses encountered due to the pandemic, they were still able to grow their turnover by 55% and jobs by 34%. Furthermore 98% of the businesses survived and are still operational.

Our entrepreneurs continue to show resilience and the SAB Foundation will continue to support them to ensure that they achieve their goals. Through the ongoing mentorship and business support services offered through the Tholoana Enterprise Programme, we hope to continue to equip businesses and individuals to grow and be confident about their future.

⁷ https://www.researchgate.net/publication/344458258_Enhancing_the_Entrepreneurship_Framework_in_South_Africa_International_Journal_of_Entrepreneurship

⁸ World Bank 2019

⁹ Stats SA: <http://www.statssa.gov.za/>



12. APPENDIX

1. Access to markets/customers/clients

"Growing a steady customer base. Identifying suitable products and adjusting to demands of airport clients."

"Having more clients from private companies and getting other sites from both government and private buildings."

"We have been able to increase our customers by 20%. We have been able to buy a bakkie and trailers to deliver to our customers."

"Securing a contract with one of the big furniture retailers in the province. Furn 4 U has 22 stores in Limpopo, and we are manufacturing five different lounge suites of 25 each per month, which means 125 lounge suites a month."

"Secured a work relationship with The African Schoolroom. I visited and marketed my products in Switzerland, Germany and England."

"We managed to increase our bulk and non-customer base to almost 60%, and also provided training to empower at least 10 ladies in rural areas."

"Since the start of our business we had to establish our business as a reliable and sound business that is able to handle big contracts as well as our walk-in customers. To date we were able to secure a big contract for the second consecutive year."

"The outcomes from my strategic relationships I formed with various partners: Trudon - I secured the contract to run their schools recycling projects for them nationally. Uviwe - through their EPWP funding I gained access to labour to employ in my projects without no cost to me. NAPDI - investing in infrastructure at a school which will serve as a drop-off site for me."

"We were listed at Dischem as a Vendor. We distribute via the KZN Distribution Centre."

"The biggest achievement was entering a new industry and creating our own market. We developed new product lines and value chains that were previously not explored. The work we have done has allowed us to become industry representative in terms of emerging farmers in aquaculture."

"Last year we exported over 30 tonnes of lemons to the UK, Russia, Middle and Far East. This year we have exported over 165 tonnes of lemons to date, and we are still harvesting."

"I have sealed a deal with Westbank Senior Secondary School which I have supply and maintain copy machines for the next five years, and they pay a monthly maintenance fee."

"Finding customers with standard orders. The customers are Wimpy at Buffalo Park, King Williams Town and Archies' Coffee shop at the Metlife Mall, King Williams's Town. There is a supermarket at Keiskammahoek called Royal Dealers who also have a standing weekly order. This has ensured that I sell all my eggs within a week."

"We managed to establish ourselves in the market which was dominated by big corporates. We pride ourselves that some of our competitors are approaching us for partnership."

"Getting SMME support from Transnet Pipeline. Winning a thatching tender worth R3.5 million from a government client. Being appointed by the SAB Foundation to attend their training programme."

"Customers and my monthly sales have increased."

"In the past 12 months I have achieved quite a number of things in the business as an entrepreneur. I managed to expand the shop; I have managed to attract a number of customers; our customer base has increased; I managed to add a number of new products

in the shop which were in huge demand; our sales have increased; the shop has been marketed in many other areas and is now very well known in the whole of the Nkomazi Region. We are planning on making the business grow a lot bigger than it is currently."

"My biggest achievement has been able to prove that there is a market for my business and actually start selling and getting clients."

"Being able to win over the trust and confidence of customers in the wine industry."

"We have managed to strengthen our relationship with one of our clients and supplied eight more candidates to them this year. We have secured a contract with TETA that has seen 48 of our candidates being placed in various opportunities. We have successfully negotiated two more contracts where 10 (Britehouse) and 24 (Ericsson) of our candidates will be placed respectively in the last part of this year with the projects continuing next year. We have also secured an additional contract with Bytes People Solutions where we will provide interpreter services and manage the learnership programme for deaf candidates that they will recruit. We are negotiating for them to grant us the recruitment contract as well for the placement of candidates and the project management contract for this has been secured."

"Managed to get more customers, as there is an increase demand for both cattle and for vegetables. We were recently requested by MEGA to manage school nutrition and to supply hospitals with vegetables."

"Increasing our wedding clientele from an average of 14 to an average of 21."

"I have managed to increase the number of clients from three to above 30."

"I managed to land a contract with a big corporate and have since managed to move into another division within the same organisation. I hope to get lots more work from them. The opportunity is there."

"Having a systematised process in place, renewal of current contracts and penetration into new product offering."

"To receive contracts of up to R30 million from Service Seta through collaborating with other companies and having been accredited with seven SETAs."

"In the past 12 months we have seen a consistent growth of the business, an increase in clientele and attainment of profitable contracts that are prospering the company. This has allowed the company to employ two extra employees and obtain a financial system."

"Relocating to Johannesburg and establishing my brand with new customers."

"Having established a good customer base in my community has been a great achievement for my business. Although my market is informal, the level of consistency of orders is quite helpful in guiding my growth direction. This puts me in a position where I can now successfully map my sales plan, marketing plan and business model."

"Getting more clients to grow and increase business."

"Growing sales and working on marketing the product."

"Being able to grow the number of clients."

"Able to grow customers by also supplying Gauteng province and increase income."

"One of my biggest achievements as an entrepreneur is the fact that I got the contract again to do matric jackets again for one of the biggest schools in our area. I also got more clients such as two of the educares in the area."

"Acquiring a contract with the Department of Transport and Public Works that brings steady income. Maintaining current private clients."

"Our biggest achievement in the past 12 months was a 41% increase in our revenues from R950 000 to R1 600 000. Our next biggest achievement was a long-term strategic business move to partner with the Department of Health and the local university. This will enable us to service huge public market within hospital premises, and while also using our facility as training institution, which will enable us to acquire better supplier rates. To this effect the Department of Health has allocated a building for us within the hospital."

"I have been exporting my products more to neighbouring countries, so my sales have increased for the past six months. I have managed to manufacture equipment for stock. We intend on participating in exhibitions and shows."

"Getting new clients through marketing and word of mouth referrals from happy clients. Other achievements include seeing my business grow and personally as an entrepreneur, as well knowing what to fix and how, applying all the knowledge I have gathered at the workshops. Lastly my business is well known in my area."

"Obtaining working space and moving my business out of home; registering with online stores like Takealot; having proper labels done for The Grand."

"To open my own shop in one of the tourist destination outlets in Durban; to exhibit at the Africa Tourism Indaba; to be approved to sell online with well-known shops; to feature in the one of the business slots in the Sunday Tribune newspaper."

"To be able to run a cash flow positive business from month to month."

"I managed to secure a huge contract for the company which will enable it to bring in greater income than before. All that is needed now is equity to start the project."

"I have managed to acquire brick supply contract from PNL Hardware, and I managed to improve my business operations by buying new machinery which produces better bricks. My turnover increased compared to the previous year. I have acquired business skills like strategic planning and cost of operation calculations."

2. Business growth/scaling/sustainability/resilience and hiring more staff/job creation

"Creating new customers. Growing more crops. Created a new shop in Observatory that targets homes directly."

"To be able to have a company in the male and white dominated industry in the rural places. The see the envisaged change and empowerment to the communities around me."

"Developing new products."

"Constantly offering new products/services to my clientele. We strive to be unique and want to make a lasting impression. This is what keeps us fresh and our customers enjoy this. Just being innovative, I have lots of ideas all of the time."

"Registering my business and make it operate for more than a year so far with a total of nine employees."

"My biggest achievement in the last 12 months has been the ability to grow my business from a box of 100 chicks to now 500 chicks. It's not easy and the growth has been slow, but to be able to see where I have started and where we are now gives me hope that I can only grow bigger. I also was operating from my back yard, but now I am on a proper poultry farm."

"I managed to build and finish my own premises, increased my customer base, completed an accreditation course, and secured a place on the Tholoana Enterprise Programme."

"The purchase of the company bakkie has to be the biggest achievement for us in the past 12 months. Having our own bakkie means that we are now able to deliver to our customers on time and able to load more stock. We are also now able to meet customers and to look for new business. We have also been able to supply a big trucking company that has a large customer base, which allows them to buy in bulk."

"I started my butchery business with an initial building size of 50 square metres. I then added a storeroom of 22 square metres also enlarged the butchery by another 112 square metres."

"Launching new products for vehicles in line with a tracking app."

"The biggest achievement was to meet the targets the company. This was acquiring office space and a company vehicle, and to give employment opportunities to previously disadvantaged South African youth."

"We finally moved to our new and bigger business workshop which helped us with the growth in new customers and new challenges."

"I was able to open two stores (one focused on baby products and one that focuses on party accessories) at Thohoyandou CBD. The reason these stores were open is because one of our biggest stores in Thohoyandou Mvusuludzo Mall was closed due to renovations. This was to take about six months, so we needed to

open other stores so that we didn't frustrate our customers or lose them. Unfortunately we lost some customers however the two stores managed to keep the business going."

"Development of a new range of tracers."

"Being able to make R2.4 million in December."

"Employing and training young people. Acquiring new equipment and a new premises."

"My biggest achievement in the past 12 months was being able to provide and create employment. It was positive to see my employees happy and enjoying coming to work, even so far as my employees asking me for more work when sales are low. I have also been happy to be on social media seeing people responding to posts and recommending my business to others. And I've also seen myself being stretched in terms of manufacturing products that are outside the scope of the company."

"Reaching R1 million in annual turnover. Acquiring one of the big hotel groups as our client, even though they do not buy frequently but they come with a lot of opportunities."

"Managed to keep the business afloat and grow consistently over the past year."

"Growing existing relationships. The target has been to grow confidence from clients and have them give us more responsibility. We have achieved this through on time delivery every time, another achievement has been the ability to create exceptional teams that are independent and need less monitoring."

"Buying centre pivot and water pump with the money from the business and permanently employing some of our casual employees."

"Good relationships with major clients; moving from a home-based business to an office shared workshop; buying two small

machines; learning to manage our financial reports and enrolling in the Tholoana Enterprise Programme."

"Improving internal efficiency by using tools, templates and software to maximise business productivity. Growing our stock and stabilising our finances."

"Business was registered and started trading last year. We have since provided gardening services within six months to the Department of Health at Vredenburg Hospital. Business has furthermore been contracted to provide gardening services to the West Coast District office, a 12-month contract with the Department of Health in Malmesbury as well with Vredendal Emergency Services. Another achievement is the site cleaning at Acasia Park, Goodwood for the Department of Public Works. After successful site cleaning project, we were requested to send quotations for gardening services for Clanwillam and Citrusdal Courts. It was a big achievement for the business to be part of Public Works supplier database. It was an achievement as an entrepreneur to be part of Swartland Municipality Environmental Programme to deliver aquatic weed control at Diep River in Malmesbury and Moorreesburg. I successfully secured the first 12-month contract with West Coast District Municipality for the delivery of copy paper. A big achievement for the business was that we achieved this all within six to eight months, which motivates me every day! Excited."

"Staying in the business; sustaining myself and the business despite the challenges; ability to allow myself to learn more of what I really want to do, and the ability of staying focused on the goal for personal and community development. Changes on my sales record is a great achievement."

"Keeping the business going on my own despite chronic illness and cashflow problems."

"Maintaining the growth momentum despite restrictions in funding. Maturing business processes."

"Migrating from a home office environment to an office park in the right location and good signage to increase our brand awareness."

"In the past 12 months the biggest achievements were acquiring our own premises, buying new machinery, registering the business and complying with the law (BEE Certificate, tax clearance, bank account), increasing our sales margins, having a brand identity including having email accounts as well as banners and being able to negotiate with my suppliers."

"Being approached by four very established establishments, being asked to offer them our service. That has helped a great deal in building the brand. The overall perception of our business in town is an achievement. People speak very well of the business."

"Being nominated as one of the finalists for the City of Joburg Smart Supplier Competition. This has proven our attainment of excellence when it come to our product and it has driven us to ensure that our business succeeds."

"We moved to big and better premises and bought two more vehicles for our business."

"The biggest would have to be staying in business given the challenges one has had to face over the past year. Managing to maintain and grow relationships which contributed to expanding the company."

"Being able to pay salaries at the end of the month with the economic difficulty that the country has been facing."

"When I started my business in 2018, I had a goal of providing my services to corporate and shooting television shows. The following has been achieved in realising these goals: in April 2019 we started working with the Mangosuthu University of Technology. The vice chancellor of the institution loved our work and each time they host events, they procure our company to deliver video production and photography services; in May I was approached by the South

African Association of Campus Health Services to start providing my services to them; in July 2019 we provided our services for the biggest reality television show in the country which plays on DSTV, Being Bonang; in an attempt to penetrate the property development industry we proposed to oGatsheni architectural and engineering company to provide our services. They loved our proposal and we will start working with them in July 2019."

"My biggest achievement was when I opened a business account. That is when I started to record the business money and began to see where my business was headed."

"With the four sows and one boar I have, I managed to breed 63 piglets. I was able to feed all the animals on the farm. I was able to renovate the pig houses bit by bit in order to accommodate more pigs."

"I managed to build my workshop and bought new tools to better my service."

"I am glad to have been able to keep the business running for the last two years to provide employment and make a difference in my employees' lives. Being a start-up and with not much financial background, it is an achievement for me to get this far with the business."

"To start a bakery and know how to operate it has helped in increasing the number of customers."

"Keeping the doors open in this tough environment without acquiring new markets and access."

3. Access to skills/accreditation

"Getting accredited by MICT SETA."

"Securing a loan that will enable us to get equipment so that we can acquire premises of our own to service our clients."

"My biggest achievement was to get my staff trained to deliver quality service and comply with the Labour Act. I was able to secure private customers to use and prefer our services and to develop a quality management system which has to be in line with the ISO 9001."

"I completed my BCom degree and have learnt business skills."

"I have managed to apply myself in every aspect of my business and upskill my knowledge on the industry I operate in, to a point that I can now compete with other businesses in the same industry. I have defined my business and created a brand that is growing."

"Employed two more staff and completed the first stage of SABS ISO9001: Quality Management System."

"I have realised that I have value, experience and knowledge to add to the environmental planning field. My greatest achievement to date has been my appointment as Environmental Assessment Practitioner for the Still Bay East Environmental Assessment."

4. Being part of the SAB Foundation Tholoana Enterprise Programme

"Being involved in SAB Foundation Tholoana Enterprise Programme."

"My biggest achievement, now would be qualifying for the Tholoana Enterprise Programme as this will open bigger doors for me. It will assist us in getting our accreditation which is part of the red tape in the concrete industry."

"Being appointed to be part of Tholoana Enterprise Programme gave us confidence that even though we are not where we would like to be as a company, we have potential. We were also able to buy new pad printer."

"Being part of the SAB Foundation Tholoana Enterprise Programme."

"To have been chosen by the SAB Foundation and to have attended the vision workshop. To network with other entrepreneurs from different provinces and backgrounds."

"Having successfully established the business from a workshop. To be selected for the Tholoana Enterprise Programme."

"Attending skills workshops as part of the SAB Foundation Tholoana Enterprise Programme is my biggest achievement because it teaches me how to manage and grow my business."

"To manage to get through the Tholoana Enterprise Programme and be able to move from employee to franchise owner."

"My biggest achievement was to network on the Tholoana Enterprise Programme where I have assisted other entrepreneurs. In turn I will be given a business opportunity which will cost me nothing and yet create a secondary income. I am really looking forward into this new venture."

"I managed to keep my business afloat even with the difficulty of accessing funding. I received sponsorship from the SAB Tholoana Enterprise Programme."

"Getting into the Tholoana Enterprise Programme."

"Getting into the Tholoana Enterprise Programme for business mentoring and incubation and growing the number of employees from four to eight."

"It has to be being chosen for the Tholoana Enterprise Programme."

"The biggest achievement has been being selected for the Tholoana Enterprise Programme and having the opportunity to learn, be mentored and take the business to another step."

"Being selected for the SAB Foundation Tholoana Enterprise Programme. I'm learning a lot from it."

"A milestone for me was to be the one of the very lucky few who were selected to participate in the SAB Foundation Tholoana Enterprise Programme. This is a massive business achievement not to me, but also to my community. It means at the end of the programme I will be able to grow a viable and sustainable business, which will be able to employ more people and also be able to contribute to the economy of our country."

5. Exposure and credibility

"National exposure on Top Billing as I did the bride's make up. I have also made a name for myself in my community."

"My company has been recognised as a renowned business in terms of cleaning detergent. As a result we have been getting a good response from government to work on various projects."

"To secure four Spars and other supermarkets as clients; received a certificate from the President and Deputy President of South recognising me as one of the young achievers in the country;

visited by the MEC for Economic Development in Kwa-Zulu Natal; secured CEO Transnet port terminals, recognition by the Umvoti mayor and speaker as well as the KwaZulu-Natal Coastal College principal."

"I was one of the nominees of the Business Women's Association Port Elizabeth Chapter this year in March 2019. I also has a feature on my business published in the local paper, The Herald. My business turned three years old in October 2018 and reaching this milestone gave me added assurance of my business success."



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