



# THOLOANA ENTERPRISE PROGRAMME

IMPACT REPORT - JANUARY 2015 TO MARCH 2022

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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 March 2022. The report includes data from 351 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 EXECUTIVE DIRECTOR

Since 2015 we have analysed the impact of our Tholoana Enterprise Programme and to date we have invested R230 million and supported 555 entrepreneurs. In this report we have compiled our findings based on survey responses from 351 entrepreneurs that represent eight cohorts of programme participants.

It is encouraging to see that many of our participants are seeing a turnaround in their businesses, following a few challenging years. In fact, as at March 2022, 65% of the survey respondents had seen an improvement in their financial and strategic positions.

Our mandate is to provide support for small, medium and micro-sized enterprises, in order to contribute to the economic and social empowerment of historically disadvantaged persons.

This is achieved primarily by means of entrepreneurship development, with a particular focus on providing opportunities for women, youth, people living in rural areas, as well as people with disabilities.

In order to track the impact that we are having on the entrepreneurs that we support, as well as the communities that they serve, we assess the impact of our key programmes to ensure we are effectively working towards this objective.

It is vital that organisations track the ongoing impact of their social investments. By doing this, it means that social issues can be accurately identified and addressed. It also makes it possible for other organisations to benchmark their performance, share best practice and collectively enhance their impact. This is something that the SAB Foundation is fully committed to.

We are inspired by the resilience and commitment shown by our entrepreneurs and continue to support them to ensure that they achieve their goals. Through offering entrepreneurs continuous mentorship and business support, we hope to continue to equip these inspiring individuals to grow and be confident about their future.

### 3. THE IMPACT OF THE SAB FOUNDATION THOLOANA ENTERPRISE PROGRAMME

(AS AT MARCH 2022)

#### INVESTMENT

1.



230 million invested.

2.



555 entrepreneurs supported.

3.



197 from the Tholoana Enterprise Fund.

4.




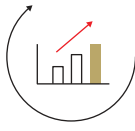
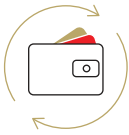
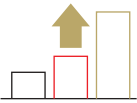
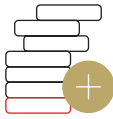
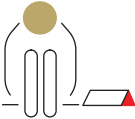
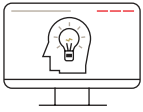
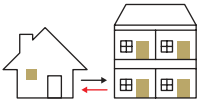
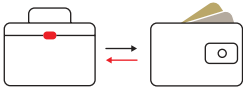


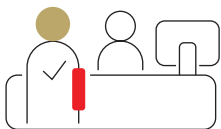




358 from the current Tholoana Enterprise Programme.

#### DEMOGRAPHICS



**SOCIAL IMPACT** OF THE 555 ENTREPRENEURS SUPPORTED, WE TRACKED 351 FROM EIGHT COHORTS BETWEEN 2015 AND MARCH 2022.

<p>1.</p>  <p><b>930</b> new jobs created.</p>	<p>2.</p>  <p><b>2 616</b> jobs sustained.</p>	<p>3.</p>  <p><b>3 546</b> collectively employed.</p>	<p>4.</p>  <p><b>36%</b> job growth.</p>
<p>5.</p>  <p><b>14 184</b> livelihoods indirectly impacted.</p>	<p>6.</p>  <p>Turnover increase from <b>R254 million</b> to <b>R435 million</b>.</p>	<p>7.</p>  <p><b>71%</b> increase in turnover.</p>	<p>8.</p>  <p><b>40%</b> decrease of average levels of lived poverty.<sup>1</sup></p>
<p>9.</p>  <p><b>30%</b> increase in business knowledge and skills.</p>	<p>10.</p>  <p><b>95%</b> live in a free-standing house or block of flats.</p>	<p>11.</p>  <p><b>80%</b> obtain 50%+ of income from their businesses.</p>	<p>12.</p>  <p><b>95%</b> of businesses operational.<sup>2</sup></p>
<p>13.</p>  <p><b>98%</b> confident to start and run a business successfully.</p>	<p>14.</p>  <p><b>60%</b> increase in customers served by businesses.</p>	<p>15.</p>  <p><b>65%</b> improvement in financial and strategic position.</p>	<p>16.</p>  <p><b>60%</b> expect improvements in their business over 12 months.</p>

<sup>1</sup> The Lived Poverty Index measures several different indicators, including shelter, clean water, nutrition, electricity, cash income, medical treatment, fuel to cook and money to send children to school.

<sup>2</sup> 91% of the businesses completed the survey.



#### 4. THE SAB FOUNDATION'S PROFILE

The SAB Foundation was founded in 2010 as a beneficiary of the South African Breweries' broad-based black economic empowerment deal. It is an independent trust overseen by a board of trustees, which include respected South African businesspeople.

#### 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, youth, people in rural areas, as well as people 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 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. In particular, this includes 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 with a disability 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 rurally based businesses each year to provide further support to, where the support will guarantee the creation of a significant number of new jobs.

### IDEA GENERATION

Socio Next

### EARLY STAGE

Tholoana Enterprise Programme  
Two year business development programme; skills training, mentorship, access to markets, seed funding

### GROWTH

Tholoana Enterprise Programme Alumni Fund  
R200 000 - R1 million grants and loans





## 5.1. SOCIONEXT PROGRAMME OVERVIEW



In conjunction with SocioNext, the SAB Foundation runs five-day acceleration workshops in peri-urban and rural areas targeting the unemployed. These give people the confidence and early-stage skills to start a business in their area.

Over the course of one week, participants form groups, come up with business ideas, conduct market research, sell to customers and pitch to investors. Members of the SAB Foundation team have attended three different workshops in different provinces and have been inspired by the business ideas and the personal transformation achieved in such a short time.

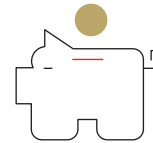
SocioNext stays in touch with previous participants and has established that only 16% remain unemployed after completing the workshop. In contrast, 37% keep working on the business that they started during the workshop, while 29% started their own businesses and the balance are either employed or studying.

Our overall intention is to use this group to create a pipeline for the Tholoana Enterprise Programme. To date, five people have graduated onto the next phase.

## SOCIONEXT IMPACT as at March 2022:

We are fundamentally working with grassroots enterprises. An average monthly turnover of R3 738 and average number of employees of 1.7 (including owner) speak to small single-person enterprises that are servicing grassroots community needs. This translates into just under R600 000 in monthly turnover generated.

1.



**R18 million** invested.

2.



**R600 000** average collective monthly turnover.

3.



**1 618** entrepreneurs supported.

4.



**75%** women.

5.



**77%** youth.

6.



**60%** are still operational.

## 5.2. THE MEDUNSA ORGANISATION FOR DISABLED ENTREPRENEURS OVERVIEW

The Medunsa Organisation for Disabled Entrepreneurs (MODE) was started in 1993 as a project of the Occupational Therapy Department of the Medunsa Medical University in Pretoria. MODE aims to develop an appropriate vocational rehabilitation model that ensured higher levels of psychosocial, medical and economic levels of independence for people with a disability.

The primary focus of MODE in the past 24 years has been the preparation of potential entrepreneurs for self-employment and to encourage independence. Its unique range of training and services deal with the complex nature of challenges experienced by people with a disability.

The programme is a holistic programme consisting of a nine-module business training course. Once passing an exam the entrepreneurs are given a start-up grant to start their income generating micro-venture.

To date, the SAB Foundation has invested over **R3.2 million** to assist MODE to train and established **110 people with a disability** in their own businesses. Of these, 70% are women and 50% are youth.

The established micro-enterprises range from spaza shops, fast food, car wash, hairdressers, bakeries, selling chickens, clothing stores, beauty salons, décor and catering, internet-cafés, to selling fruit and vegetables, crèches, and dress making. These micro enterprises have created more than 138 jobs. To date, MODE has initiated the submission of 12 entrants to the Tholoana Enterprise Programme.





### 5.3. THE THOLOANA ENTERPRISE PROGRAMME

The SAB Foundation Tholoana Enterprise Programme is committed to supporting entrepreneurs to build viable, growing and sustainable businesses that can create jobs. Since 2015, this innovative and life-changing programme has delivered exceptional results for hundreds of entrepreneurs all over the country and across multiple business sectors.

The programme supports entrepreneurs to become successful and resilient business owners through extensive entrepreneurial skills development, mentorship and access to markets, finance and practical business tools and templates. Through connections to peers around the country, we build a powerful network of opportunities for participants long after the programme has ended.

The programme prioritises entrepreneurial ventures that are owned and managed by historically disadvantaged groups (i.e. black people, women, youth, people with a disability and those living in rural areas) so as to help redress socio-economic challenges faced by these marginalised groups. 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 geographic 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 with a disability, as well as pharmacies and radiology clinics.

Something as simple as an internet and 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.



The Tholoana Enterprise Programme challenges participants to grow their businesses by thinking, planning and acting differently. To date, over R230 million in grant funding and business support has been deployed to support <sup>3</sup> 555 entrepreneurs. Of the entrepreneurs supported, 48% are women, 56% are youth, 60% are from rural areas and 3% are people 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.

<sup>3</sup> 197 are from the Tholoana Enterprise Fund, which ran from 2011 to 2015, and 358 are from the current Tholoana Enterprise



## Key elements of the programme include:

### 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.

### 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.

### E-Learning programme

A number of online training modules enable participants to develop their skills, which include 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.

### 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 sales tools.

### Access to resources

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

### 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.

### 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 challenge. To address this, the Tholoana Enterprise Programme Alumni Fund was launched in 2019.

It is a fund that allows selected 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.

##### **What we fund:**

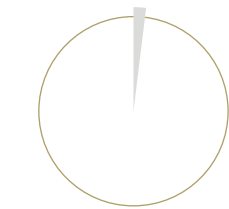
- **Deal financing – funding to help entrepreneurs access cash-flow to fulfil a new contract deal that will help accelerate their growth.**
- **Growth financing – funding to help entrepreneurs with expansion and scaling plans.**
- **Equipment financing for growth – helping entrepreneurs to access capital to purchase equipment that will help them accelerate their growth.**

To date, over **R5.9 million** has been **deployed** to support **14 entrepreneurs**.

## 6. METHODOLOGY

From 2011 to 2015, the SAB Foundation had a Tholoana Enterprise Programme Fund, which provided once-off funding to 197 entrepreneurs. The SAB Foundation only began measuring its impact in 2015, so little is known about the impact of this fund. However, as part of her masters' research dissertation, University of Johannesburg student, D.B. Tlou, reported on the fund, as at the end of 2015.

### Some key findings from this research were that:



**98%**

had a moderate to major effect on the continued existence of their business.



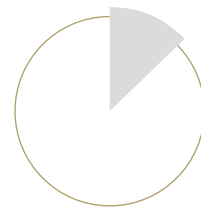
**84%**

indicated that the fund had a moderate to major effect on employee numbers.



**89%**

indicated that the fund had a moderate to major effect on increased profits.



**87%**

indicated that the fund had a moderate to major effect on increased revenue.

This impact report reflects on the survey responses of participants from the Tholoana Enterprise Programme from 2015 (inception) to 2021 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, 358 entrepreneurs have completed the programme and 330 entrepreneurs (92%) completed the survey. We consider this a strong sample that is representative of the participants.

A baseline survey was conducted with the entrepreneur cohorts from each year, with subsequent annual surveys being conducted until December 2021. 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.





**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.
- 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, ongoing business confidence and perceived threats to their business operations.





## 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.

There is extensive education throughout the programme about the importance of surveys and the importance of accurate information.

We also 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.

Lastly, the monitoring, an evaluation and learning analyst verifies data that appears atypical when compared to the previous submitted data by phoning the participant and asking them to provide proof of such data where applicable.






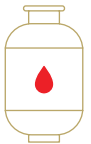




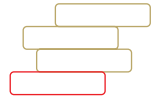

## 8. THOLOANA ENTERPRISE PROGRAMME IMPACT

### 8.1 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:**

 <p>Enough food?</p>	 <p>Fuel to cook?</p>	 <p>Electricity at home?</p>	 <p>Clean water?</p>
 <p>Shelter?</p>	 <p>Sending your children to school with money?</p>	 <p>A cash income?</p>	 <p>Access to medicine or medical services?</p>

By using this LPI, we can 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 can track their responses over time and thus 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 below 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 six and seven, lived poverty had decreased by 40% to 1.

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.

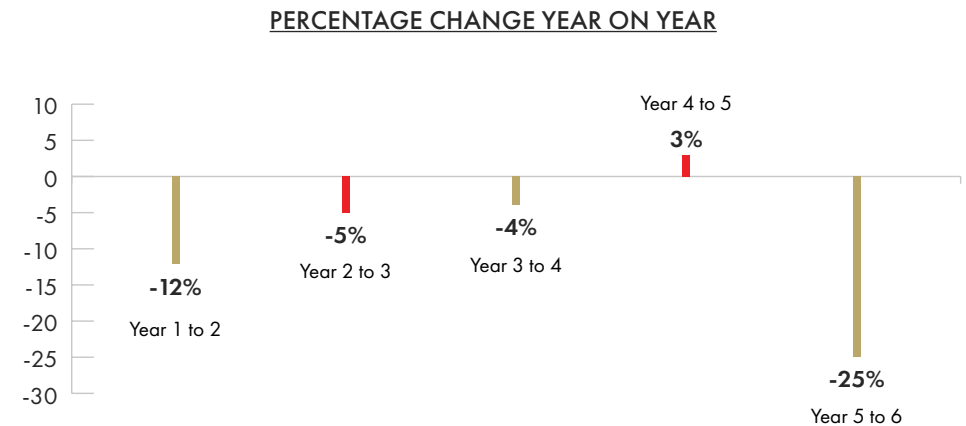
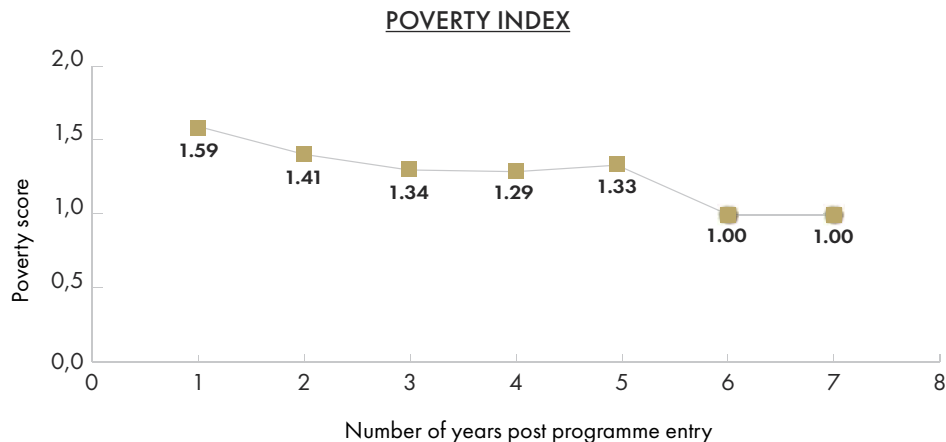
Interestingly, the below graph shows how lived poverty decreases year-on-year. It appears that lived poverty decreases the most in the first year - a drop of 12% from year one to year two.

While levels of lived poverty continue to decrease in year two (5%) and year three (4%), it would appear that in year four lived poverty slightly increased by 3%. We suspect that, the reason for this could have been the COVID-19 challenges entrepreneurs encountered in that reporting year.

Intriguingly, the lived poverty index went on to decrease to 25% in year five when entrepreneurs started to recover from the negative effects of COVID-19 during the current reporting year.

Furthermore, it appears that, the most significant change occurs at the onset of the programme and again from the fifth-year post programme. We suspect this is because entrepreneurs would have benefited from the programme at the onset of the programme.

Post programme some entrepreneurs would have had an opportunity to access further support from our alumni fund, as well as other opportunities outside of the SAB Foundation because at this point, we believe their businesses would have grown and are investable.



## 8.2 LIVING ARRANGEMENTS AND RESPONSIBILITIES OF ENTREPRENEURS

At inception 65% of the entrepreneurs reported that they lived in a free-standing house, while as of 2021 this number had increased to 75%, resulting in a 10 percentage point improvement. Similarly, the analysis shows an improvement in the number of entrepreneurs who lived in shacks.

Living in satisfactory housing conditions is an important aspects of people’s lives. According to the 4OECD’s Better Life Index, housing costs take up most of the household budget and represent the largest expenditure for many. Households on average spend 18% of their gross adjusted disposable income on housing, below the OECD average of 20%.

The analysis suggests that the majority of the entrepreneurs’ housing circumstances have improved since inception, as more entrepreneurs are able to afford to live in a free-standing home and none of the entrepreneurs live in shacks.

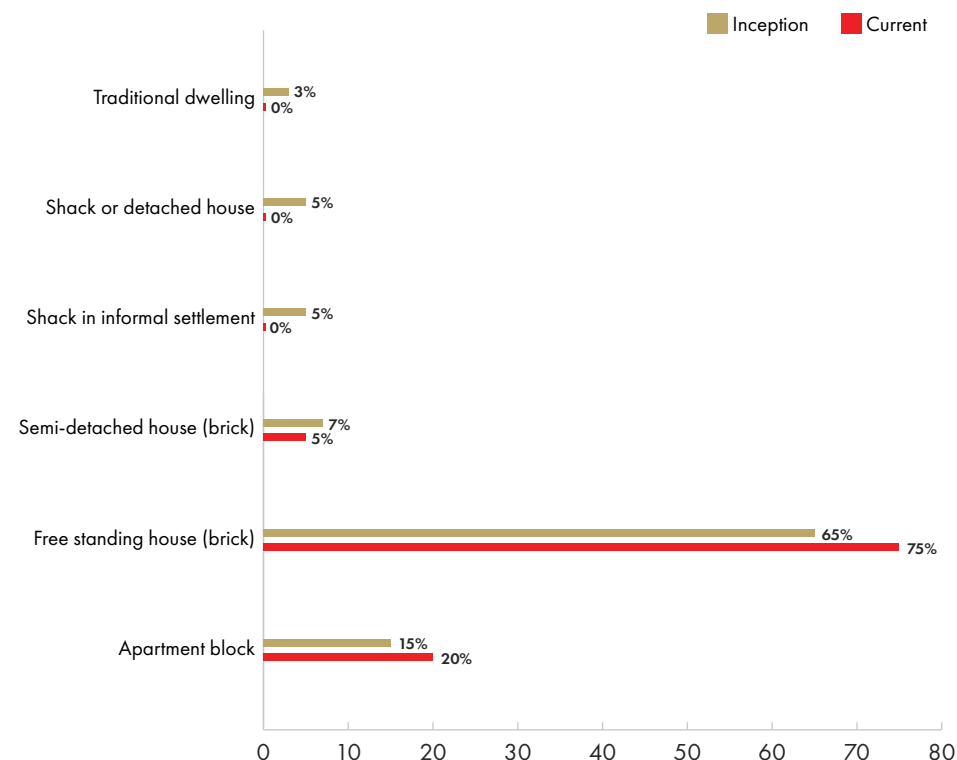
According to previous reports, parents or guardians make up many of the entrepreneurs. This is still true in 2021, where 80%of entrepreneurs are parents or legal guardians, collectively caring for over 200 children who are dependent on them.

70% of these children are attending school, college or university. 20% of the children are below the school going age. 10% are unemployed, employed or running a businesses. In addition to being a parent or a guardian, the analysis revealed that as at 2021, 90% of entrepreneurs live with between zero and five people, while 10% live with between six and nine people who are financially dependent on them.

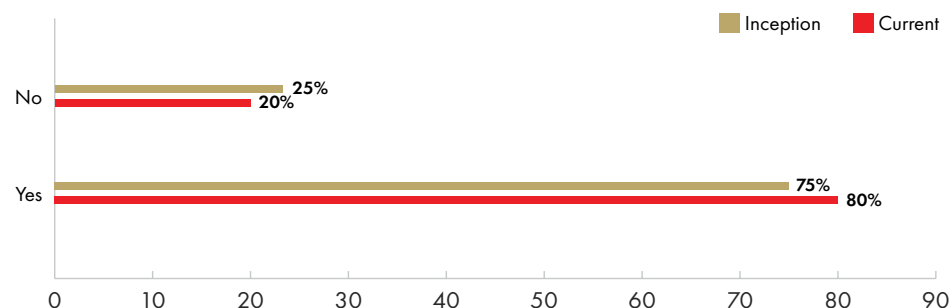
Around 55% of them are under the age of ten, 40% are between the ages of eleven and twenty, and 5% are older than twenty-one. The majority of business owners reported living with their significant other, such as children, parents, siblings etc.

4 <https://www.oecdbetterlifeindex.org/topics/housing/>

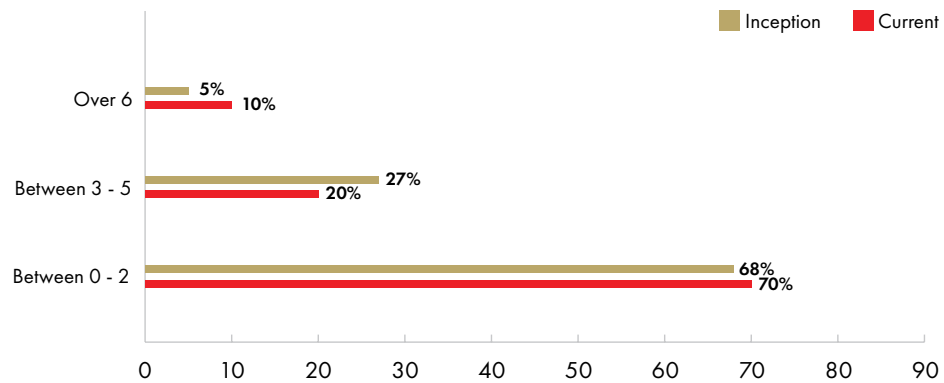
### WHICH TYPE OF DWELLING DO YOU CURRENTLY LIVE IN?



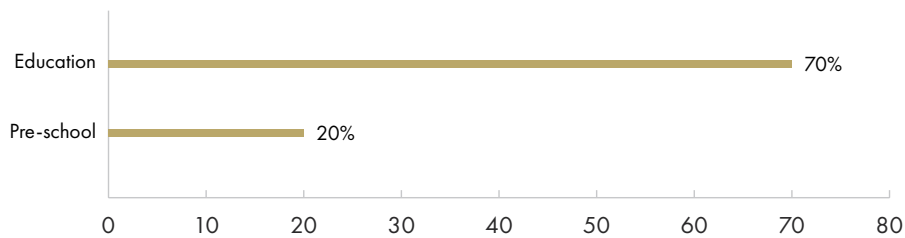
### ARE YOU A PARENT OR GUARDIAN?



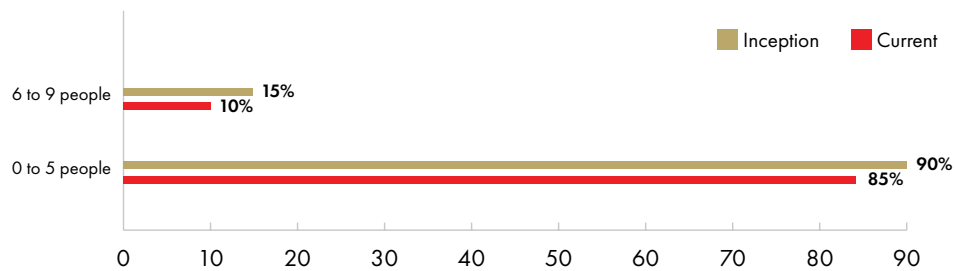
**HOW MANY CHILDREN DO YOU HAVE / LIVE WITH THAT ARE EMOTIONALLY AND FINANCIALLY DEPENDENT ON YOU?**



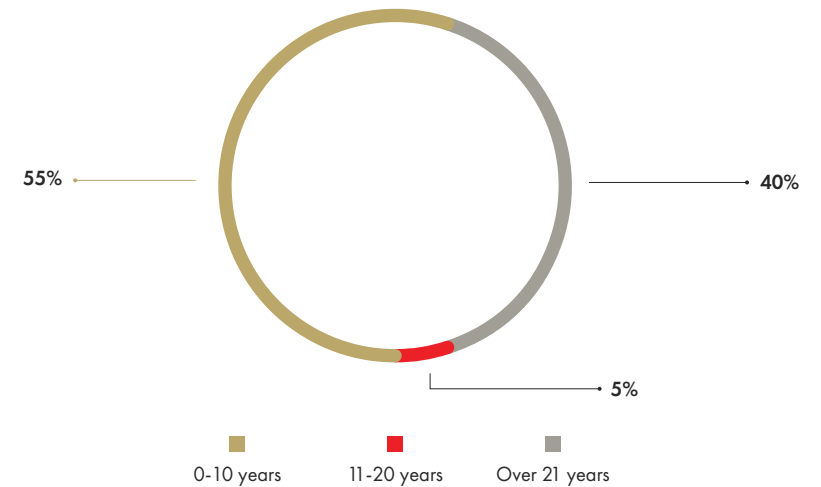
**STATUS OF CHILDREN**



**NUMBER OF PEOPLE WHO LIVE WITH ENTREPRENEUR**



**AGE OF PEOPLE LIVING WITH ENTREPRENEUR**



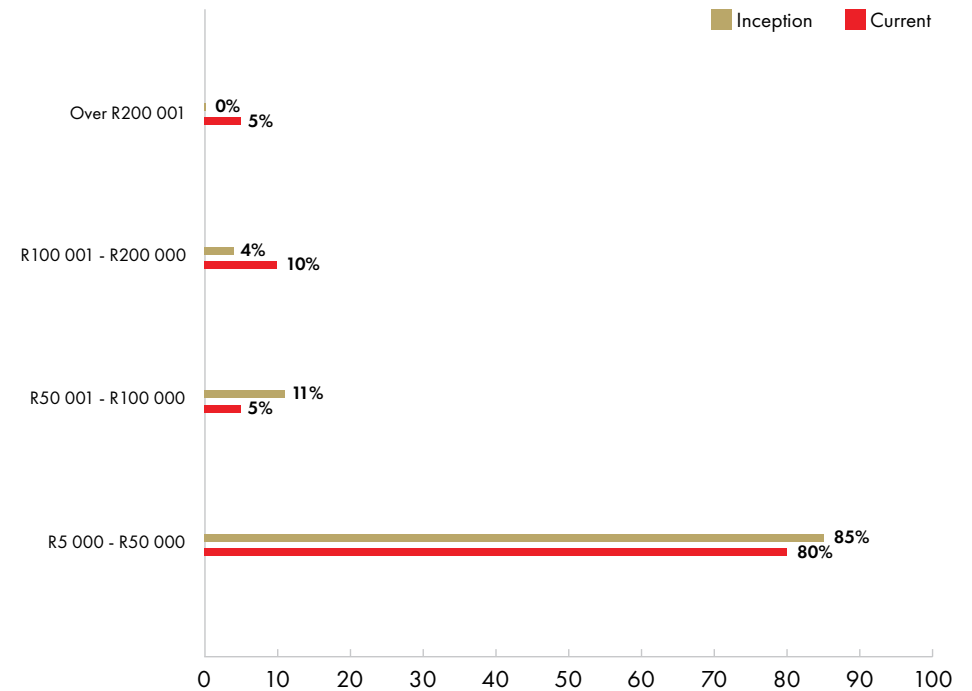
### 8.3 PERSONAL FINANCIAL STATUS OF ENTREPRENEURS

Both at inception and as at 2021, the majority of entrepreneurs make an average personal income of between R5 000 and R200 000. In contrast to none at inception, 5% of entrepreneurs as at 2021 claimed an average personal monthly income of over R200 001. According to analyses throughout time, more and more business owners are moving into higher income tiers. For instance, 10% of respondents in comparison to 4% at inception reported a personal monthly average income of between R100 001 and R200 000.

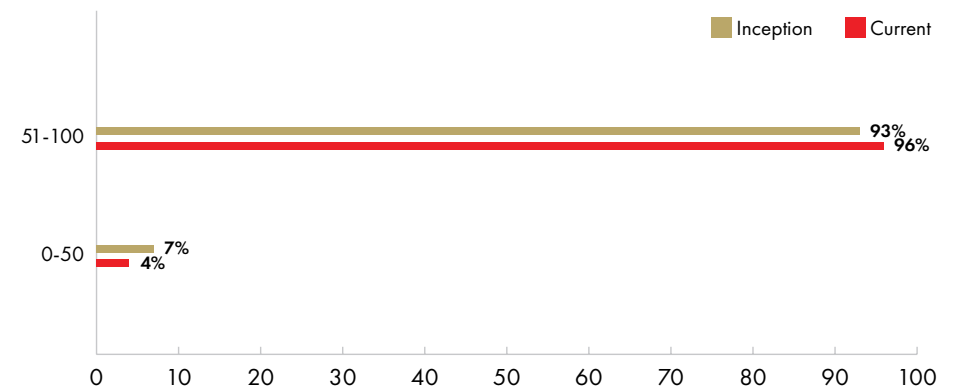


Furthermore, 93% of entrepreneurs claimed that their business was the source of more than half of their personal income when they first joined the programme. By 2021, the percentage had reached 96%. Our analysis over the years has indicated that the majority of business owners derive their personal income from the businesses they own.

### WHAT IS YOUR AVERAGE PERSONAL MONTHLY INCOME?



### WHAT % OF YOUR INCOME COMES FROM THE BUSINESS?



## 8.4 BUSINESSES OPERATIONAL STATUS

Analysis over the years has revealed that most entrepreneurs are either confident or very confident in their overall ability to establish and operate a successful business. This answers the question of whether or not entrepreneurs are confident in their abilities to launch and run a successful business.

This is exemplified by the fact that, as at December 2021, every entrepreneur reported being either confident or extremely confident in their ability to launch and operate a profitable business. Additionally, compared to the 3% who reported the same at inception, the percentage of people who reported being somewhat confident decreased to zero percent as of December 2021.

Some 96% of business owners said their businesses were still running as of December 2021, while 4% said their operations had shut down. All of the business owners stated that they are still actively involved in the daily operations of their businesses.

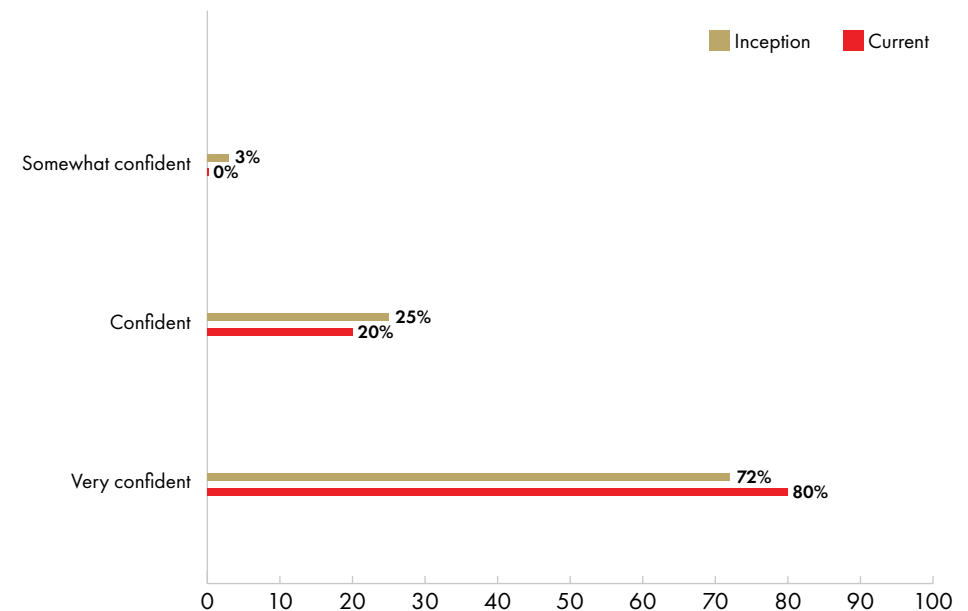
This is fantastic because one of the requirements for admission to the programme is that the applicant should be fully engaged in the daily operations and administration of the business and be unemployed at the time of application.

We continue to observe a balance in terms of where entrepreneurs are running their businesses depending on the sector of the business that they run, in response to the question about the types of premises that entrepreneurs primarily work out of.

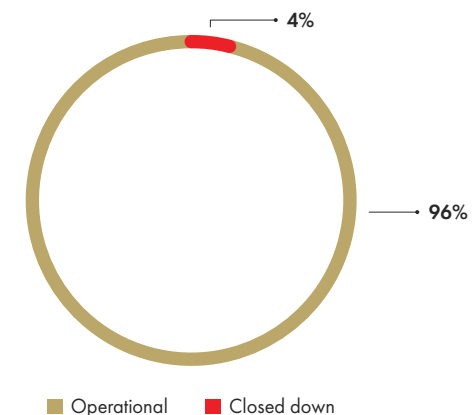
The majority of entrepreneurs, both at inception and as at December 2021, reported that they primarily run their businesses from their homes. Similarly, 27% of business owners in the professional services sector reported that they mostly operate out of a traditional office building, a shared office space, or an office located in their own or another person's home.

Finally, almost 20% of the business owners reported that they worked primarily from a factory or a workshop. Some 19% reported that they primarily ran their businesses from a farm and/or a shopping centre.

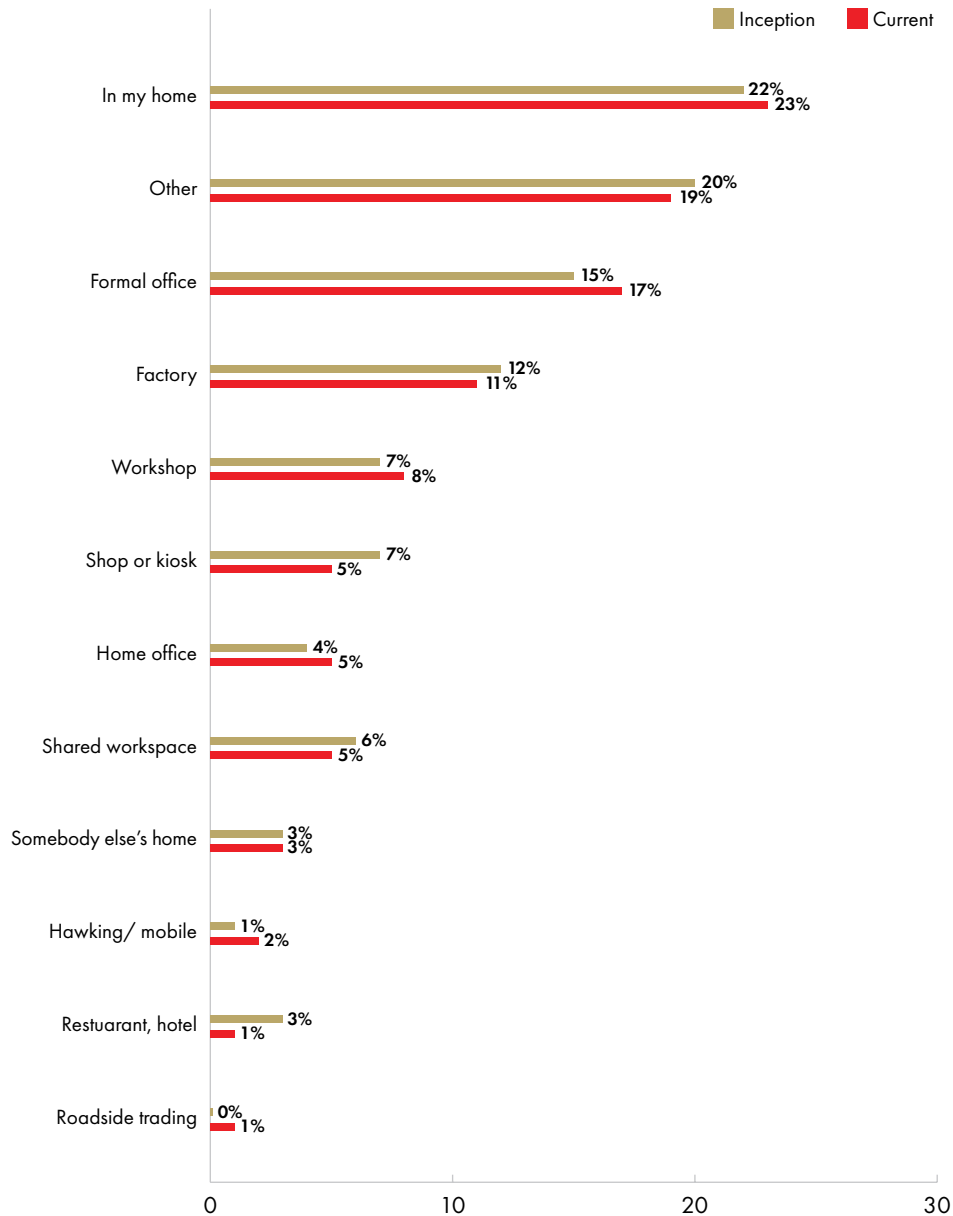
### HOW CONFIDENT ARE YOU IN YOUR OVERALL ABILITY TO START AND RUN A SUCCESSFUL BUSINESS?



### IS THIS BUSINESS STILL OPERATIONAL?



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



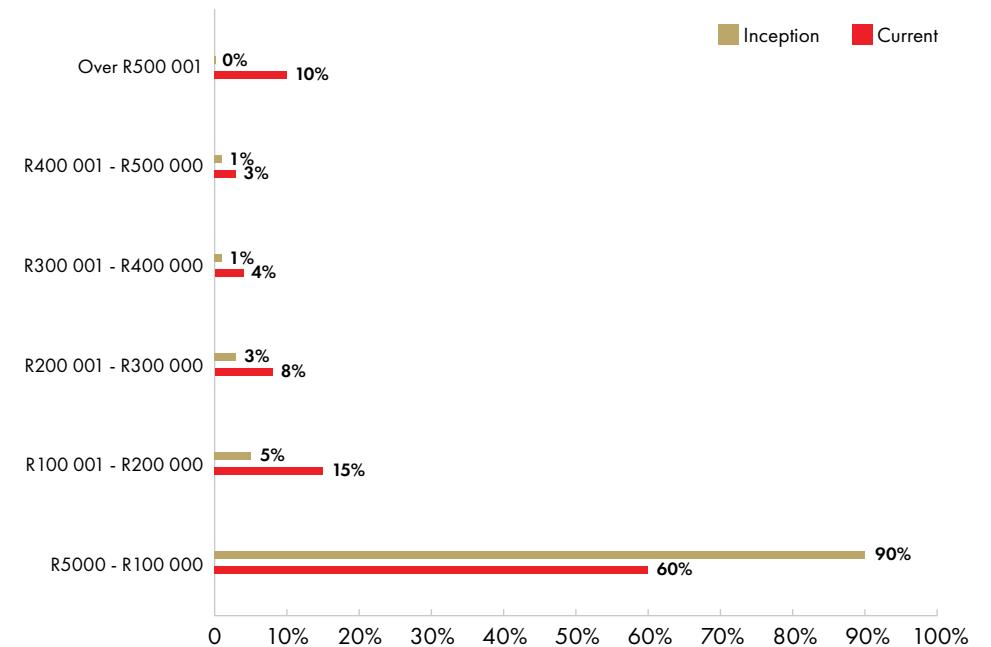
**8.5 FINANCIAL PERFORMANCE OF THE BUSINESS**

Around 90% of business owners claimed that their businesses initially generated monthly revenues ranging from R5 000 to R100 000 on average.

According to the data, as of December 2021, there has been an increase of 30 percentage points in the proportion of entrepreneurs whose enterprises have migrated from earning between R5 000 and R100 000 per month to higher income bands.

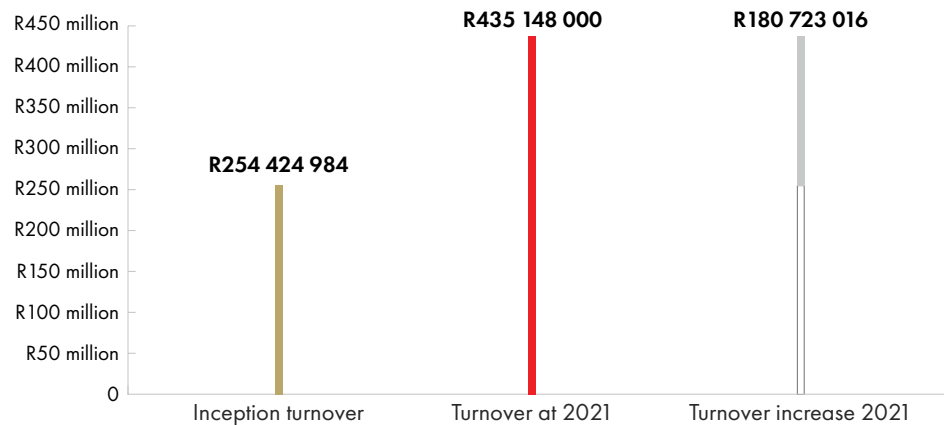
For instance, 10% as of December 2021 reported a monthly revenue of over R500 001, compared to none at inception. The percentage of entrepreneurs reporting monthly income between R100 001 and R200 ,000 increased by 10 percentage points to 15% as of December 2021 from 5% at inception.

**WHAT IS THE AVERAGE MONTHLY INCOME FOR THE BUSINESS?**





### THOLOANA ENTERPRISE PROGRAMME COLLECTIVE ANNUAL TURNOVER



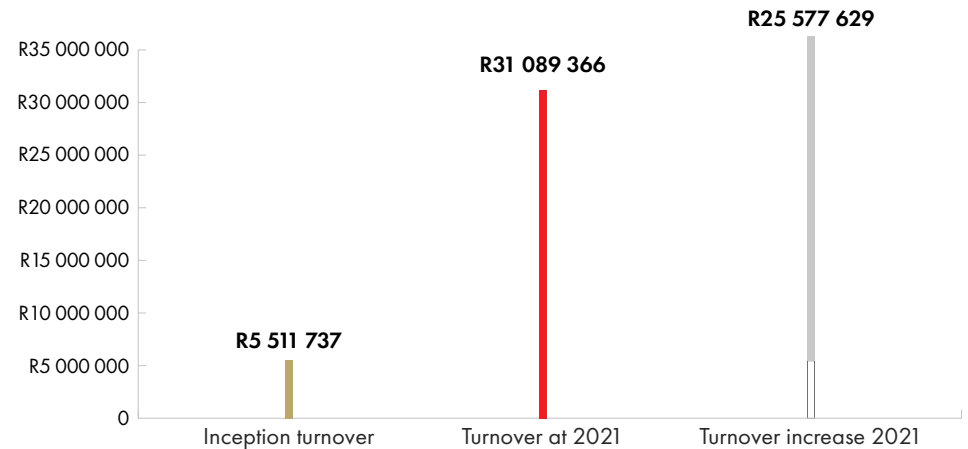
In addition to comparing the average monthly income, it was also determined whether the businesses had had any income increase by comparing the annual income stated by the entrepreneurs for their enterprises from the time they joined the programme to December 2021. The patterns found showed a 71% increase in annual turnover and a rise in total income from R254 million at inception to R435 million as at December 2021.

The data reveals an increase in annual turnover of 16 percentage points compared to the previous year. With several COVID-19 regulations still in effect and a failing economy, 2021 was still a challenging year for South Africa, but we are pleased to see that our beneficiaries' businesses are beginning to improve.

Another comparison of the entrepreneurs' stated annual income for their companies from the Tholoana Enterprise Programme Alumni Fund was also done.

This was done in order to comprehend how this fund affected entrepreneurs' income and determine whether or not it actually had an impact on those businesses. After all, one of this fund's primary goals is to increase business revenue.

### THOLOANA ENTERPRISE PROGRAMME ALUMNI FUND TURNOVER

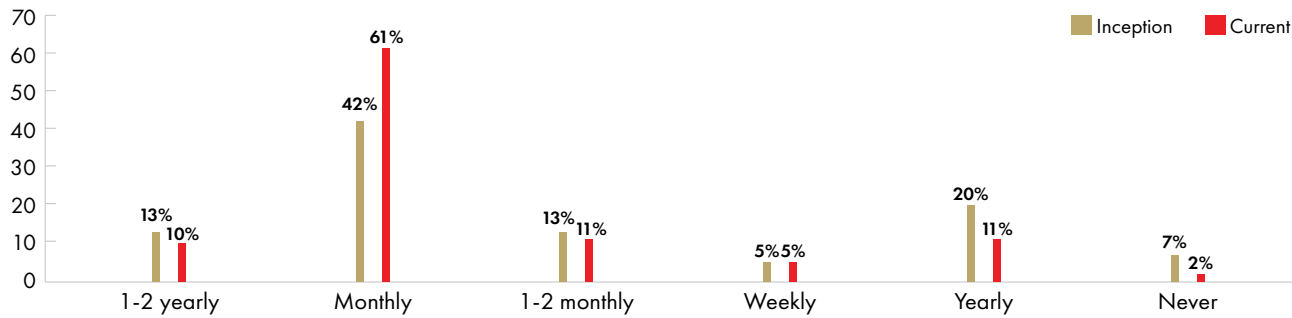


From nearly R5 million at inception to approximately R25 million at the end of 2021, the analysis showed a 464% increase in turnover for all entrepreneurs combined. The data reveals an increase in annual turnover of 60 percentage points compared to the previous year.

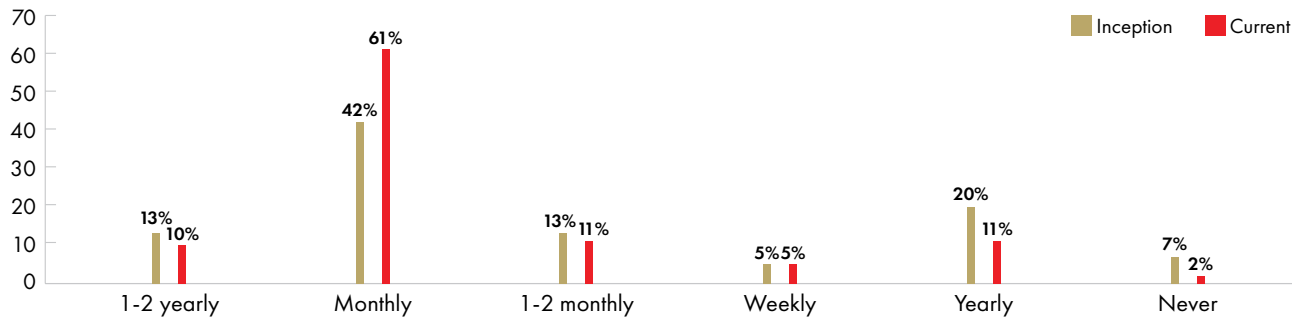
One of the compulsory workshops that the entrepreneurs are required to attend encourages and shows them how to prepare their businesses' financial statements so they can better understand the financial position of their company. As such, entrepreneurs were asked questions vis-à-vis how often they prepared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

According to the graph above, only 26% of business owners said they created a balance sheet each month at inception. By 2021, however, that number had risen to 48%, a 22percentage point improvement. Similarly, at inception, 17% of the entrepreneurs said they had never created a balance sheet for their businesses; however, by 2021, this number had dropped to only 7%, a 10 percentage point improvement. It is reassuring to see that as of 2021, 94% of business owners said they compile a balance sheet on a weekly, monthly, occasional, or annual basis.

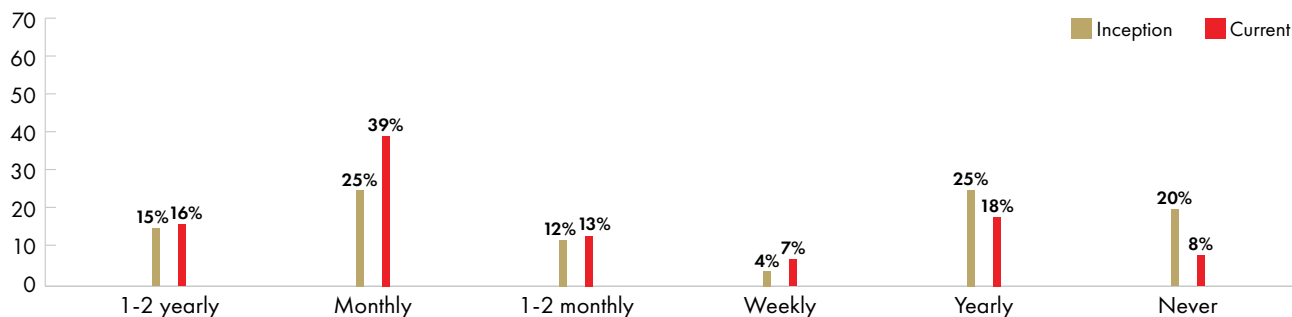
### HOW OFTEN DO YOU PREPARE A BALANCE SHEET?



### HOW OFTEN DO YOU PREPARE AN INCOME/EXPENSE STATEMENT?



### HOW OFTEN DO YOU PREPARE A CASHFLOW PROJECTION?



At inception, 7% of the business owners said they had never created an income and expense statement for their business. This figure had decreased to just 2% as of 2021, marking a five percentage point improvement.

From the data, it's important to note that the majority of business owners are moving toward creating an income and expense statement for their company every month.

As of 2021, 61% of business owners reported creating income and expense statements every month, up from 42% at inception. This represents an improvement of nearly 20 percentage points.

According to the graph, at inception, 20% of business owners admitted they never created a cash flow projection for their business. This figure had dropped to 8% by the end of 2021, which is an improvement of 12 percentage points.

Also, 25% of the entrepreneurs claimed to have created monthly cash flow projections at inception and by the end of 2021 this figure had increase to nearly 40%, representing a 14 percentage point improvement.

Although there has been improvement in the entrepreneurs' attempts to put together financial accounts for their companies, the SAB Foundation is concerned about this because we would have anticipated significantly better numbers after the programme. While keeping a careful eye on the data, we continue to make minor improvements.

## 8.6 EMPLOYMENT AND JOB CREATION

The number of people employed by Tholoana Enterprise Programme entrepreneurs from the programme's beginning until March 2022 was compared. According to the data, as of March 2022, the entrepreneurs collectively employed 3 546 people as opposed to 2 616 people at inception, creating 930 new jobs. Around 85% of the jobs are permanent and 15% are seasonal. This is a 36% increase in jobs.

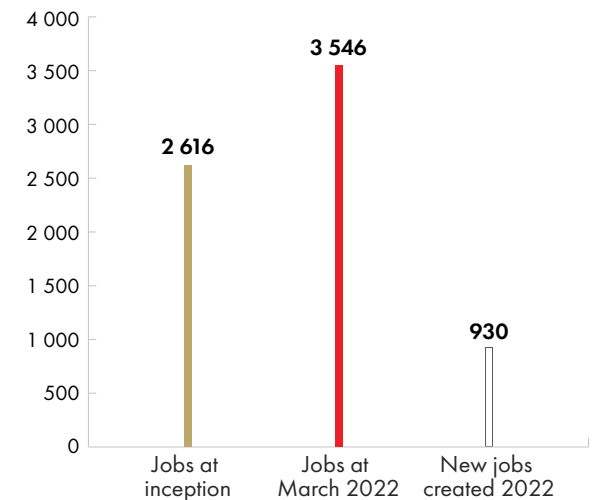
To demonstrate the effect that the Tholoana Enterprise Programme Alumni Fund has had on employment development, more research was conducted. Some 200 additional jobs have been created as a result of the entrepreneurs' collective employment of 321 individuals as of December 2021, up from 121 at inception. Since the beginning, there has been a 165% increase in job growth.

This demonstrates unequivocally how transformative a second round of investment can be and has given us food for thought as we determine how to use our resources moving forward. It is crucial that initiatives like the Tholoana Enterprise Programme give entrepreneurs the tools they need to avoid the obstacles that frequently result in the failure of their businesses. This particularly important in a nation like South Africa, where there is a desperate need for economic growth and the creation of jobs through SMMEs.

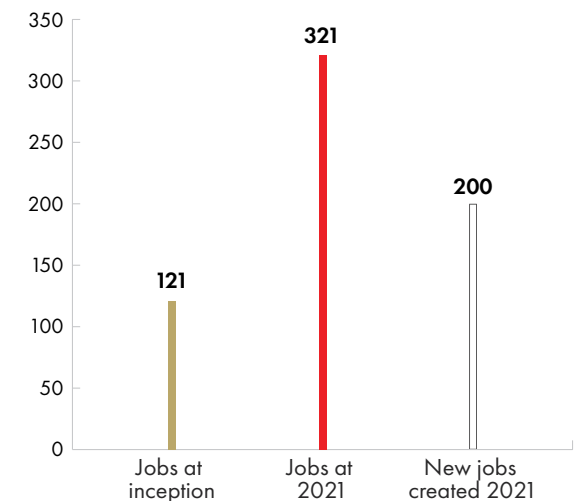
These encouraging positive trends in annual turnover growth and job retention and/or creation suggest that entrepreneurs are flourishing in the crucial sectors of South Africa's economy.



THOLOANA ENTERPRISE PROGRAMME JOB NUMBERS



THOLOANA ENTERPRISE PROGRAMME  
ALUMNI JOB NUMBER



## 8.7 BUSINESS FINANCE AND INVESTMENTS

One of the goals of the training we offer is to increase the prospects of enterprises in securing investment. Long-term growth of this group depends on this.

As of 2021, 36% of business owners said they have received a loan for their company in the previous 12 months. When asked where they got their loans, 15% said they received loans from banks such as First National Bank, Standard Bank, ABSA Bank, MFC, and Nedbank Group, while 33% said they got them from friends and family. A further 17% said they received loans through micro-lending organisations.

The plurality (35%) of business owners who stated that they have taken out loans from other institutions did so in reference to organisations like the SAB Foundation, National Youth Development Agency, and Small Enterprise Development Agency.

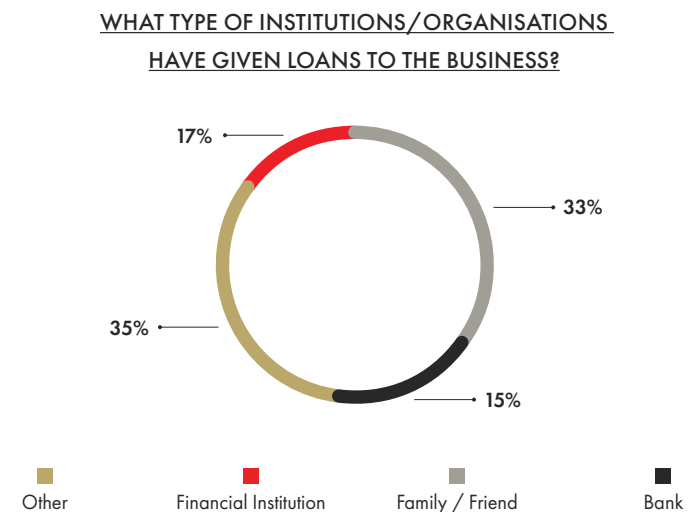
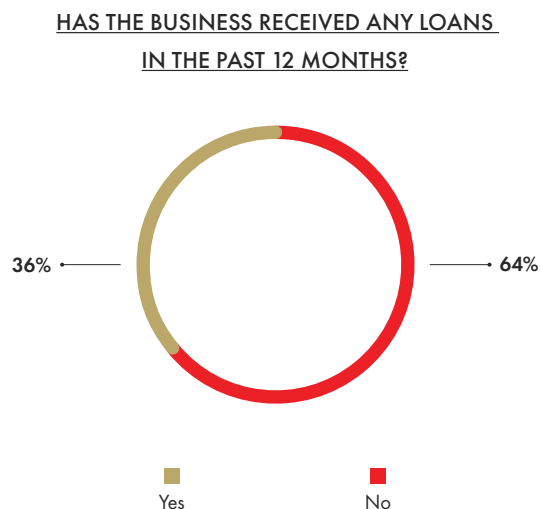
The loans that business owners received ranged in size from R10 000 to a little over R2 000 000. The majority (80%) of the business owners claimed to have received loans ranging from R10 000 to R500 000.

According to business owners the funds were used to purchase materials, for operational costs, expansion purposes, and to purchase business assets such as equipment, property and vehicles.

The analysis also showed that, in addition to grants or loans from the SAB Foundation, 40% of the entrepreneurs received grants from other organisations like the government, corporations, foundations and competitions.

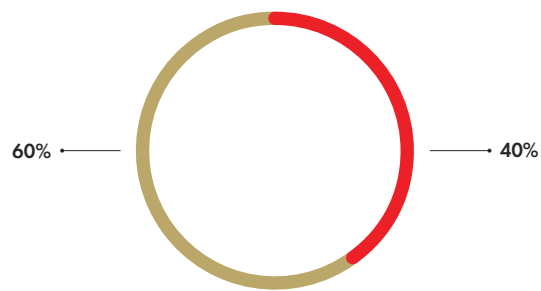
Among the funders were the National Youth Development Agency, Eskom, the Small Enterprise Development Agency, the Departments of Agriculture, Land Reform and Rural Development, Environmental Affairs, and Tourism, Heineken SA, Coca Cola and more.

It is great to see that some businesses are able to obtain more funds, because access to finance continues to be a key barrier to expansion for smaller enterprises. The answers to these questions were intriguing since they showed that, in certain circumstances, the financials were sufficient to obtain bank financing, which is one of the main goals of the Tholoana Enterprise Programme. They showed that government organisations provide the majority of the financing for other grants, which is also positive.



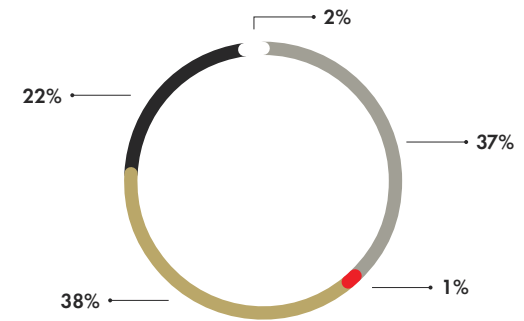


HAS THE BUSINESS RECEIVED ANY GRANTS OR DONATIONS IN THE PAST 12 MONTHS?



■ Yes      ■ No

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



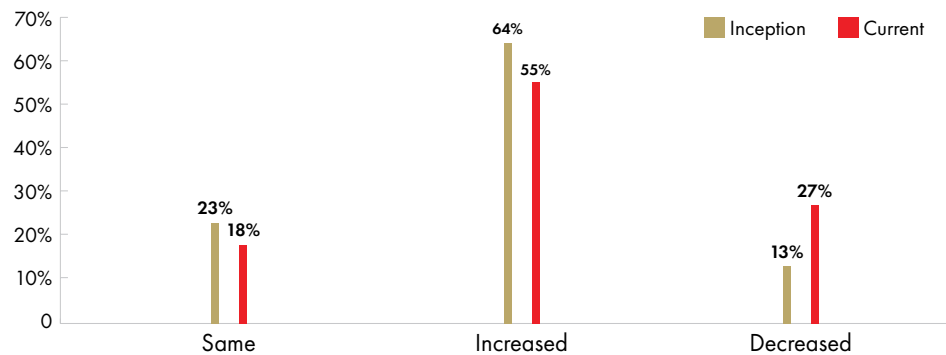
■ Other      ■ Friend      ■ Foundation      ■ Corporate      □ Competition

## 8.8 CUSTOMER PROFILE

A broad and expanding customer base is a crucial sign for us to understand because it demonstrates both business growth and risk mitigation. The more customers a business has, the less probable it is that losing one customer will have a substantial negative impact on them.

At inception, 64% of entrepreneurs said that the number of customers in their businesses had increased in the previous year. By 2021, however, only 55% of entrepreneurs said the same thing, and we can therefore observe a 9% decline in the proportion of entrepreneurs who reported this.

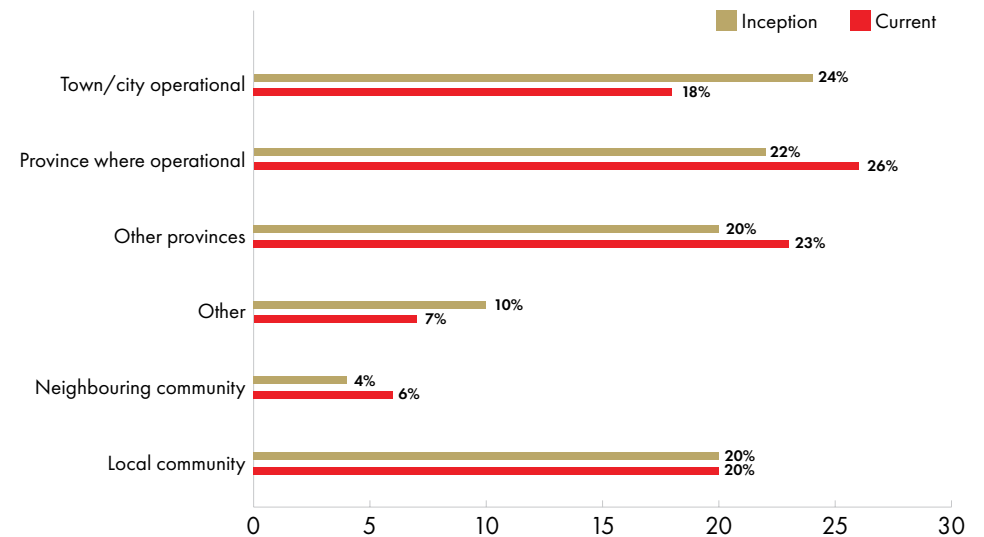
**HOW HAVE THE NUMBER OF CUSTOMERS IN YOUR BUSINESS CHANGED OVER THE PAST 12 MONTHS?**



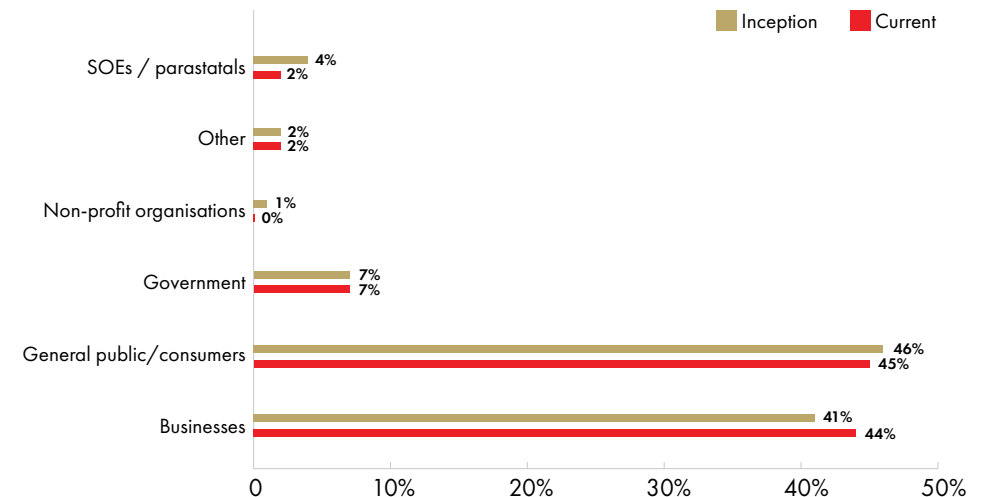
Similarly, 13% of business owners at inception claimed that the number of customers they had decreased over the previous year, while 27% of business owners reported the same as at 2021, reflecting a 14% percentage point increase in the number of business owners who claimed that the number of customers their businesses had decreased over the previous year.

Although recovery is being observed throughout South Africa, the COVID-19 pandemic wrought destruction that is still felt today, therefore the decline in customers for businesses may still be related to it.

**WHERE ARE MOST OF THE BUSINESS CUSTOMERS BASED?**



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





In response to the question of where the majority of the business' customers are located, we have observed a balance that is sufficient for entrepreneurs to operate, generate a sizable profit and create impact.

It seems that the majority of business' customers are based in the towns, cities, and provinces where businesses operate. We have also seen that certain business owners are starting to have access to customers in neighbouring countries and abroad, which is shown by "Other" on the aforementioned graph. This accounted for 7% at the time inception and had increased to 10% by 2021.

On the question pertaining to their customer groups, entrepreneurs reported the following as their main customer groups as at 2021: general public or consumers (44%), businesses (44%) and government (7%).

According to the data, the consumer bases of business owners have remained constant throughout time. It is important to note from the data that the majority of business owners primarily sell to consumers and other businesses because these two clienteles are known for having reduced payment risk.

It is also interesting to see how few government agencies still serve as clients for our entrepreneurs. This is particularly positive because a lot of the government work is done in response to tenders. Businesses that rely only on this kind of income run a substantially higher risk because tenders are frequently short-term and may be one-time chances.

## 8.9 BUSINESS CONFIDENCE AND REFLECTIONS

By asking business owners about their biggest challenges, the SAB Foundation can determine where gaps are still seen by business owners and where we can solve them.

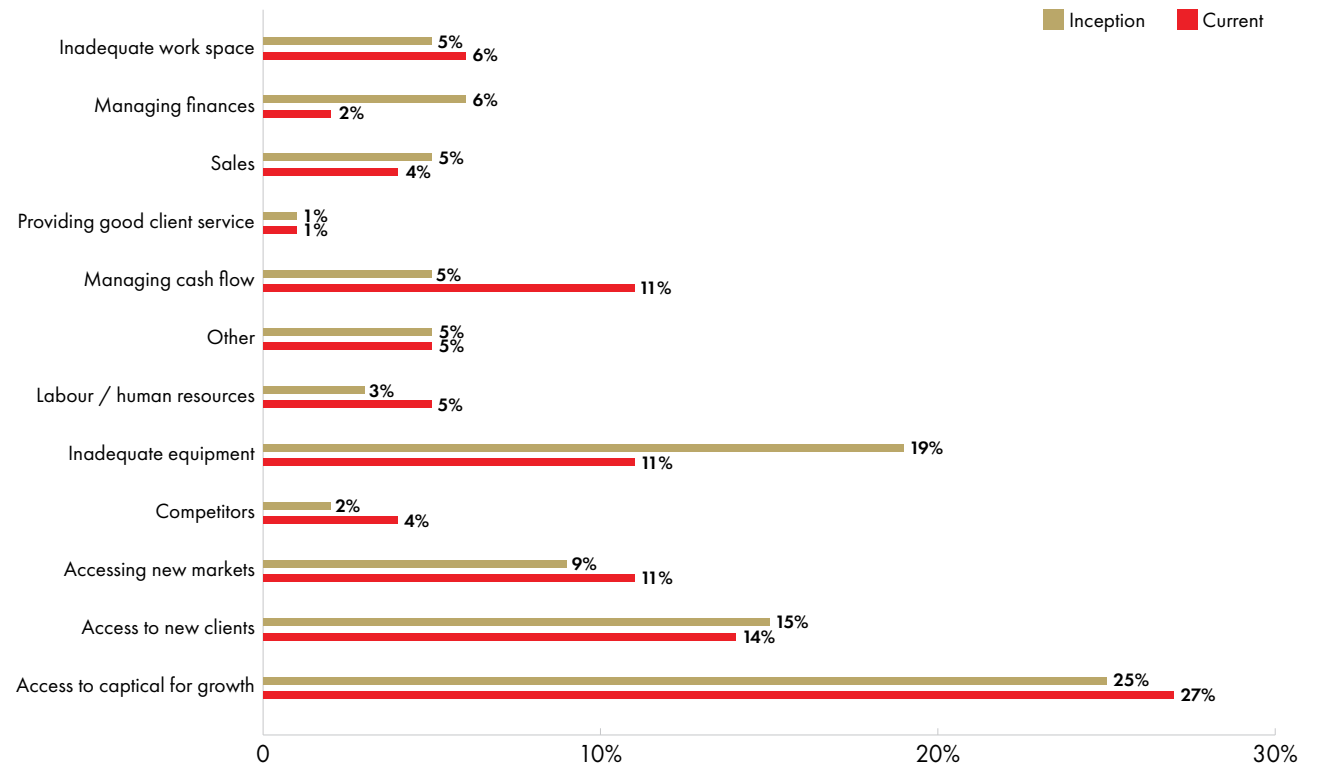
According to the analysis, the top three challenges that entrepreneurs reported having to overcome both at inception and as of 2021 are still accessing funds for growth, finding new markets, and finding more customers.

We are constantly searching for partners who can assist entrepreneurs with funds to grow their businesses. It is interesting to note that over the years, less people now believe that equipment is inadequate. This is possibly because the programme allows entrepreneurs access to the grant funds to purchase equipment among other things.

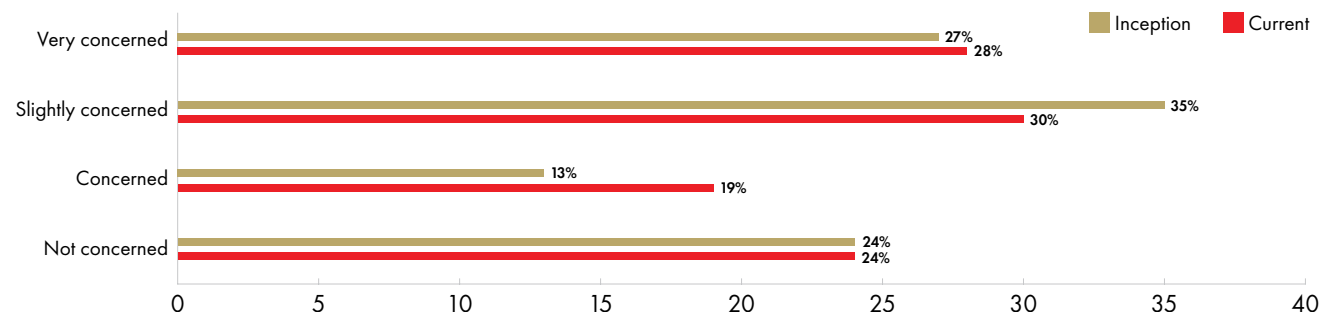
The analysis also revealed that business owners are doing a good job of managing their funds, which is likely a result of the finance workshops we offer as part of the programme. Additionally, 10% of business owners said that challenges caused by the COVID-19 epidemic were one of their major issues in the previous year, but as of 2021, that percentage had dropped to 4%.

As at 2021, 28% 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, 30% reported that they were slightly concerned, 19% reported that they were not concerned, while 24% reported that they were concerned.

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

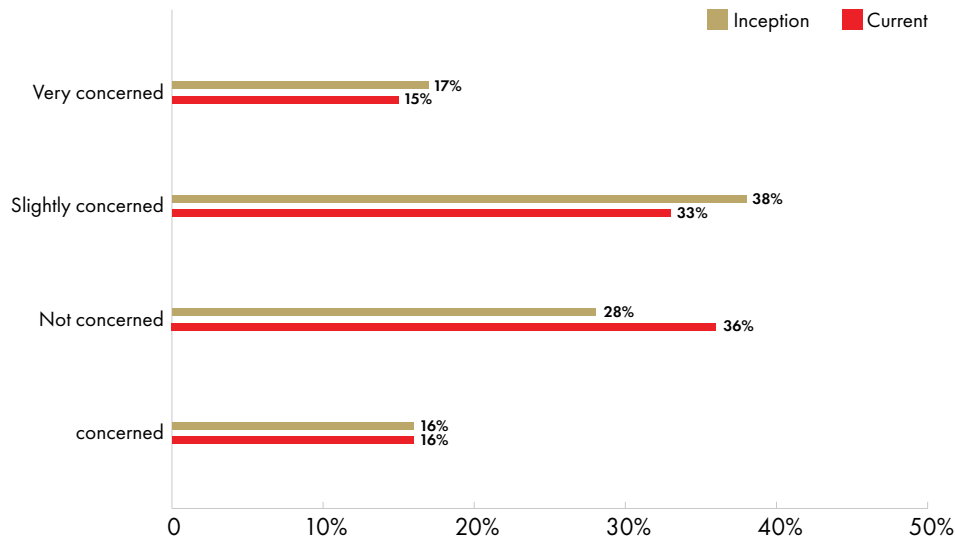


### CHANGES IN THE LAW/LEGISLATION AFFECTING MY BUSINESS, ELECTRICITY SUPPLY ETC





**LEVELS OF CRIME IN THE COMMUNITY WHERE THE BUSINESS OPERATES**

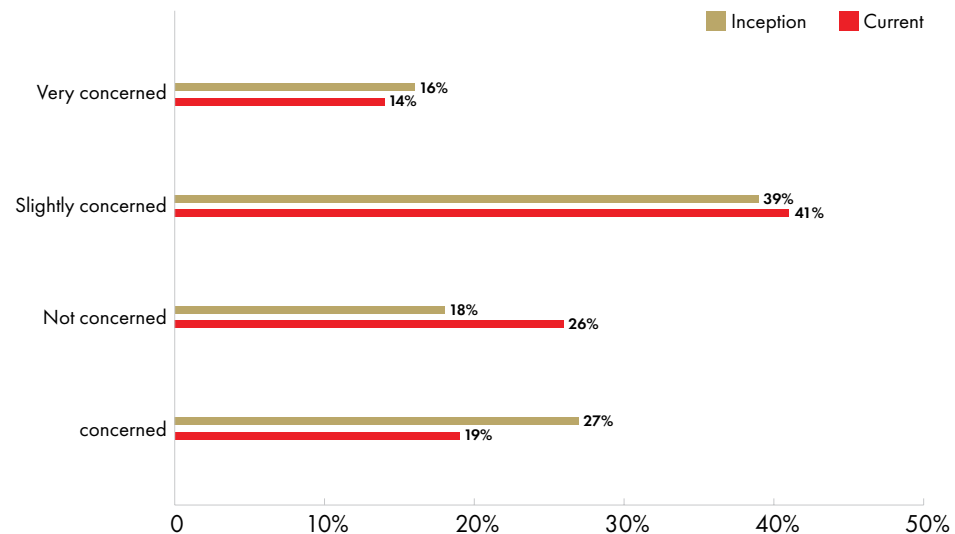


In the same way, 15% of entrepreneurs reported that they were very concerned about the high levels of crime in the communities where their businesses operated, 36% reported that they were slightly concerned, 32% reported that they were not concerned, while 20% reported that they were concerned.

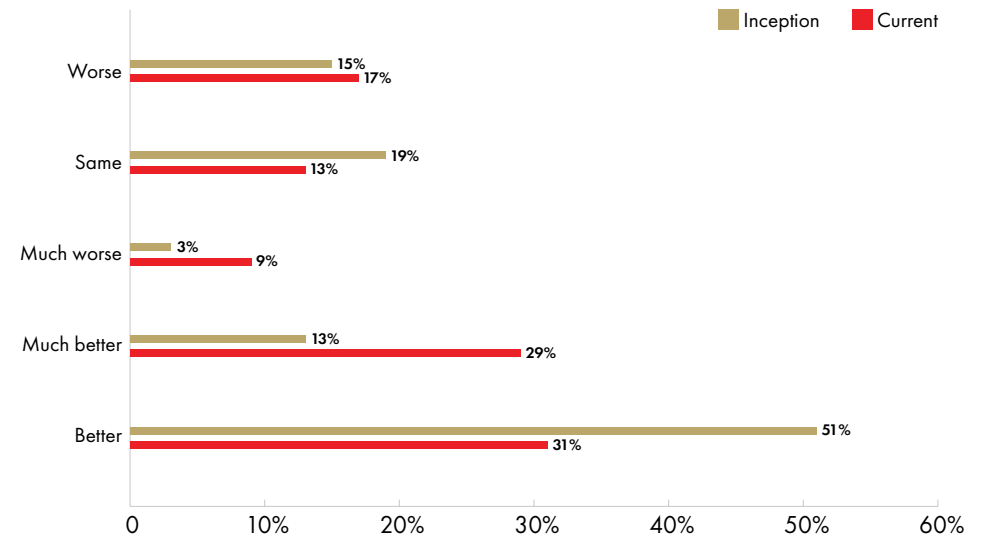
As at 2021, 14% of entrepreneurs reported to be very concerned with the threat of competitors in taking revenue from their existing or new customers, 41% reported to be slightly concerned, 26% reported to be not concerned while 19% reported that they were concerned.

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

**THE THREAT OF COMPETITORS TAKING REVENUE FROM YOUR CUSTOMERS**



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



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:

At inception, 13% of the entrepreneurs reported that their financial and strategic situation was much better than it was 12 months ago. However, as at 2021 this number had increased to 29%.

Similarly, as at 2021, 31% of the entrepreneurs reported that their financial and strategic situation was better than it was 12 months ago, compared to 51% who reported same at inception, showing a 2 percentage point deceleration. The analysis has also shown that 26% as at 2021 compared to 18% at inception.

The finding is not surprising given that entrepreneurs were still struggling with the negative effects of the COVID-19 pandemic at the time of reporting. The majority of business owners claimed that the reason why their financial and strategic situation had gotten worse, or that they were breaking even, was because they had lost a number of clients along the way or that a few of their customers had payment terms that were problematic for cash flow.

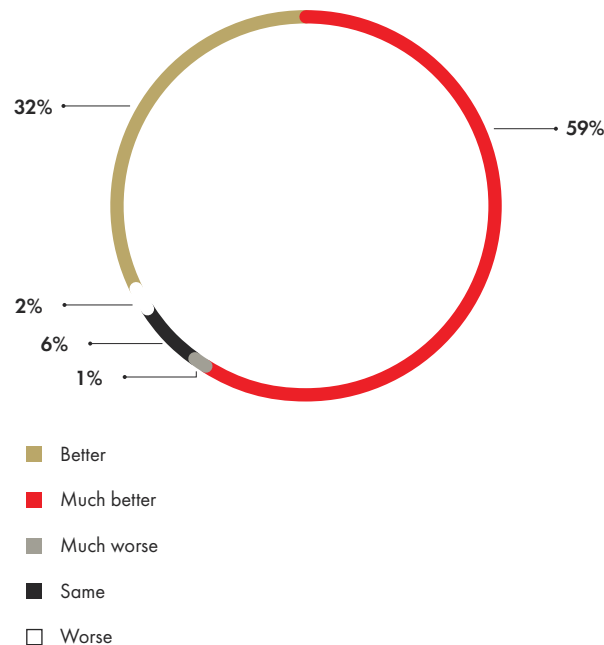
Although few, those business owners who claimed that their financial and strategic status was either better or much better cited an increase in turnover and clientele.

They also cited the workshops they attended as part of the Tholoana Enterprise Programme as having taught them valuable skills that led to an improvement in their financial and strategic positions.

Some 59% 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 32% expected it to be better. Good news is that just 4% 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 business owners said they will concentrate on gaining new customers, obtaining additional finance for expansion, putting in place financial management systems, and upgrading their goods 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:**

*"With the contract that we have just signed with Heading South Safaris we are quite confident that financial status of our business will substantially change for the better in the coming 12 months. The involvement of the community will also bring much needed change to our financial status. This will be achieved by keeping ourselves busy with the community through offering reduced prices for school kids who want to experience the park and wildlife in general."*

*"We negotiated a better payment to our chemicals supplier in China, which gives us some relief. We expect to grow the business by 300%, as we will have money for travelling or marketing."*

*"Once we are in the premises other revenue streams will open up. These include a deli, cooking classes, deliveries, mobile kitchens, festivals etc. This means that we will need to employ more staff to get more customers that will be repeat customers for these revenue streams."*

*"For the future and growth of the company I have started taking my finances seriously, 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 explaining to them where they fit in in the bigger scheme of things."*

*"We will have truly implemented the financial and strategic methods that work, because we would have had gone through the teething process to find what works best for us and what doesn't. The company will be a smooth-running operation."*

*"When you know better, you do better. Everything that we are implementing is fairly new to us, however in 12 months' time it will no longer be new therefore we will do much better than we are now. We will be stronger; we will be better. Our aim is to be financially stable and accountable."*

*"I have made a tremendous mark in selling chicken in my community, and have gained lot of customers due to the fact that I always have stock and deliver goods on time for them."*

*"I expect the financial and strategic position to change from where it is right now, as I'm gaining more experience from the workshops and the mentor. I believe it will change as I will be securing more clients."*

*"We expect the next 12 months to be much better, because we have learned from our previous mistakes. We have support and mentorship that is helping in making better strategic decisions. We are also in the process of raising funds to assist with increasing marketing, sales and working capital."*

*"I believe the company is in line for big projects and that there are great opportunities that lie ahead. I believe that being part of the SAB Foundation Tholoana Enterprise Programme and working on my business will give realisation to the betterment of the company's financial positioning. There is much work that has to be done on the strategic side of the business. There are systems to put in place, staff that need to be appointed in order to create responsibility in the company and allowing each one to focus on their area of responsibility."*

*"We expect it to be much better than it is currently, as we have applied for four different funds, for the purpose of infrastructure development and machinery and equipment. Strategically we also expect things to improve, as we have managed to be part of SAB Foundation Tholoana Enterprise Programme, and we believe that through this we will be able to improve in all other strategic areas of our business."*

*"Having completed the pricing exercise and valued the business, it has provided a clear map of what direction one needs to take to ensure growth in the business. The intervention by the Tholoana Enterprise Programme has brought evident change that one needs to take to turn the business around."*

## 8.10 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 several 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.

Detailed in the table, 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 that the 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***	11%	8%
Index 2: Sell products and market your business	0.338***	24%	20%
Index 3: Develop a strategy and business plan	0.274***	30%	26%
Index 4: Establish operational policies and procedures	0.332***	35%	35%
Index 5: Deal with various staff and human resource issues	0.291***	21%	18%
Index 6: Manage finances and establish financial systems	0.389***	37%	40%
Index 7: Raise finance (e.g., loans and equity)	0.303***	35%	32%
Index 8: Find resources and supplies that a business needs	0.228***	21%	18%
Index 9: Develop business networks and partnerships	0.234***	27%	17%
Index 10: Comply with South Africa's labour, tax, B-BBEE and company laws	0.361***	29%	24%
Index 11: Use technology to help your business	0.241***	24%	18%
Average		30%	25%



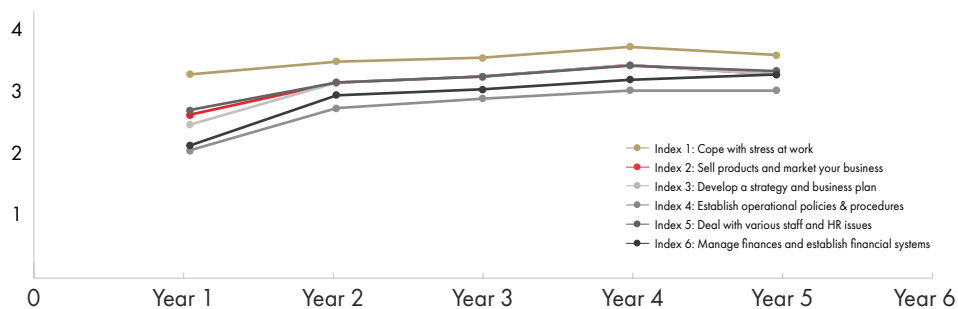
Entrepreneurs reported a 30% overall increase in their competence in business skills and knowledge from year one to year four. Compared to the previous year, as our sample size increases in terms of the number of entrepreneurs in their fifth-year post programme entry, we begin to see a balance in the analysis with an overall increase of 25% reported by entrepreneurs in their competence in business skills and knowledge from year one to year five.

The data above demonstrates how the number of years after programme admission and the development of business skills and knowledge abilities during the programme are directly associated. In fact, the entrepreneurs who have been in the programme for the longest tend to report having stronger business skills and knowledge competencies, demonstrating the programme's effectiveness.

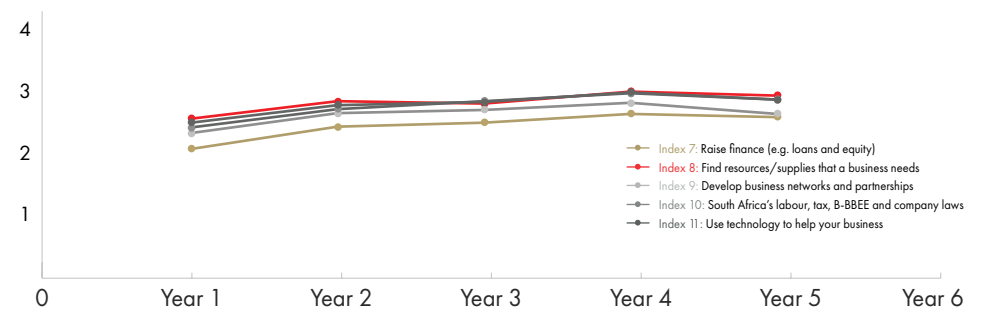
The graphs below look at the individual indexes and their relative improvement over time, as per the entrepreneurs' perceptions regarding their knowledge and skills competencies. The following two graphs visualise the individual relationships between the 11 indexes and the time spent in the programme.

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.

**BUSINESS KNOWLEDGE AND SKILLS (INDEXES 1-6)**



**BUSINESS KNOWLEDGE AND SKILLS (INDEXES 7-11)**



**The largest improvements stem from the following indexes:**

Index 6: Manage finances and establish financial systems: a 40% increase from year one to year five.

Index 4: Establish operational policies and procedures: a 35 % increase from year one to year five.

Index 7: Raise finance (e.g., Loans and Equity) a 32 % increase from year one to year five.

Index 2: Sell products and market your business: a 20 % 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: an 8 % increase from year one to year five.

Index 9: Develop business networks and partnerships: a 17 % increase from year one to year five.

Index 8: Find resources and supplies that a business needs: a 16% increase from year one to year five.

Index 5: Deal with various staff and human resource issues had an 18% increase from year one to year five.

Index 11: Use technology to help your business had an 18% increase from year one to year five.





## 8.11 BUSINESS SUCCESS/ACHIEVEMENTS OVER THE PAST TWELVE MONTHS

Entrepreneurs were asked about their most noteworthy accomplishments over the previous six to twelve months.

The following were listed by entrepreneurs as their accomplishments: access to markets, business growth and sustainability, hiring more employees, access to finance, access to skills, exposure and credibility, equipment purchases, and primarily being a part of the Tholoana Enterprise Programme.

The fact that entrepreneurs list having access to markets, having the right skills, and having access to funding as some of their noteworthy accomplishments is encouraging because these are the challenges that entrepreneurs face most frequently on a daily basis.



**Several of the comments include the below. For detailed comments please see Appendix 1:**

*"The biggest achievement was entering a new industry and creating our own market.*

*We also developed new product lines and value chains that were previously not explored. The work we have done has allowed us to become an industry representative in terms of emerging farmers in aquaculture."*

*"Having established a good customer base in my community 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."*

*"Over the past 12 months our achievements have been: Having our own premises; Buying new machinery and taking the tally to two machines; Registering the business and complying with the law (BEE certificate, tax clearance, bank account); Increasing our sales margins; Having a brand identity including have email accounts as well banners; Being able to negotiate with my suppliers."*

*"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."*

*"The biggest achievement was to meet the targets; the company acquiring office space and a company vehicle. We have also created employment opportunities for previously disadvantaged South African youth."*

*"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. Another achievement has been the ability to create exceptional teams that are self-managed and need less monitoring."*

*"Making it into this programme is my biggest achievement within the past 12 months, because the assistance offered to participants is what will turn my business into a professional one, which is the key step towards succeeding."*

*"My biggest achievement has been able to prove that there is a market for my business so I could start selling and securing clients."*

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

*"My biggest achievement was to diversify my business into three divisions and to build a team which understands the vision of the business."*

*"The biggest would have to be, staying in business given the challenges one has face over the past year. Managing to maintain and grow relationships which contribute to the growth of the company."*

*"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."*

*"The biggest achievement thus far is that we have managed to introduce our services to six schools in the Eastern Cape and establish a good relationship with them."*

*"We have managed to rent our own place in town and purchase equipment to offer our services. We have been able to increase our profits and turnover by 30%. We have been able to hire an addition of three staff members."*



## 9. CONCLUSION

Even though the majority of entrepreneurs' businesses were affected by the COVID-19 pandemic, some of them have started to recover. The COVID-19 Relief Funding that we provided is still an essential resource for business owners' recovery and growth.

Since inception, the overall increase in turnover among entrepreneurs was 85% prior to COVID-19. Thankfully, it has already increased to 71% from its previous low of 55% in 2020. Similar to this, the growth in total jobs created by entrepreneurs prior to COVID-19 was 52%. Thankfully, it has started to rise to 36% as of 2021, after dropping to 34% in 2020.

Additionally, it is encouraging to observe developments, especially in the regions where our required workshops provide training for entrepreneurs. For instance, there have been notable advancements among entrepreneurs in terms of their capacity to handle their finances and set up financial systems for their businesses.

Furthermore, it is encouraging to see entrepreneurs continuing to advance their business knowledge and skills. Significant improvements in their capacity to secure capital for business growth indicate that over time, their businesses have become more attractive to investors.

We continue to be dedicated to assessing impact and disseminating our impact reports because we think that doing so is still crucial. This is because we are still concerned about the amount of money being spent in South Africa on entrepreneur support, the impact of which is unknown because it is often not tracked.

We aspire to continue empowering people and businesses to grow and feel confident about the future through the ongoing mentorship and business support services provided through our programmes.



## 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 EYAMAKHOSAZANNA TRADING

**Owner:** Lungile Dhlalalala

**Province:** KwaZulu-Natal

**Town:** Loskop

**Area:** Peri-urban

**Industry:** Construction

### THE BUSINESS STORY

Lungile Dhlalalala, founder and CEO of Eyamakhosazana Trading, grew up in Loskop, KwaZulu-Natal, where many houses are thatched. Lungile was inspired to start her own thatching business in 2016, specialising in roof thatching.

She has recently expanded the business by introducing fibre thatch, which they export to countries including Mozambique and Mauritius.

Eyamakhosazana Trading has worked with many B&Bs, municipalities and tourism associations such as Ezemvelo KwaZulu Natal Wildlife. Their journey with the SAB Foundation started in 2017 when they got accepted onto the Tholoana Enterprise Programme, receiving R180 000 in funding.

Lungile's biggest achievement was a three-year contract from KwaZulu Natal Wildlife to thatch one of their biggest lodges. The business used the funding received from the SAB Foundation Tholoana Enterprise Programme to purchase their own scaffolding.

This enabled them to successfully carry out the work, which assisted their business to be recognised and become one of the 'go to' service providers for thatching services in the area.





## THE THOLOANA ENTERPRISE PROGRAMME JOURNEY

One of the challenges that Lungile's business experienced was the COVID-19 pandemic where they were not able to trade for almost two years. Just after the business went back to trading full time, they were then affected by the KwaZulu Natal looting and rioting.

These challenges significantly decreased their annual turnover, however after graduating from the Tholoana Enterprise Programme, Lungile is confident that the business is back on track and is looking forward to servicing more clients.

*“ I joined the Tholoana Enterprise Programme in 2017 and it has helped us to improve and develop our business administration, service delivery and operations. ”*

*“ I am thankful to SAB Foundation Tholoana Enterprise Programme for supporting emerging companies and I am grateful that Eyamakhosazana Trading was part of it. ”*

**- LUNGILE DHLANGALALA – FOUNDER AND CEO OF EYAMAKHOSAZANA TRADING.**

## 10.2 FITNESS JUNCTION

**Owner:** Hajira Mashego

**Province:** Gauteng

**Town:** Tshwane

**Area:** Peri-urban

**Industry:** Health and Wellness

### THE BUSINESS STORY

Most people living in peri-urban and rural areas do not have access to gyms, forcing them to travel long distances to access these facilities and to live a healthier lifestyle.

Social entrepreneur, Dr. Hajira Mashego, is the CEO and founder of Fitness Junction. She was inspired to start her business by her late father, one of the first black physiotherapists in South Africa, and her mother, a retired occupational therapist.

After completing her PhD, Hajira identified a gap in the fitness market and established a gym in West View in Pretoria West. This enabled the local residents to begin to realise their wellness and fitness objectives.

The gym offers services including a cardio equipment area, aerobics and spinning studios, a circuit, a weight building area, boxing area, a personal or functional training zone and a juice bar, at affordable rates.

The facility also provides access to in-house physiotherapists, biokineticists and dieticians. As an added value offering for their clients, the gym also houses a free childcare facility where their children are minded while they are exercising.





## THE THOLOANA ENTERPRISE PROGRAMME JOURNEY

Hajira joined the Tholoana Enterprise Programme in 2020 and graduated in 2021, receiving R200 000 in funding. She used the funding to purchase more gym equipment and set up the gym's fitness café juice bar.

Upon graduating from the programme, she was also awarded the prestigious SAB Foundation Tholoana Award, as well as the Collaboration Award for actively taking risks, unlocking new opportunities, and exploring uncharted territories. She received R10 000 in funding to further invest in her business.

Prior to joining the SAB Foundation Tholoana Enterprise Programme, the business employed twelve people and had an annual turnover of just over R2 million. However, since graduating from the programme, the business now employs eighteen people and Hajira has increased her annual turnover by 251%.

Hajira's dream for the business is to scale nationally into as many townships and rural communities as possible, through a network of head office gyms and through franchising opportunities for the smaller and more remote areas.

*“ I would like to express my sincere gratitude to the SAB Foundation for all of the mentorship, support and guidance that they gave us to help our dream stay alive ”*

**- DR. HAJIRA MASHEGO, FOUNDER AND CEO OF FITNESS JUNCTION.**

## 10.3 OUR POULTRY PLACE

**Owner:** Jo-andra Gregory

**Province:** Western Cape

**Town:** Cape Town

**Area:** Peri-urban

**Industry:** Farming

### THE BUSINESS STORY

Our Poultry Place is a poultry business based in Joostenbergvlakte in Cape Town which was founded by Jo-andra Gregory in 2018. The business produces fresh organic/ free-range broiler chicken for the South African market.

It also provides vaccinated broiler chicks and offers support to small and emerging poultry farmers in the Cape Winelands District and the entire Western Cape province.

Their products and services are created to assist small broiler farmers with all they need to make their poultry farming venture a success, backed by years of farming experience.

Additionally, Jo-andra and team provide mentorship and supply essential broiler production products from quality broiler feed, broiler feeders and drinkers to day-old broiler chicks.

**//** *I am extremely proud and grateful to have been part of the Tholoana Enterprise Programme. I have achieved so much, and now have so much confidence in my business.*



**- JO-ANDRA GREGORY, FOUNDER OF THE POULTRY PLACE.**





## **THE THOLOANA ENTERPRISE PROGRAMME JOURNEY**

Jo-andra's journey with the SAB Foundation started in 2020 when she was accepted onto the Tholoana Enterprise Programme. She received R200 000 in funding which was used to expand and purchase more equipment for the business. "I loved the mentorship and training programmes the most because they really enhanced my business," shares Jo-andra.

Prior to participating onto the Tholoana Enterprise Programme, the business employed five people and had an annual turnover of just above R800 000. Since graduating from the programme, the business has managed to retain all their employees and have created two additional jobs. They have also increased their annual turnover by 40%.

The business currently supplies 2 000 chickens every two weeks to re-sellers and distributors. They also have a one-stop shop where they service smaller farmers in rural areas with poultry farming items, such as feeders and drinkers and coop-biotic water treatment at affordable prices.

The business is in the process of building a processing plant where they will make additional meat products such as sausages, mince and patties. "We are going to employ youth, elderly women and single mothers from the local area" explains Jo-andra.



## 10.4 TIMELESS OPULENCE

**Owner:** Cindy Malaza

**Province:** Gauteng

**Town:** Johannesburg

**Area:** Peri-urban

**Industry:** Manufacturing and Design

### THE BUSINESS STORY

Founded in 2016 by a qualified chemical engineer and pilot, Cindy Malaza, Timeless Opulence is a bespoke furniture manufacturing company which offers event management, design and décor.

“At the time, I remember I wanted a round bed, but I couldn’t find it, so we made it,” she explained. “Since then, Timeless Opulence has been catering for those looking for unique pieces of furniture for their homes, offices, hotels and restaurants and our client base spans the entire country.”

“*The name Timeless Opulence speaks for itself. It is the ethos behind the brand and what we strive for in every piece of furniture we make*”

- CINDY MALAZA





## THE THOLOANA ENTERPRISE PROGRAMME JOURNEY

Cindy's journey with SAB Foundation started in 2020 when she was accepted onto the Tholoana Enterprise Programme.

Upon graduating from the programme in 2021, her business received R200 000 in funding, which was used to purchase a compressor, a welder, a pipe bender, sewing machine and a cutter.

Prior to participating in the Tholoana Enterprise Programme, the business employed seven people and had an annual turnover of just below R1 million.

Since graduating from the programme, Cindy now employs nine people and has increased her annual turnover by 220%.

*“ I would like to thank the Tholoana Enterprise Programme for both the financial and mentorship support. Through the mentorship I was able to take my business from zero to hero, especially through the pandemic where I watched my business grow in leaps and bounds. ”*

**- CINDY MALAZA FOUNDER AND CEO OF TIMELESS OPULENCE.**

## 10.5 UCOCEKO WATER PROJECTS

**Owner:** Zintle Apleni

**Province:** Eastern Cape

**Town:** Queenstown

**Area:** Peri-urban

**Industry:** Water and Sanitation

### THE BUSINESS STORY

Raised by her aunt in rural Queenstown, where they lacked bulk infrastructure and used pit latrines, Zintle Apleni founded Ucoceko Water Projects in 2017 after struggling to find a job. The business is a water purification service provider that services vulnerable communities living in rural and remote locations.

Zintle's aim when starting the business was to close the inadequate sanitation gap between the urban and the rural communities, by giving rural communities a cost-effective way of maintaining their septic tanks and pit latrines. Ucoceko Water Projects provides services to rural communities where there is little to no infrastructure for clean domestic water and adequate sanitation.



*I am very grateful for the support that SAB Foundation has given to my business. If it wasn't for this support, we would have collapsed years ago. I really appreciate what they have done for my business.*



**- ZINTLE APLENI, FOUNDER OF UCOCEKO WATER PROJECTS.**





## THE THOLOANA ENTERPRISE PROGRAMME JOURNEY

Zintle's journey with the SAB Foundation started in 2019 when she graduated from the Tholoana Enterprise Programme and received R180 000 in funding. The funding was used to acquire a much-needed piece of equipment, a Honey Sucker truck, which was previously outsourced from a third party.

"The best part of the Tholoana Enterprise Programme was the mentorship that gave me knowledge and the foundation to grow my business to where it is today," shares Zintle.

Unfortunately, Ucoceko Water Projects was among the businesses that were negatively affected by the pandemic. To assist the business weather this storm, the SAB Foundation offered an interest free loan of R106 219. With this loan, the business was then able to stay afloat and retain their employees.

Prior to participating in the SAB Foundation Tholoana Enterprise Programme, Zintle had one employee with an average annual turnover of less than R50 000. However, since joining the programme, the business now provides ten people with permanent jobs and has grown its annual turnover by 127%.

Additionally, the business has been able to make over R70 000 a month from the Honey Sucker Truck. They have also added a service of automotive maintenance to their business, and they are working with the Chris Hani Municipality on two contracts to build a pump station and to service sewer pumps. The business also obtained a three-year contract to service Mercedes Benz.

Zintle's biggest highlight was securing three Honey Sucker trucks over the past two years. She hopes to expand her business throughout the Eastern Cape and acquire more trucks, so that each community that she services has their own dedicated truck.

## **11. APPENDIX 1: BUSINESS SUCCESS/ ACHIEVEMENTS OVER THE PAST TWELVE MONTHS**

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

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

*"The company has been recognised as a renowned business in terms of cleaning detergents. As a result we have been getting a good response to government projects."*

*"The outcomes from my strategic relationships I formed with various partners: Trudon - to have 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 also listed at Dischem as a vendor. We distribute via the KwaZulu-Natal distribution centre."*

*"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 Town. There is a supermarket at Keiskammahoek as well, called Royal Dealers. They also have a standing weekly order which has ensured that I sell all my eggs within a week."*

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

*"Getting accredited by MICT SETA."*

*"My biggest achievements were to network on the Tholoana Enterprise Programme where I have assisted other entrepreneurs, and in turn 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."*

*"We have secured a R1.8 million three-year contract with KAEFER; we have successfully secured a R38 000 rental sponsorship for our LeGance branded sports retail store launching ending in September 2017; we have created more than 19 job opportunities from June 2016; we have invested more than 40% of our turnover on new machinery, and are planning to invest another 15% this year."*

*"We have managed to stabilise the enterprise to be self-sustaining and financially viable; we have inspired a lot of confidence with both our team and our key strategic clients; we have learnt how to stay grounded and not get overwhelmed by the events unfolding in our community enterprise; we have grown strong in crafting and managing our vision of becoming a well-rounded manufacturer, brander and marketing services provider of choice with a footprint in most strategic markets."*

*"We finally moved to our new and bigger business workshop which help with the growth in new customers."*

*"To fulfil the needs of the sickly and healthy South Africans."*

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

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

*"We managed to establish ourselves in the market, which was dominated by big corporates. We pride ourselves on that some of our competitors are approaching us for partnerships. We also developed a new range of tracers."*

*"I was able to open two stores (one focusing on baby products and one focusing on party accessories) in the Thohoyandou CBD. The reason that these stores were opened is because one of our biggest stores in Thohoyandou Mvusuludzo Mall was closed due to renovations that they said it will take six months. We needed to open the new stores so that we didn't frustrate our customers or lose them. The two stores managed to keep the business going."*

*"Securing a loan that will enable us to purchase equipment and obtain premises of our own in order to service our clients."*

*"Employing and training young people and acquiring new equipment. New premises managed to keep the business afloat and grow consistently over the past year."*

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

*"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."*

*"Buying a centre pivot and water pump with the money from the business and employing some of the casual employees for Bumbanani."*

*"In the past few months one of the major retailers opened a shop in the local complex which has had a negative impact on the business customers, however we have managed to survive with reduced sales volumes and pay workers and our suppliers."*

*"Good relationship with major clients; moving from a home business to an office shared workshop; buying two small machines; learning to manage our financial reports and being accepted onto the Tholoana Enterprise Programme."*

*"My biggest achievements were to get my staff trained to deliver the quality service and comply to the Labour Act; to secure the private, previous customers and make them use and prefer our services; to develop a quality management system which has to be in line with the ISO 9001."*

*"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; to attract a number of customers and increase our customer base; to add a number of new products in the shop which were in huge demand; increase our sales. 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."*

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

*"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. Positive changes on my sales record is also a great achievement."*

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

*"Maintaining the growth momentum despite restrictions in funding; maturing our business processes; and strengthening 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 as for the placement of candidates. We are awaiting that side of things but the project management contract has been secured."*

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

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

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

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

*"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."*

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

*"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 Westcoast 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 saw 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."*



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