



annualreport2010



CONTENTS

| | |
|--|----|
| VISION, MISSION AND VALUES | 2 |
| CHAIRPERSON'S REPORT | 4 |
| CEO'S REPORT | 8 |
| REVIEW OF ACTIVITIES | 10 |
| REPORT ON BRANCH ACTIVITIES - CAPE TOWN | 13 |
| REPORT ON BRANCH ACTIVITIES - JOHANNESBURG | 14 |
| GOVERNANCE REPORT | 16 |
| ORGANISATIONAL STRUCTURE | 17 |
| BOARD MEMBERS | 18 |
| FINANCIAL HIGHLIGHTS | 21 |
| BLACKPAGES | 23 |
| SUCCESS STORIES | 24 |
| HOW TO GET INVOLVED | 26 |
| OUR DONORS | 30 |
| SMMES WITH SHANDUKA BLACK UMBRELLAS | 31 |
| CONTACT DETAILS | 35 |

VISION, MISSION AND VALUES

VISION

To donors and funders - to be the enterprise development partner of choice.

To SMMEs - to provide solid foundations to enable success and to beat the odds of failing in starting and running a business.

To our mentors and employees - to continually motivate mentors and employees that by collaboration we can change lives and make a difference to all those we support.

Our overall long term goal is to:

- open ten Shanduka Black Umbrellas offices within South Africa by June 2014 and operate these for ten years;
- support an average of 50 SMMEs per office with each SMME remaining with Shanduka Black Umbrellas for a maximum of three years;
- ensure that at least 50% of the SMMEs joining Shanduka Black Umbrellas become sustainable within the three year period;
- support SMMEs that generate R2.5 billion in turnover and create 10,000 jobs during the three year period .

MISSION

Developing South Africa's future black businesses together.

Shanduka Black Umbrellas' fundamental purpose is to collaborate with partners in the private sector, government and civil society to address the low levels of entrepreneurship and high failure rate of 100% black owned emerging businesses in South Africa.

This is achieved by:

- **promoting** entrepreneurship as a desirable career choice. Building the profile and image of existing entrepreneurs and Shanduka Black Umbrellas businesses as role models through our media, networking and public relations activities;
- **nurturing** qualifying 100% black owned businesses in the critical first three years of their existence by providing incubators with office infrastructure, professional services and a structured mentorship programme at a highly subsidised rate with the aim of the businesses becoming sustainable during this period.

- **creating** employment opportunities by recruiting and supporting those businesses which have the potential to generate at least four jobs on becoming sustainable;
- **enabling** procurement opportunities for emerging 100% black owned businesses through the **blackpages** initiative;
- **assisting** Shanduka Black Umbrellas businesses that are finance ready to access funding through third party service providers;
- **growing** our knowledge and quality of service offering by accurately measuring, monitoring and reporting on all we do.



VISION, MISSION AND VALUES



VALUES

- **Collaboration** - enabling coordinated practical action for change.
- **Excellence** in all we do.
- **Regeneration** of the economy and society.

Involve the principles that we believe in, which we live by and which in turn will influence how we behave inside and outside the organisation.

When interacting with Shanduka Black Umbrellas you will encounter an organisation with a great personality.

We are:

- **DOWN TO EARTH** - authentic, grounded and African.
- **OPEN** - generous, warm, approachable and big hearted.
- **ENTREPRENEURIAL** - visionary and bold, confident and dynamic, spotters of potential.
- **ENABLING** - empowering, dynamic, responsible and progressive.

CHAIRPERSON'S REPORT

Shanduka Black Umbrellas (SBU) has become increasingly well known as an incubation, mentorship and development programme to facilitate the development and growth of wholly black owned Small Medium Micro Enterprises (SMMEs). SBU's humble but well thought through beginnings go back to January 2005 when Black Umbrellas piloted a new design model for the support of small businesses that counters the common problems typically faced by SMMEs in SA. The rebranding to Shanduka Black Umbrellas took place in September 2009.

What is probably less known is how SBU differs from other similar programmes. The main opportunity for SMMEs is that SBU targets those enterprises that the Codes of Good Practice refer to as Exempted Micro Enterprises (EMEs). These are described as businesses with a turn-over of R5 million or less per annum - SBU SMMEs typically have annual turnovers of much less than R200 000. Those entering our programme get to take advantage of the physical incubation that offers a conducive

working environment as well as appropriate support services and training programmes that entrench skills in operational excellence. In addition, SBU offers a mentorship programme that helps the SMMEs navigate their journey towards being fully fledged business people who have learnt from the experience of seasoned business professionals.

It is pleasing to confirm that the work of SBU dovetails with the South African Government's rationale for small business promotion, which is stated as follows:

"The promotion of entrepreneurship and small business remains an important priority of the South African Government. In March 2005 the Government released a White Paper on National Strategy for the development and promotion of small business in South Africa, in which an elaborate policy and strategy framework on small business was delineated. The White Paper articulated the Government's rationale for small business promotion as follows:



Yvonne Themba
Chairperson

CHAIRPERSON'S REPORT

With millions of South Africans unemployed and underemployed, the Government has no option but to give its full attention to the fundamental task of job creation and to generating sustainable and equitable growth. Small, medium and micro enterprises represent an important vehicle to address the challenges of job creation."

In the foreword to the Integrated Strategy on Promotion of Entrepreneurship and Small Enterprises, the then Minister of Trade and Industry said: "The government will continue to lead efforts to increase the levels of entrepreneurship through supporting small business creation but we are mindful that this important task cannot be undertaken by one player alone. **Partnerships between Government and various stakeholders and role players remain a critical success factor.** Thus, we have been encouraged by the increasing involvement of the corporate sector, organised business, private financing institutions, non-governmental organisations,

universities as well as media efforts in fostering entrepreneurship and small business. Government appreciates these efforts and calls for even more of these collaborations."

We at Shanduka Black Umbrellas truly believe in the power of partnerships. It is indeed the best way to attain exponential gains such as those outlined in the 2010 – 2014 SBU strategy. To this end, we have entered into partnerships with key role players in the enterprise development supply chain. We will continue to seek further partnerships in a bid to ensure that SMMEs enjoy seamless experiences of the enterprise development service on offer to them. Therefore, in addition to aligning ourselves to government strategy, we have to date forged partnerships with the following entities:

Finweek

Finweek is South Africa's best selling business and financial weekly, delivering news, analysis and investigative reporting of the highest

calibre to readers who are serious about managing their money and succeeding in business. Written by a team of award winning journalists, Finweek is presented in a style that is authoritative and engaging, yet easy to read.

Finweek is an essential business tool for time-pressed business people who want to stay ahead of their game.

Finweek is also the only financial publication printed in both English and Afrikaans, reaching more readers in their home language than any other business publication in South Africa.

Attracted by its target market and circulation figures, SBU established a partnership with the weekly business publication whereby the annual blackpages directory of 100% black owned businesses was distributed with their normal run. This partnership was a great success as all 40 000

CHAIRPERSON'S REPORT

copies were sold out in the featured week. Finweek and SBU continue the partnership in 2011.

Adreach

Adreach is a top advertising and marketing entrepreneurial enterprise with a vision for the development of innovative outdoor media solutions. Adreach is unrivalled as the fastest growing independently owned outdoor media group in South Africa. The company's vision is underpinned by a commitment to sustainable social development initiatives. The company remains dedicated to the resourceful but responsible development of innovative upliftment initiatives that serve the commercial needs of councils, clients, consumers and the community at large. Adreach supported the launch of the Johannesburg branch of Shanduka Black Umbrellas in May 2009. 200 street pole advertisements were sponsored for an outdoor media campaign valued at more than R800,000. The six month SBU street pole advertising campaign was flighted from March

to August last year thereafter signs were used as "fillers". The publicity generated by this sponsorship has drawn in a number of people for consideration and interviews. Our partnership with Adreach was extended into 2011.

Institute of Management Development in Switzerland (IMD)

As part of their programme, the MBA students of 2010 embarked on an intervention with the SBU SMMEs. The intended outcome for the students was to "learn how to implement for impact in a difficult environment", whilst the SMMEs were assisted by the students "to achieve more with what they have". The one week intensive study of the assigned small businesses resulted in the improvement of the SMMEs' business processes.

John Cull

John Cull is a specialist in the field of mentoring and coaching practise, notably with The Prince's Trust and Youth Business International

based in the United Kingdom. Mr Cull will be training SBU volunteer mentors as well as the likes of SEDA mentors and mentor co-ordinators. This training will ensure that the SBU mentorship programme is understood and all mentoring is conducted to the same, exacting standards and methodology. Mr Cull is offering his services at reduced rates

Sisonke Fund Managers and Mentors (Pty) Ltd

Sisonke are the assigned fund managers for a R100 million fund established by Khula and FABCOS to fund local small businesses. This is an important partnership as the SBU model is designed to ensure that SMMEs are "Finance Ready". At that point SBU would present the SMME to Sisonke with all relevant historical financial records. Sisonke are specialists who understand how to fund and support SMMEs. Their tested software and extensive business and mentorship experience enables them to fulfil their role of ensuring that failures amongst the selected entrepreneurs remains below 1% of disbursements.

CHAIRPERSON'S REPORT

SBU continues to foster good relations and partnerships with many other key role players in the enterprise development supply chain such as Small Enterprise Development Agency (SEDA) and the Industrial Development Corporation (IDC).

The Global Entrepreneurship Monitor (GEM) Report of 2009 and the Finmark Trust report of 2010 have presented their findings about the status of enterprise development in South Africa and the true levels of entrepreneurship amongst the different races. The data presented confirms that black SMMEs and more especially black women owned SMMEs are the most disadvantaged. These statistics

“Let us join hands and resources and tap into our reservoirs and make South Africa the winning entrepreneurial country that it can be.”

highlight the importance of Enterprise Development and Preferential Procurement within the seven pillars of B-BBEE as critical - they deliver the most positive impact to SMMEs.

SBU will continue to approach corporate South Africa to offer them an opportunity to improve their enterprise development rating by supporting black entrepreneurs. For corporates, this achieves the dual goal of earning Enterprise Development points as per the B-BBEE scorecard as well as the knowledge that their contribution goes towards the important goal of nation building through job creation.

With regards to Preferential Procurement, SBU encourages the use of the **blackpages**. We at SBU specifically undertake to support our SMMEs in their business endeavours. This annual report is a product of one of our SMMEs, as is the blackpages.

I conclude by saying that South Africa is full of opportunity – opportunity for all its citizens. Let us join hands and resources and tap into our reservoirs and make South Africa the winning entrepreneurial country that it can be.

I would like to thank my fellow board members whose counsel and experience has made this journey both worthwhile and rewarding. I also take this opportunity to thank the CEO of SBU who works tirelessly with his teams in Cape Town, Johannesburg and recently Pretoria to ensure this programme is the success that it is today.

Special acknowledgment is directed at DRA Mineral Projects (Pty) Ltd, the engineering company that was the first to collaborate on an SBU centre – Pretoria. This company is a shining example of what partnerships will, and can achieve.

Yvonne Themba
Chairperson

CEO'S REPORT

The primary aim of Shanduka Black Umbrellas is to stem the high failure rate of 100% black owned start up businesses in South Africa. The Global Entrepreneurship Monitor (GEM) Report for 2009 reinforced that the low levels of entrepreneurship in South Africa relative to countries with comparable economies and the high failure rate of new and start up businesses has not changed over the last few years. If anything the situation has become worse with the current recession. In addition to this, the lowest levels of entrepreneurship relative to size of population and the highest rate of business failure has been identified amongst the South African black population. Thus the work of Shanduka Black Umbrellas remains relevant.

Of equal concern is that South Africa currently has the lowest adult employment rate in Africa with more South Africans receiving money from welfare (13.8 million) than employment (12.8 million). Within this context, Finmark Trust recently released their South Africa Small

Business Survey which provides valuable insight into the market within which Shanduka Black Umbrellas operates. Of the 12.8 million people employed in South Africa, 11.6 million people or 90% are employed by 6 million small businesses. Of these, only 2 million employ people other than the owner at an average of 4 people per business and generate 62.5% of the jobs in the country. It is clear where attention needs to be focused in order to address the current low levels of entrepreneurship and employment in South Africa. We need to develop sustainable businesses which generate employment.

This is undeniably easier said than done. There are a myriad reasons why the levels of entrepreneurship and employment in South Africa are so low including the legacy of apartheid, poor quality of basic education, some government inefficiencies, lack of access to finance, to name a few. Given the relative scarcity of entrepreneurs within the South African economy and the significant



Mark Frankel
Chief Executive Officer

CEO'S REPORT

challenges entrepreneurs face starting a business, it is imperative that every assistance be provided to those who stand a reasonable chance of creating and developing a sustainable business.

Informed by increasing research in this area and our own learnings over the last few years, 2010 has been an important year for Shanduka Black Umbrellas in consolidating and fine-tuning our strategy for the years ahead and refining the methodologies used to achieve these strategic objectives. The provision of subsidised business infrastructure has always been, and will continue to be, the cornerstone of our service offering. However, we have realised that in addition to the subsidised infrastructure, bookkeeping and vehicle services, training and mentoring, we also need to source procurement opportunities for the businesses within the programme and assist with access to finance where appropriate. To address the procurement requirements, in May 2010 we

launched the blackpages, a directory listing of 100% black owned companies, including all SMMEs within the Shanduka Black Umbrellas programme, to be used by procurement managers in the corporate and government sector to source B-BBEE suppliers with ratings of Level 3 or higher for procurement purposes. Over 50,000 copies have been distributed and the intention is to publish the blackpages at least once a year. The blackpages is also available in an online version.

Whilst lack of access to finance is a factor limiting entrepreneurship in South Africa, it is important that SMMEs are ready to take on debt before they start a business. We are gradually formalising relationships with third party finance providers in order to provide finance to SMMEs within the programme who are credit ready. SMMEs are deemed to be credit ready when they have a clearly articulated business plan, have a track record of meeting the requirements per the plan and have formal records to show the level of debt

the business can absorb and the repayments they are able to make. There is so much work to be done in the enterprise development arena and we have set ourselves ambitious goals for the years ahead. The achievements to date have only been possible through the hard work of our dedicated employees, the support and leadership of our Board of Directors, our volunteer mentors, our partners in service delivery, government and private funders. Our future accomplishments are dependent on our continuing to work well together.

We believe that through our work and by working in collaboration with others, we will be able to increase the number of sustainable business in South Africa and the employment opportunities they provide.

Mark Frankel
Chief Executive Officer

REVIEW OF ACTIVITIES

The year under review started on an exciting note with the opening of the Marshalltown branch in Johannesburg. Benefits provided by being in the economic heart of the country proved valuable. With the assistance from Adreach who donated available space on their street poles advertisement boards in Johannesburg, the name of Shanduka Black Umbrellas soon became well known. The street pole advertisements were a major source of recruitment of potential new businesses. During the year we had approximately 700 businesses applying to join the Johannesburg branch.

A special mention must be made of Richard Ryan's role in getting the Johannesburg branch up and running. Richard was employed as Johannesburg Project Manager from February 2009 to June 2010. He did an outstanding job in finding us our current home in Marshall Street and equipping the office in order to provide as efficient a service as possible to the SMMEs based there. Richard

also single handedly selected all the current SBU SMMEs and assisted them with their adherence and progress through the Shanduka Black Umbrellas system. Richard's experience in running his own successful business was invaluable in helping with the smooth running of the Johannesburg office and in developing the SMMEs within the office. Richard's role was taken over by the very able Bella Cebekhulu. Bella has a Postgraduate Diploma in Business Management from the University of KwaZulu-Natal, completed an Executive Development programme with UNISA and was previously CEO of the KwaZulu-Natal Furniture Industry Cluster for five years before joining Shanduka Black Umbrellas.

With the Cape Town branch premises located in Woodstock it became evident that we were not fulfilling one of our mandates in providing secure, professional premises to our SMMEs. Security became an increasing issue and the environment was not ideal for the businesses to meet with customers, suppliers and the like.

Thus began the search for suitable premises in the CBD and our new Cape Town home on the foreshore was identified by Thabo Zwane (our Cape Town Project Manager), close to the station, bus terminal and taxi rank, in the same building as The Business Place (a fellow SMME development organisation) and around the corner from Investec, Edward Nathan Sonnenbergs and the like. The new offices opened on 1st February.

Through generous funding provided by the DRA Mineral Projects (Pty)Ltd, we were able to commence the work required to establish a branch in Pretoria. To this end we employed Matthew Rice as Pretoria Project Manager in May. Matthew has a background in financial and operations management, primarily in the healthcare industry.

In the first part of the year our training activities were outsourced and it soon

REVIEW OF ACTIVITIES

became evident that this, together with the mentoring assistance provided to the SMMEs, needed to be an integral part of the SMMEs' development activities within the programme. We needed a full time in-house resource to make this happen.

SBU employed full time Mentor Co-ordinators. In April Phindile Tshabangu joined us in Cape Town and Ahmed Mayat in Johannesburg. Phindile has a BSc Honours in Technology Management from the University of Pretoria and his past experience includes roles as a Business Developer at the University of Stellenbosch, Business Development Manager at SEDA Essential Oils Business Incubator and Chairperson of Business and the Technology Incubation Association. Ahmed has a B.Com degree from UNISA, Postgraduate Diploma in Advanced Taxation from UNISA and a Masters Degree in Entrepreneurship from the University of Pretoria with a background in financial management.

In June Maggie Ledwaba-Chapman took over the Mentor Co-ordinator role, whilst Ahmed assumed the role of Financial Manager of the organisation. Maggie has an MBA from the University of Derby, worked as an Enterprise and Export Development Executive with the UK government and ran her own successful company for seven years.

During the year, we added a module to our training programme to equip the SMMEs with the requisite skills to service their customers effectively. The training modules now include the following:

- **Compliance** (covering SARS, statutory and other requirements in operating a business in South Africa)
- **Developing a Marketing Plan**
- **Developing a Business Plan**
- **Customer Service**

One of the key lessons learnt during the year was that the recruitment and selection process

needs to be as rigorous as possible to ensure that businesses of appropriate calibre are selected. This ensures reasonable assurance that the business model is sound and the owner has what it takes to develop and grow a successful and sustainable business. A number of interventions in addition to the existing process of a detailed application questionnaire, thorough interview, credit and criminal checks were thus introduced, including:

1. An orientation workshop to ensure all applicants are fully informed of their responsibilities in joining the programme.
2. An overview of what a marketing plan consists of to provide the applicants with the requisite tools to complete a brief marketing plan for their businesses to provide Shanduka Black Umbrellas with additional information to determine the future viability of the applicant's business.

REVIEW OF ACTIVITIES

In line with our objective of supporting and growing 100% black owned SMMEs, the vehicle and bookkeeping services have been outsourced to SBU SMMEs or appropriately qualified companies. In Cape Town the bookkeeping services have been outsourced to Milissa Bookkeeping Services CC and the vehicle services to Elfinsef Holdings (Pty) Ltd. In Johannesburg, vehicle services are provided by Executive Endleleni CC and the bookkeeping services by Lusiki Business Consultants CC.

From a media and public relations perspective, 2010 was a big year in the news for Shanduka Black Umbrellas. Not only did we achieve well in excess of R10 million worth of publicity coverage, we also launched the blackpages with our media partner Finweek in May this year. Our publicity has been national and covered both main stream and community newspaper, radio, television and electronic media. Our publicity has supported our SMMEs in obtaining exposure for their products and services and also encouraged the recruitment of new SMMEs in Pretoria, Johannesburg and Cape Town. None of this could have been achieved without Suzanne Weil's phenomenal expertise.

All our offices are properly resourced and staffed with exceptional people to provide service of outstanding quality and efficiency to our SMMEs.



REPORT ON BRANCH ACTIVITIES - CAPE TOWN

It has been, on the one hand, a difficult year for our entrepreneurs but on the other, a year of learnings. In July 2009 we had 32 members but by June 2010, our membership had dropped to 24. The businesses that left the incubator were, with 4 exceptions, all from the construction industry, reflecting the acute hardships businesses faced in this industry. Opportunities for smaller construction companies largely dependent on government tenders were extremely limited. Hence the large drop-out rate we experienced of our construction based SMMEs. In spite of the difficulties faced we were able to register the following achievements during the year:

- **Recruitment activity including the number of applications, SMMEs joining, leaving, remaining:** We received and processed 488 applications from July 2009 to June 2010. Of these 488, we invited 26 to join SBU during this period, of which 19 signed contracts. A total of 25 SMMEs – 21 of which are in the construction industry - left the program

mostly due to inability to pay fees and non-compliance with respect to providing financial information as per our contracts. As at 30 June we had a membership complement of 24 SMMEs.

- **Training and mentoring activities:** On 1 April we appointed an in-house mentor. Since this appointment the mentorship program has taken off full steam. To date, all SMMEs in our program have undergone our compliance and marketing workshops. With the assistance of the one-on-one mentorship they receive, the SMMEs are able to produce marketing plans and forecasts which they use as benchmarks to measure the progress of their businesses.

Negotiations for a further complement of 6 external mentors were at an advanced stage as at 30 June. We targeted the first interaction between selected SMMEs who had completed their marketing plans and these external mentors for August.

- **Turnover generated by SMMEs:** The 24 SMMEs in our incubator generated a total turn-over of just over R3.5 million (R3 529 000) for the twelve months to 30 June 2010.
- **Jobs created:** A total of 40 permanent jobs were created and 48 temporary jobs over the twelve months to 30 June 2010.
- **Net asset value of businesses:** The net asset value of the 24 members of the incubator as at 30 June 2010 totalled just under R2 million (R1 873 650).

Learnings

The most important learning is that it is crucial in our interview process to invite the right calibre of entrepreneurs - those who show a passion for their business, intimate knowledge of their industry and have done extensive market research on their target customers and competition. It has been proven that these passionate, persevering and prepared entrepreneurs are the most likely to succeed.

REPORT ON BRANCH ACTIVITIES - JOHANNESBURG



With the opening of the Johannesburg branch in May 2009, much of the year under review was spent recruiting new SMMEs for the offices. Despite the large number of small businesses in South Africa, estimated at 6 million of which only 15% are registered, very few of these have the qualities we believe are required to develop and grow a sustainable business. Of the 713 businesses interviewed since the opening of the branch only 34 (5%) were accepted onto the programme of which 8 were requested to leave due to non-payment of fees, failure to comply with training and mentoring requirements and unprofessional conduct. This left a total of 24 businesses as at 30 June.

The reasons for businesses not being accepted onto the programme include:

- **Lacking attributes sought:** Entrepreneurs need to be a tough breed - living, eating and sleeping the required personal qualities.
- **No clear business and/or product focus evident:** The single biggest reason for declining applications to join Shanduka Black Umbrellas was the inability of applicants to articulate why they had or wished to embark on an entrepreneurial venture, where this path would take them, why and what products they would offer and to whom.
- Conflicts with the Shanduka Black Umbrellas model.
- Poor credit history.
- Required infrastructure not available within Shanduka Black Umbrellas, for example

applicant needed own property, shop or a larger number of dedicated work stations than model offers.

- **Seeking funding:** Shanduka Black Umbrellas does not assist the SMMEs to obtain funding until they have demonstrated commitment to the programme and are credit ready.
- **Insufficient skill/knowledge base:** Entrepreneurs are expected to have a foundation of technical competence in their selected area of operation. Shanduka Black Umbrellas is not positioned to be a skills development organisation for skills other than business skills. SMMEs are required to possess a sufficient skill/ knowledge/ experience mix in order to understand and implement their products of choice in the environment in which they have chosen to operate.
- Other reasons, which include SMMEs not being 100% black owned, organisation was

REPORT ON BRANCH ACTIVITIES - JOHANNESBURG

not for commercial gain, applicant in full time employment etc.

- Pending - Applications pending further consideration.

Application Details - Johannesburg



- Turnover generated by SMMEs was around R4.4 million for the period under review.
- **Jobs created:** A total of 47 permanent jobs and 27 temporary jobs were created.
- Net asset value of businesses as at 30 June 2010 totalled just over R1 million.

Learnings

Whilst a lot is being done by Shanduka Black Umbrellas to assist early stage and small enterprises to develop and create sustainable businesses beyond incubation, the general environment within which SMMEs operate is not conducive to their survival. The incentives provided by the government and the support by financial institutions are not informed by the day to day battles which entrepreneurs have to face. There is lack of sensitivity and urgency within the private and public sector to pay SMMEs on time thus affecting their cash-flow which has a devastating effect on the day to day running of their businesses. These are the

struggles that our SMMEs are faced with everyday to survive. As Shanduka Black Umbrellas we need to start engaging the private sector more proactively on both enterprise development spend as well as their procurement and subcontracting of their non-core activities to our SMMEs.

The recession has had an adverse effect on small businesses especially in the services sector, such as marketing, training, education. As a result, most are operating in survival mode.

Finding quality entrepreneurs and unique business ideas is very challenging within our target market. The level of education and general understanding of business is a big challenge. The quality of entrepreneurs is thus a key factor for success. This would help us to produce quality graduates and sustainable businesses beyond the three year incubation programme.

GOVERNANCE REPORT

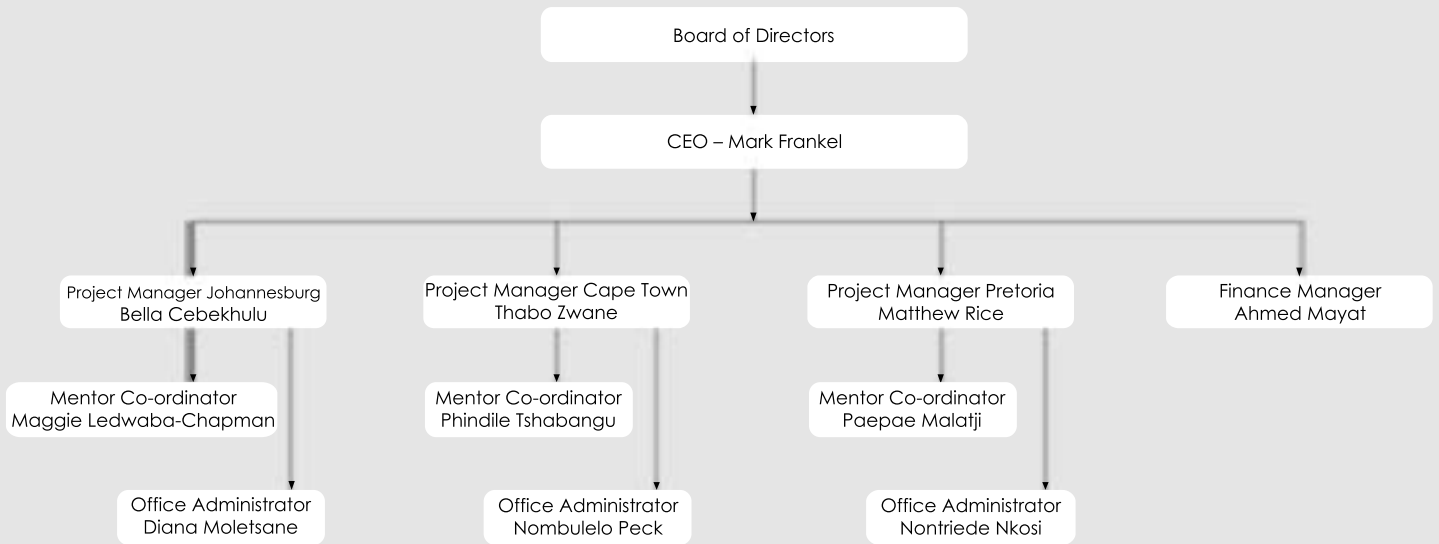
Shanduka Black Umbrellas is committed to sound governance - it plays an integral part of our ethos and organisational philosophy. With the advent of the King Report on Governance for South Africa 2009 (King III), the Shanduka Black Umbrellas Board was tasked with distilling the salient features thereof and assimilating those into the operational and financial aspects of the organisation as well as the Board structure. We are proud to announce that we have identified a number of aspects within Shanduka Black Umbrellas that will be adapted or introduced to comply with the principles as embodied in King III.

Amongst those are:

1. The restructuring of the Board, over time, to accommodate more independent (non-executive) directors.
2. The identification of key operational and sustainability risks and the formulation of a risk management framework.
3. The formulation of sub-committees to attend to remuneration as well as finance and risk.
4. The promotion of a culture, amongst the SMMEs, that embodies the principles of sound ethics and compliance with the regulatory regime of South Africa.
5. Improved stakeholder communication.



ORGANISATIONAL STRUCTURE



BOARD MEMBERS



YVONNE THEMBA
(Chairperson)

Yvonne has the oversight responsibility of the corporate affairs division of Shanduka Group. Her experience has mostly been gained in the financial services sector, where she headed the group's corporate communications department at African Life Assurance Limited as well as the Corporate Social Investment (CSI) and corporate communications department at Sanlam. Prior to that she was the deputy director of the Life Officers' Association (LOA). Yvonne holds a BA degree from the University of Botswana having majored in Economics & Accounting and has an MBA from the Wits Business School. She was recently appointed Trustee of the Fundani Trust, the Mabindu Trust as well as the Shanduka Black Umbrellas Investment Trust. Yvonne was appointed to the board of Shanduka Black Umbrellas in February 2009.



MARK FRANKEL
(Chief Executive Officer)

Mark was a co-founder of Black Umbrellas, now Shanduka Black Umbrellas, together with Charles Maisel in 2005 as an enterprise development initiative of Master Currency (Pty) Ltd, where he was financial director at the time. Mark is a South African Chartered Accountant and has several years experience as a senior financial manager and director with a number of companies including Master Currency (Pty) Ltd, the Bank of New Zealand and Rabie Property Developers; and in the not for profit sector, having worked as Regional Finance and Systems Manager Southern Africa for Oxfam. Mark has worked closely with some of South Africa's leading entrepreneurs and been involved at an executive level in growing companies from start ups to leaders in their fields and hopes to utilize this experience within Shanduka Black Umbrellas to create an environment within which the SMMEs will thrive.

BOARD MEMBERS



DONNE NICOL
(Director)

Donné is the Executive Director of the Shanduka Foundation. She was personal assistant to Cyril Ramaphosa for 11 years. She was instrumental in setting up the Adopt-A-School Foundation and acted as Executive Director in its first year of operation. Prior to joining Cyril as a PA, Donné served as Deputy Secretary of the Border Region of the ANC which was later amalgamated into the Eastern Cape. Donné has outstanding skills in organising and administering structures and initiatives. She is a Trustee of the Cyril Ramaphosa Education Trust, the Alexander Forbes Community Trust, Mabindu Trust and the Fundani Trust. She is a director of the Adobt-a-School Foundation. Donne was appointed to the board of Shanduka Black Umbrellas in February 2009.



CHARLES MAISEL
(Director)

Charles has been a social pioneer & entrepreneur for more than 15 years. In 2003 he founded the Men on the Side of the Road project. This organisation works with thousands of unemployed men who wait at the roadside each day in the hope of finding work. The innovative project aims to help these men to participate in their own economic development. He also founded Shoebox Homes which specialises in space-saving furniture and design solutions primarily to disadvantaged communities. He is a founder of Shanduka Black Umbrellas and has been a driving force behind the project since its inception.

BOARD MEMBERS



RAJESH SUKHA
(Director)

Rajesh MJ Sukha is the Corporate Governance Specialist at Sanlam Investment Management and has had 10 years experience in the legal profession. He attained a B. Proc (Law) degree.

Before his current employment, Rajesh was employed as a Corporate Secretarial Specialist at Old Mutual but he also spent four years in the BEE industry, as a consultant to business and then as a senior verification analyst with a verification agency.

He has practiced law in the Western and Eastern Cape, and Kwa-Zulu Natal.



MARTEN GOVENDER
(Director)

Marten Govender is an entrepreneur with a finance background who has successfully started and managed Synergy Mergers & Acquisitions a corporate finance consulting boutique established in 2002. Marten has grown his business from a one-man show to a 10-man corporate finance team over the past seven years. He is also integrally involved in a number of other business interests and investments including the CEO position of the Dimension 5 Group.

He is a major shareholder in a Training and Development company; Cape Training College. Marten presently sits on the board of the Construction Industry Development Board (CIDB) as well as the Cape Tourism Board. He sits on the Audit & Risk Committee of the CIDB and Chairs the Happy Children of God's Aids Orphanage Board. He is a member of the Institute of Directors (IoD) and a member of the Institute of Business Advisors (IBA).

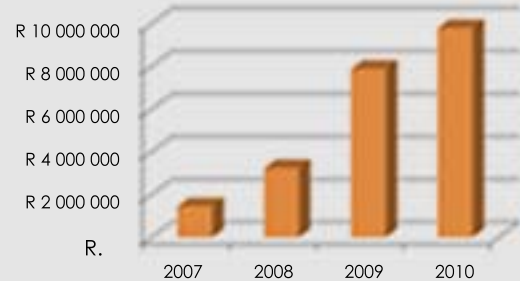
FINANCIAL HIGHLIGHTS

The financial year ended 30 June 2010 was a very positive year for Shanduka Black Umbrellas showing a significant increase in its operations, revenue and cash flow. The surplus generated by the company for the year was R1,545,776.

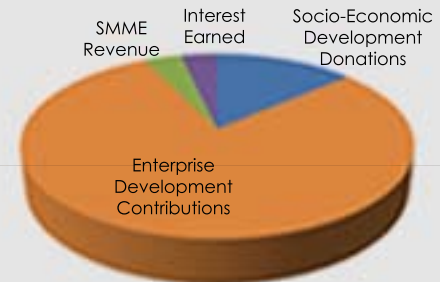
Revenue has increased in 2009–10 to R9,793,092, an increase of 24% on the previous year. A significant amount of this increase is comprised of the value of street pole advertisements donated by Adreach (Pty) Ltd which has played an invaluable role in the recruitment of SMMEs and recognition of the Shanduka Black Umbrellas and blackpages brands. Revenue from enterprise development contributions has increased to R7,745,774 compared to R4,540,756 the previous financial year, an increase of 71%.

Income from enterprise development contributions contributed 79% of Shanduka Black Umbrella's revenue while income from socio economic development donations makes up 14% of revenue, down from 36% in the previous year. Fee and other revenue earned from SMME activity increased by 56% year on year to R362,981.

Total Revenue



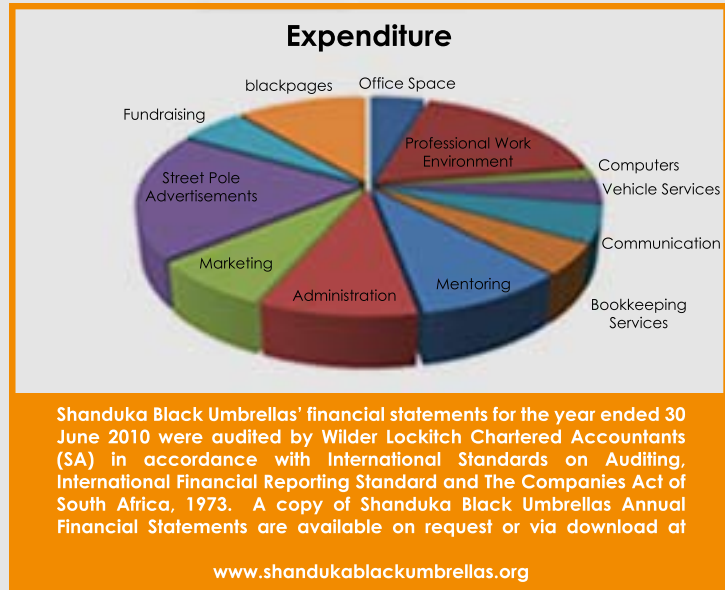
Revenue



FINANCIAL HIGHLIGHTS

Expenditure increased by 150% to R8,254,273 as Shanduka Black Umbrellas operated the Marshalltown branch for a full year in the current year as opposed to two months in the prior financial year, incurred preliminary costs in setting up a branch in Pretoria which opened in September 2010, established a head office cost centre to cater for all centralised overheads and employed full time mentor co-ordinators in each office to manage the training and mentoring activities of the office. The major expenses for the year were the provision of the professional work environment for SMMEs, the cost of the street pole advertisements donated by Adreach and the publication of the first edition of the blackpages.

Shanduka Black Umbrellas generated total net cash receipts of R973,164 for the year with cash holdings at June 2010 at R5,442,918. On the Balance Sheet, Shanduka Black Umbrellas net assets are R6,735,629 of which property, plant and equipment make up R1,023,592 of the total amount and cash the majority of the balance.



blackpages

The inaugural blackpages was launched in May 2010. 50 000 copies were distributed – 40 000 of these were received by the Finweek readership as a supplement, whilst 10 000 were circulated to 1500 procurement officers and all municipalities around the country. This distribution resulted in new business for SBU members as well as all the free listed 100% black owned SMMEs.

We are inspired by the positive feedback we continue to receive from our members. When asked about the type of business enquiries they received as a result of listing in the blackpages, this is what they had to say:

Ncedo Msutwana of Msutwana Development Projects

"My business was registered in 2005 but it never was operational because of a few problems until this year (2010). Recently I received a few calls here in Bloemfontein in connection with general renovations as well as painting requirements. I had provided my potential clients with quotations. I am currently busy with a painting job in Lourie Park, Bloemfontein. Sis'Joice my client, as well as other local clients, found out about Msutwana Development Projects through the first edition of Shanduka blackpages directory (THANKS TO YOU GUYS). I am looking forward to appearing more and more on the blackpages listings in the next coming years. Thanks for the previous email, notifying us about the BEE Certification requirements as that is one other important factor I want to accomplish. Thanks once more."

Ndaba Khanyane of BizDev Consulting

"Client wanted to know about the facilitation work we do for Department of Trade & Industry, with regard to the BBSDP grant that help SMME with their core competencies." This resulted in business of between R10 000 and R50 000.

The key objective of blackpages is to be the procurement practitioners' definitive reference handbook for sourcing 100% black owned enterprises. The interest in blackpages has grown exponentially and SBU will proudly be launching the second edition on 24 March 2011. This forthcoming edition promises to be even more robust in its offering. To this end, we now encourage independent verification that the businesses are B-BBEE certified and 100% black owned. This simplifies the procurement officer's role in ensuring BEE compliance. In partnership with Empowerdex - South Africa's leading accredited verification agency, and BEE123 - Softline Pastel's soon to be launched BEE portal, blackpages has a special offer for 100% black owned SMMEs which will allow the businesses to obtain B-BBEE certification at a reduced rate.

Shanduka Black Umbrellas continues with its vision to make blackpages a relevant and utilised directory.



SUCCESS STORIES

IMVUSA TRADING 2203 CC - Cape Town

Dear All

Apologies for not having communicated sooner, but it has been a hectic time for me since April this year in preparing for a security contract for The World Cup Soccer.

I have met some fantastic people and networked really well. One particular person I do want to mention is Mr Douglas Jones who has assisted my company in growing and developing through offering security for residential estates. We are currently employing 15 fulltime staff and five casuals. Over the World Cup period we employed a further sixteen dedicated security officers who were earning R1600 every second weekend.

Since I joined Shanduka Black Umbrellas, my company has gained more dignity than before. From operating from my home and seeing clients there, I now have offices which I am proud of and it makes for more professional business.

Being a member of Shanduka Black Umbrellas has helped fulfil my vision of creating jobs for my fellow South Africans and it is very rewarding because the business is growing.

In October 2010, we started Cape Town Film Studios Imvusa Trading 2203 cc which will create 45 full time jobs. I am looking forward to expanding my operations in Johannesburg.

Our current clients include:
Panavision International CT branch 2 x sites
Input Media Africa
Cape Town Film Studios
2 x Productions

Thank you for your support

Samuel Maneli
Imvusa Trading 2203 CC
Managing Member

Tel: 021 425 8416
Mobile: 078 933 2009

2nd floor
7 Anton Anreith Arcade
Foreshore
Cape Town



Mr. Samuel Maneli
Managing Member

SUCCESS STORIES

The CBD Wellness Team - Johannesburg

Within a month of joining Shanduka Black Ambrellas, we at CBD Wellness were already enjoying the benefits of being part of the incubator programme. We saw more results in one month than in an entire year in "isolation".

We were immediately given all the necessary access, could make phone calls, send emails and were introduced to other members. I have worked for a number of companies and I was impressed as that does not happen even with the biggest and well known companies. We have been operating for some time but we were not registered for tax and now we are not only registered for Income Tax but also for VAT and have a tax clearance certificate.

Mark came to speak to us on the 4th of February and when I have been dealing with SARS, most of the things he talked about came up and I talked with confidence as I knew what I was talking about. I will soon be registering for PAYE, UIF and SDL. As a business, The CBD Wellness Team jhad never kept invoices and never recorded any transaction and we are delighted that we will have a bookkeeper.

We are no longer embarrassed when a client wants to come see us as we have an office and I'm sure other businesses in this program will grow from strength to strength. This is indeed a professional environment and

it is a pleasure to work with everyone involved and we have no choice but to act and think likewise. I am currently working on the Marketing Plan with the support of the SBU team.

For CBD Wellness we have a long way to go, have learnt a lot but we have less worries now and we only need to concentrate on the business of debt counselling and how can we grow. We are confident that we will succeed and when we do Shanduka Black Umbrellas would have played an important role in that.

To everyone involved, a big THANK YOU!

Thank you and regards,
Vuyani Ngoyi
Debt Counsellor and MD

The CBD Wellness Team
Tel: 0114920902
Mobile: 0832120165

1st Floor, The Business Place Building
58 Marshall Street
Marshalltown
Johannesburg



Mr. Vuyani Ngoyi
Debt Counsellor and MD

HOW TO GET INVOLVED

Enterprise Development

Per the Broad Based Black Economic Empowerment Act, companies are required to contribute 3% of Net Profit After Tax (NPAT) towards enterprise development in order to qualify for the 15 points available in terms of the scorecard. Shanduka Black Umbrellas has been certified by Empowerdex as fully compliant with the requirements of the B-BBEE Codes of Good Practice and all relevant criteria therein for the recognition of Enterprise Development Contributions. Empowerdex has verified that all beneficiaries of the Shanduka Black Umbrellas initiative are Category A beneficiaries. Therefore the full value of contributions made to Shanduka Black Umbrellas by donor entities may be recognised at a factor of 1.25 when calculating the donor entities' Enterprise Development Contributions.

Thus a company donating money to Shanduka Black Umbrellas would be able to claim 125% of its contributions as Enterprise Development Contributions. For example, a

company donating R100,000 to Shanduka Black Umbrellas would be able to claim R125,000 ($R100,000 \times 125\%$) as an Enterprise Development Contribution.

In addition, Shanduka Black Umbrellas has been granted Section 18A Tax Exemption by SARS, thus donations of cash or quantifiable assets are deductible for tax purposes within the limits prescribed in terms of Section 18A of the Income Tax Act.

Donations of goods or services which will assist in the operation of the offices, development of the SMMEs and expansion of existing operations are also greatly appreciated. Overhead costs which are allocated to supporting the activities of Shanduka Black Umbrellas and not directly incurred may be recognised at a benefit factor of 80%. However, with the enhancement factor of 1.25, 100% of the allocated overhead cost may be claimed for scorecard purposes.



HOW TO GET INVOLVED

Procurement

20 points on the B-BBEE scorecard are available for Preferential Procurement calculated as follows:

| Criteria | Weighting Points | Compliance Target | |
|---|------------------|-------------------|-------------|
| | | Years 0-5 | Years 6 -10 |
| B-BBEE Procurement Spend from all Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend. | 12 | 50% | 70% |
| B-BBEE Procurement Spend from Qualifying Small Enterprises or Exempted Micro-Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend. | 3 | 10% | 15% |
| B-BBEE Procurement Spend from any of the following Suppliers as a percentage of Total Measured Procurement Spend Suppliers that are 50% black owned (3 out of 5 points) or; Suppliers that are 30% black women owned (2 out of 5 points). | 5 | 15% | 20% |

In terms of Statement 800:

- **Exempted Micro Enterprises (EME)** are any enterprises which have annual revenue of less than R5 million and have a deemed BEE Procurement Recognition of 100% and BEE Status of Level 4 Contributor. If the EME is more than 50% owned by black people or black women, it is promoted to a BEE Status of Level 3 Contributor and a BEE Procurement Recognition of 110%.

All SMMEs within Shanduka Black Umbrellas are 100% black owned EMEs and thus have a 110% BEE Procurement Recognition level. In addition, if the Measured Entity procures goods and services from a supplier that is a recipient of enterprise development contributions from the Measured Entity under Code series 600, the recognisable B-BBEE Procurement Spend that can be attributed to that Supplier is multiplied by 1.2.

Thus if the Measured Entity contributes to Shanduka Black Umbrellas as part of its Enterprise Development initiatives and procures from an SMME within the programme, the BEE Procurement Recognition will be enhanced by a further 20% i.e. 132%.

HOW TO GET INVOLVED

Example:

If the Measured Entity spends R100,000 with an SMME within the Shanduka Black Umbrellas programme and makes an enterprise development contribution to Shanduka Black Umbrellas, the BEE Procurement Recognition will be as follows:

$R100,000 \times 110\%$ (EME and black ownership > 50%) $\times 120\%$ (enterprise development contribution to EME via supplier development programme) = R132,000 (32% enhanced benefit).

Plus

If the Measured Entity spends 15% of its Total Measured Procurement Spend with SMMEs within Shanduka Black Umbrellas, it will be entitled to a further 6 points, 3 points because all SMMEs are EMEs and 3 points because all SMMEs are more than 50% black owned.

Supplier Development Programmes

For those companies who wish to diversify their

supply chain by including more black owned EMEs, a collaborative solution may be created with Shanduka Black Umbrellas whereby appropriate 100% black owned SMMEs which meet the companies' supply chain needs are identified via the companies' supplier databases, the blackpages and the existing SMMEs within the Shanduka Black Umbrellas programme and a managed supplier development solution be provided via the Shanduka Black Umbrellas incubator.



The managed supplier development solution will ensure the risk to companies in bringing new suppliers into their supply chain will be minimised via the systems and processes already operating within the Shanduka Black Umbrella's program, namely:

- A rigorous selection program that includes credit and criminal checks to ensure the most appropriate SMMEs are selected;
- A training and personalised mentoring program that includes benchmarks on business plans which the SMMEs prepare themselves thus ensuring each SMME is properly prepared and supported to deliver the level of service, quality and pricing required;
- rigorous monthly financial accounts provided for every SMME in the program which enables the corporate suppliers to see the economic benefit provided by the procurement opportunities provided to the SMMEs;
- a monthly evaluation of the progress and sustainability of each SMME;

HOW TO GET INVOLVED

- Supporting the SMMEs with services and infrastructure such as telecoms, use of a vehicle, internet and e-mail services.

The supplier development programme would also provide significant B-BBEE scorecard benefits to a participating company as they would be able to claim 125% of the amounts contributed to Shanduka Black Umbrellas for enterprise development purposes and would be able to claim 132% of any procurement from SMMEs within the programme.



Volunteer Mentors

A key part of the Shanduka Black Umbrellas Programme is the provision of mentorship support to its SMMEs. Mentors and mentees are assessed and matched to form an ongoing mentoring relationship aimed at improving the sustainability and growth of the SMMEs with the objective of:

- transferring business skills and knowledge from mentors to mentees;
- helping the SMMEs to grow;
- helping the SMMEs meet their objectives.

The Shanduka Black Umbrella Mentorship Programme has a two tier structure:

- a) Volunteer Mentors** – There is a database of mentors in each area who are linked one to one with participating SMMEs.

Minimum time commitment by volunteer mentors:

- one day training (once off);
- one hour a month for mentoring;
- 30 minutes quarterly for reporting;
- three hours once a year for a mentor report back meeting.

- b) Panel of experts** – this consists of industry specialists across various sectors. They are called on when necessary by the mentor to address specific issues pertaining to an SMME. They also may be requested to run a workshop, or address the SMMEs from time to time. Time required: adhoc

Socio-Economic Development

Per the Broad Based Black Economic Empowerment Act, companies are required to contribute 1% of Net Profit After Tax (NPAT) towards Socio-Economic Development in order to qualify for the 5 points available in terms of the scorecard. Shanduka Black Umbrellas is a Section 21 Association - Not for Gain and has been registered as a Non Profit Organisation (NPO Number 062-354 NPO). As more than 75% of the full value of any Socio-Economic Development contributions would directly benefit black people, the full value of the contribution would be recognised for scorecard purposes.

Contact

Please refer to the contact details in this report if you would like to make a contribution in any of the above areas.

OUR DONORS

- Adreach Group (Services)
- Advanced Vehicle Engineering
- African Cork Suppliers
- African Food Industries (Pty) Ltd
- Air Select Air Conditioning
- All Elect PE
- Apollo Air cc
- Bridging Technologies SA
- BVI Consulting Engineers
- Community Chest
- Concrete 4 U
- D Financial Services Africa (Pty) Ltd
- Dell Computers
- Dlamini Weil Communications (Services)
- Donville Meat Corporation
- DRA Mineral Projects (Pty) Ltd
- Eastern Switchgear
- Eden Landscaping
- F S Smit Manufacturing
- Fast Lane Solutions
- FC Holma Argitekto
- Fugro Maps
- Geberit Southern Africa (Pty) Ltd
- Global Payment Technologies
- Graham Clarke Electrical Trust
- Greater Good SA
- Haslop & Mason Engineering
- Heron Foundation
- Heydenrychs Butchery
- HSE Supplies (Pty) Ltd
- ImageTEK
- Incon Health
- Industri-Bag
- Industrial Development Corporation
- Intaba Construction
- Integral Safety Products
- Interger Marketing Communications (Pty) Ltd
- Laser Chemicals
- Maritime Motors
- Merlin Project Services
- Merrill Lynch SA
- Metacom
- Metate Construction
- Midas Capital
- Mining Mechanical & Offshore Engineering
- Moodie & Robertson
- Motor Rewinds
- MTN
- NETGroup Solutions Holdings
- Nexor
- Optimum Production Direction (Pty) Ltd
- Open Society Foundation
- Orley Foods
- Osmosis Experiential Marketing (Pty) Ltd
- Pex Hydraulics
- Remtec
- Rentworks Africa (Pty) Ltd
- S & T Consulting Engineers
- SBK Rewinds
- Shanduka Group
- SLDesigns
- Surplan
- Swift Micro Laboratories
- Tembuland Gas
- TransUnion ITC
- Tshikululu Social Investments
- W Martin Interiors
- W Voigt (Cape) (Pty) Ltd
- Waterloo Plumbing

SMMEs with Shanduka Black Umbrellas

JOHANNESBURG SMMEs

Marry Aerials Trading cc

Installation of satellite dishes, aerials, closed circuit surveillance systems, alarm and fingerprint access systems, plasmas and extra views
Owners: Phalandwa Nelwamondo and Mary Ngubeni

CBD Wellness

Debt counselling for individuals and corporate employees
Owner: Vuyani Ngoyi

Lusiki Business Consultants

Bookkeeping, tax services, small business administration
Owner: Zolisa Soji

Umzikantu Technologies

Electrical construction; maintenance and project management; switchgear installation and repair; recyclable energy resources and technological innovation
Owner: Patrick Buso

Moshate Media

Events management, marketing and publishing
Owner: Mahlatse Masimini

Gemini GIS and Environmental Services cc

Environmental and geographic information system consultancy services
Owners: Andiswa Silinga and Tankiso Phidza

Kgatliso Projects and Interiors

Interior decor and design
Owner: Nonhlanhla Khumalo

Cliqworks Communications

Website development, online marketing, advertising and corporate ID
Owner: Malope Mashifane

Mashabela Personnel

Recruitment services
Owners: Candice Mashabela and Tebogo Gabashane

Executive Endleleni

Airport transfers, chauffeur services, tours
Owner: Billy Radebe

Remarkable Waste Recyclers

Recycling and waste management
Owner: Nelisiwe Radebe

Umjikelo Recruitment Services

Recruitment Services
Owner: Brenda Kganyago

Altivex (Pty) Ltd

Marketing
Owner: Dumisani Nxumalo

Nobulali Productions

Educational Drama
Owner: Nobulali Dangazele

Oxygen Events Management

Business-2-Business Media Event management
Owners: Audrey Elizabeth Azimullah

SMMEs with Shanduka Black Umbrellas

UB IT Consultants

IT/Mining Recruitment
Owner: Fundisiwe Mthembu

Kharbu Health Services

Health Services
Owner: Paul Khayil

Mphilisi Development Consultants

Outdoor marketing using bicycles & trailers
Owner: Aubrey Masuku

The Child Care Group

CCS Corporate Childcare Solutions T/A The Child Care Group
Owner: Itumeleng Dhlamini

Mokane Communications

Laptop Insurance
Owner: Siphon Ntintili & Itumeleng Moloi

Hardkore VIP Security Services

Protection Services
Owner: Vuyo Mjoli

Apple Host

IT, hosting, web design, networking, support and maintenance
Owner: Tshepo Kgare

Masungulo Electronics and IT Solutions

IT solutions
Owner: Jiga Richard Ngomane

Teano Research & Development

Research and Development
Owner: Kgethi Dlamini

Isontawa Interior and Exterior Furnishings

Space saving Interior and Exterior Furniture
Owner: Clive Mntambo

Soweto Biz Ride cc

Publishing, SMME consulting, media and branding
Owner: Danny Boy Mosome

CAPE TOWN SMMEs

African Corporate Designs

Promotional marketing items
Owner: Nadia Moses

Andiswa's Financial Services

Debt counselling & management consulting
Owner: Andiswa Tinto

Basadi Women Technical Productions

Audio Visual productions, sound & lighting hire for events
Owner: Halieo Ivy Mofahla

Bizdev Consultancy

Business consultancy
Owners: Ndaba Khanyane & Brian Sochenywa

Clear Thinking Transport

Chauffeur and shuttle transport services
Owner: Clinton Johnson

SMMEs with Shanduka Black Umbrellas

Conundrum Media

Website & graphic design, web marketing
Owner: Inga Gubeka

Impumelelo Staffing Solutions

Recruitment and human resources services
Owner: Nondumiso Ncisana

Imvusa Trading 2203 cc

Specialist security for the film industry and on-location shooting
Owner: Samuel Maneli

Inyameko Trading 675 cc

Construction/cleaning and bookkeeping services
Owner: Mzukiseni Yidlani

Kisuaq Trading

Distributors of language software in schools
Owner: Shawn Roberts

Milisa Bookkeeping Services

Bookkeeping, payroll & tax advisory services
Owner: Dorah Tafeni

Ntlantsana Business Consult

Accounting, tax & management consulting
Owner: Simphiwe Ntlantsana

Ntuthu & Lira Hygiene Cleaning Services

Sanitise & cleaning computer and telephony equipment
Owners: Nontuthuzelo Ngcuze & Lerato Mogale

Panoh Consultancy

Logistics and commodity broking
Owner: Nhlanhla Lethlake

Precious Environmental Services

Energy efficient lighting products and the manufacture of "hot boxes" for peri-urban/rural households.
Owner: Nceba Phike

Roswika Media

Magazine publishing focusing on Science & Maths in schools
Owner: Madambi Rambuda

To Bead Africa

Beading products
Owner: Thobeka Mdiza

Unic Brands

Corporate branding & clothing, promotional gifts
Owner: Songezo Ntinge

Seasons Find 1314 cc

Retail bananas to supermarkets
Owner: Aadam Ebrahim Allie

PRETORIA SMMES

Bathale Media

Photography, animation, video and motion picture productions, website as well as graphic design for promotional and marketing materials.
Owner: Oscar Segane

SMMEs with Shanduka Black Umbrellas

Ayeye! Clothing

Design & supply of locally branded casual clothing

Owner: Sello Molekwa

Kgwadi Traning Services

Accredited forklift, driver, Health & Safety and skills training services

Owner: Samuel Kwadi Chuene



CONTACT DETAILS

Cape Town

2nd Floor
7 Anton Anreith Arcade
Foreshore
Cape Town
8001

Manager: Thabo Zwane
E-mail: thabo@blackumbrellas.org

Telephone: 021 425 8416
Fax: 021 425 8729

Johannesburg

1st Floor
58 Marshall Street
Marshalltown
Johannesburg
2001

Manager: Bella Cebekhulu
E-mail: bella@blackumbrellas.org

Telephone: 011 492 0902/3/4
Fax: 011 492 0905

Pretoria

4th Floor
JSL Towers
259 Pretorius Street
Pretoria
0001

Manager: Matthew Rice
E-mail: matthew@blackumbrellas.org

Telephone: 012 326 9196
Fax: 012 328 2813

Website

www.shandukablackumbrellas.org



blackpages

www.shandukablackpages.co.za