



# annualreport2011

shanduka  
**blackumbrellas**



Developing South Africa's Future **Black Businesses** Together.



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### VISION

To be the enterprise development partner of choice. To provide solid foundations to enable success and beat the odds of failing when starting and running a business.

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

#### Our overall long term goal is to:

- Open 10 Shanduka Black Umbrellas (SBU) incubators within South Africa to support an average of 50 SMMEs per incubator with each SMME remaining with SBU for a maximum of three years;
- Ensure that at least 50% off the SMMEs joining SBU become sustainable within the three year period;
- Support SMMEs that generate R3.6 billion in turnover and create 7 300 jobs over a 10 year period.

### MISSION

#### Developing South Africa's future black businesses together.

SBU's 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 SBU 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 – [www.shandukablackpages.co.za](http://www.shandukablackpages.co.za);
- Assisting SBU 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.

## VALUES

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

Involve the principles we believe in, which we live by and which in turn will influence how we behave inside and outside the organisation. When interacting with SBU you will encounter an organisation with a great personality and integrity.

## enabling

### verb

1. To make able; give power, means, competence, or ability to; authorise.
2. To make possible or easy.
3. To make ready; equip.



## rock-solid foundations

### adjective

Not likely to move or break.

### noun

1. The basis or groundwork of anything.
2. The natural or prepared ground or base on which some structure rests.

## 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.



**Yvonne Themba**  
Non-Executive Director

The SBU incubator offering has been lauded by most and criticised by others. The main criticism was why we elected to establish an incubator that is open to all sectors of the economy. The argument being that for as long as the incubator does not focus on a particular sector – preferably the manufacturing sector – we would not achieve our stated goals.

The world over, incubators are seen as a mechanism to improve emerging market economies by nurturing and assisting the growth of new businesses through improving their survival rates during their most vulnerable first three years. It is universally accepted that incubators contribute to nation building through the creation of employment.

### **Mixed use or single use?**

The provision of various incubator models varies within different countries and regional focus is influenced by the needs of the emerging businesses and requirements of the local economy. The outcome of this is two different incubator models: Mixed used business incubators or single use business incubators (e.g. technology, services sector or manufacturing business incubators). The majority are non-profit with an outright bias to urban areas.

SBU is a mixed use incubator programme that is available to emerging businesses in Cape Town, Johannesburg, Pretoria and recently in Durban. This model remains relevant to the needs of the businesses in these incubators. Our current experience is that businesses are established in various sectors with business plans that respond to a specific need or niche market. Most SMMEs tend to see opportunities in line with their academic and work experience. This is reflected in research which indicates that the SMMEs most likely to succeed are those that establish businesses in their field of expertise. It can be argued that Malcolm Gladwell's 10 000 hours rule also comes into play.

Outside of the construction industry (non-recurrent) bias that we initially experienced in Cape Town in 2005/6, we have not had any particular bias or preponderance towards any one sector. Single use incubators are generally a feature of

businesses that are linked to universities or research institutions. SBU is clearly not such an organisation.

This, however, does not mean our model is confined to mixed use. Our business model is easily adaptable to respond to any individual company's or sector's supply chain requirements. It can remain mixed use within a particular sector, such as the mining or automotive industries, or single use in response to a cog or micro aspect of a supply chain, such as Owner-Driver initiatives within the bottling industry.

## **Success factors**

Whether mixed or single use, the factors that remain key to the success of any incubator are numerous, and include the following:

- The incubator's business model must be structured for financial sustainability.
- Selection of a strong and empowered Board, willing to invest their reputation and energy with consensus on the vision and primary needs of the incubator, strategic partners and all other stakeholders.
- Employment of passionate, committed and appropriately skilled personnel who are properly remunerated for performance.

## **Actively seeking partners**

The Jobs Fund is a R9 billion fund managed by Development

Bank of Southern Africa (DBSA) that will provide grants; on a co-funding basis. This fund is aimed at providing entrepreneurs with the leverage they require to become connected to the formal economy. The desired outcome is to create 150 000 jobs over a three year period by supporting between 1000 and 2000 projects. SBU aims to be one of those projects.

The Chairman of the Investment Committee, Mr Frans Baleni, said: "We recognise that the success of the Jobs Fund depends on strong cooperation between the public, private and non-governmental sectors". This statement complements SBU's philosophy that by working together we can make a difference.

The Department of Trade and Industry (DTI) has set up an advisory group to help improve the government's small business support programme. The ramping up of the incubation programme (much like the Brazilian model) has been identified as a key driver that will benefit small entrepreneurs. As such, Small Enterprise Development Agency (SEDA) is planning to roll out support for 250 incubators over the next five years as a first phase towards a target of 1000 small business incubators. This is in-line with SBU's long term goal of opening 10 incubators within South Africa, supporting an average of 50 SMMEs per incubator.

At the Black Business Summit 2011, four commissions deliberated on four critical issues that affect black business and provided resolutions under the following headings;

- Economic Transformation
- SMME Development
- Infrastructure Investment Commission
- Land Reform Commission

Of the four, two specifically resonate with the work of SBU: Economic Transformation - with specific reference to "...building a new community of black entrepreneurs..." and SMME Development with specific reference to "...development of entrepreneurs, support to enterprises and creating an enabling environment."

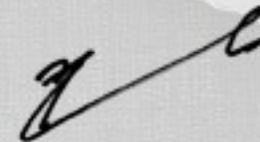
### **Together we can**

The Codes of Good Practice allow for the payment by a Measured Entity to a third party SBU to perform enterprise development on their behalf. This would then qualify as an Enterprise Development Contribution. In addition, the support of SMMEs in the **blackpages** will contribute to the Measured Entity's Preferential Procurement rating.

### **Special acknowledgement**

I would like to thank my fellow board members who make chairing this august organisation a pleasure. I also take this opportunity to thank the CEO of SBU who works tirelessly with his teams in Cape Town, Johannesburg, Pretoria and latterly Durban. Our staff is our biggest asset and each of them play a critical role and I thank them for their dedication and hard work.

Special acknowledgement is directed to DRA Group (Pretoria), Bank of America Foundation (Cape Town), Global Payment Technologies (Johannesburg), Provincial Government of the Western Cape (Cape Town) and Aard Mining Equipment (Johannesburg) for their exemplary contributions to the work of SBU in the incubators they have supported.



**Yvonne Themba**  
Chairperson



**Mark Frankel**  
Executive Director

2011 has seen significant momentum in government led initiatives to stimulate and develop the creation and development of small businesses in South Africa, particularly small businesses which have the potential to create jobs.

These include the launch of the Jobs Fund which has a strong enterprise development focus; changes in legislation to the the Preferential Procurement Policy Framework Act to extend BEE requirements to the entire BEE scorecard rather than just ownership; proposed changes to the B-BBEE Act to create greater emphasis on the preferential procurement, skills development and enterprise development sections of the B-BBEE scorecard; the proposed expansion of the number of business incubators in South Africa from 35 to 250 over the next five years and the establishment of an enterprise development

fund by the National Empowerment Fund (NEF) to help businesses become sustainable and financially independent.

Enterprise development has the potential to play a significant role in achieving the economic development and job creation objectives South Africa has set out. However, with the poor levels of education in the country, low levels of entrepreneurship, high failure rate of start up businesses and restrictive labour and other policies, the challenge in creating and developing the number of small businesses that will achieve the required objectives is immense.

Enterprise development can no longer be a passive activity. If we are to see the required numbers of small black owned businesses develop and become sustainable that are to have any meaningful impact on the economic growth rates we require, assistance has to be provided at every level by all stakeholders. Companies need to go beyond doing the minimum to achieve enterprise development points in terms of the B-BBEE scorecard. It is imperative that they play an active role in the development of the businesses they are supporting. This can be achieved through mentoring the business owners and the provision of procurement opportunities for these businesses in their supply chain. There has been an increased focus by parastatals and government departments in allocating procurement opportunities to small black owned businesses. However, if these opportunities are not accompanied by support services and the provision of

finance, there is a risk that the anticipated benefit will not be realised or the quality of products and services provided will be below required standards. More finance institutions need to integrate business development services as part of their offerings to small business. The real work around the management and repayment of the finance only starts once the loan has been advanced. As individuals, we need to support small black owned businesses and transfer skills and experience where possible.

Over the last year, SBU has become increasingly recognised as a value add partner. We have played an important role in mitigating the risks associated with extending finance and providing procurement opportunities to small businesses through the business infrastructure, training and mentoring programmes we provide. Through these initiatives, we are realising all aspects of our mission in nurturing and developing qualifying businesses with support, finance and assistance with access to markets.

Based on our experience in the incubation sphere, there is a chronic shortage of quality black owned businesses. We define quality businesses as those which have the capability to take advantage of the opportunities afforded by the changes in legislation and the additional funding to be made available. This has led us to revisit our selection processes and incubation methodology to ensure that we select and

develop businesses which have the ability to meet our strategic objectives which are aligned with the aforementioned national priorities.

Changes include the introduction of a pre-incubation programme which assists start up applicants in assessing the viability of their business opportunity and existing businesses in formulating a strategic development plan before committing to full incubation. For those in full incubation, we will shortly be introducing a range of office facilities and attendant fee structures to accommodate the stage of growth of the business and the number of employees within the company. We have also intensified our reporting requirements in all phases of the programme to ensure our deliverables are closely monitored. For those businesses within their third year of incubation, we have introduced an incentivised savings programme to assist them in setting up independent operations upon leaving the incubator.

There have been some wonderful success stories over the last year. We have had businesses graduating from our programme as they had outgrown the infrastructure and facilities we are able to provide. Others who had been struggling to secure meaningful customers for months have received sudden breakthroughs by securing significant contracts. Some of our businesses have developed and implemented groundbreaking products and services. We

have also had our fair share of pain and disappointment with businesses leaving the programme during the year due to their businesses failing in an incredibly tough economic climate or lacking the commitment to give what it takes to get a small business to a sustainable level.

We have a very exciting year ahead with the opening of our Durban incubator in November 2011. Discussions are currently underway for the opening of further incubators in the year ahead. Our relationships with key strategic partners have expanded and strengthened over the last year. We look forward to meaningful collaboration initiatives over the next few months. Our third edition of **blackpages** is due for publication in the first half of 2012 and we are planning a number of enhancements and value adding features as part of the offering. In early July 2011 we held a strategy session where we critically looked at various aspects of our operation and methodology. We have made critical changes to improve and deepen our offering. We look forward to the positive impact and benefits of these changes in the year ahead.

I would like to thank the management and staff in each incubator for their invaluable assistance and commitment to helping realise our objectives. I believe we have a passionate and highly skilled team in place who continue to ensure we deliver on the requirements of all our stakeholders. To the SBU

board, thank you for your guidance and support over the last year. Your insights in all aspects of our strategic development have been at the highest level. A very special thank you to all our donors for choosing SBU as their enterprise development partner of choice. It has been an honour to assist you in realising your objectives. To the businesses within our incubators, I wish you much success with all your ventures and look forward to sharing in the joy of you exceeding all of your expectations.



**Mark Frankel**  
Chief Executive Officer



## Cape Town

### Incubator at a glance

The period under review was marked by an erosion of most small businesses as opportunities which were presented by the soccer world cup dried up. Given that the majority of businesses in our stable were reliant on public sector tenders, this impacted negatively on the businesses we supported. The number of businesses thus dropped from 24 at the beginning of the financial year to 14 as at 30 June 2011. On a positive note, however, the same period was also marked by a revised SBU strategy. The result of which is a much more streamlined and thorough recruitment process as well as the launch of the volunteer mentor programme. With this, an improved calibre of small businesses were incubated thus reducing the dropout rate which was notably high in the 2009/10 period. Despite the draw backs, the incubator remained resilient and continued to deliver on its core mandate.

Strategic partnerships remained a cornerstone of SBU Cape Town. We were honoured to be nominated to the highly influential Council of the Cape Chamber of Commerce and actively participate in their enterprise development sub-committee.

### Some of our highlights for the year include:

- Participation, for the first time, in the illustrious Cape Town Entrepreneurship Week (CTEW).
- Roll out of the volunteer mentorship programme with a total of 6 volunteer mentors and 10 small business owners participating.
- Mentor and Mentee training through the Small Business Mentor Workshops, which were facilitated by the internationally acclaimed John Cull.
- Graduating two businesses who reached the end of their 3 year business incubation period during the first half of 2011.
- Signing of a memorandum of agreement with the Provincial Government of the Western Cape (PGWC) – through the Department of Economic Development. The aim is to set up collaboration with corporates in the Western Cape and assist them with establishing supplier development programmes to develop sustainable black owned businesses within their supply chain.
- Launching of the pre-incubation phase, a three month programme aimed at assessing the feasibility and viability of an enterprise's business model.

## Recruitment activity

The number of enquires varied between 40 – 50 monthly. The peak month was during the October/November period, which recorded over 60 enquiries monthly – this was due to the incubator's participation in the CTEW and the resultant publicity. An estimated 500 enquiries were received. 32 of these were invited to join SBU, with 10 eventually signing up.

Orientation sessions were an innovation piloted in Cape Town, to serve as a primary interface after the initial enquiry between SBU and prospects. The information sessions have largely been a success and were subsequently introduced at the other SBU incubators. During the sessions, regional management provides SMMEs with a thorough outline of the SBU programme and requirements for participation.

## Training and mentoring activities

**Training** - The incubator delivered training on all the core modules, i.e. small business compliance, marketing plans, business plans, customer service and mentee development training. An exciting development was the introduction, during the recruitment phase, of the pre-marketing stage – which entails a basic template of a watered down version of the marketing plan module. This has resulted in business owners taking a more in-depth look at their value proposition

and investigating the market potential in greater detail. A total of 20 businesses were assisted through this intervention. This initiative is now being replicated in all SBU incubators.

**Mentorship** - We currently have eight volunteer mentors within our network. The mentorship commenced in August 2010. The assistance provided by mentors is the transfer of business and professional skills, linkages with market access opportunities where fitting, assistance with business strategy and other specialised interventions on an ongoing basis. One of the highlights of the year was the Mentor and Mentee training through the Small Business Mentor Workshops facilitated by the internationally acclaimed John Cull.

## Financial indicators for the year

| Turnover   | Total Employees | Net Asset Value |
|------------|-----------------|-----------------|
| R5,688 689 | 133             | R 512 075       |

## Learnings

- **Information sessions** – it is essential to educate our target market with regards to what we do and do not offer. This will assist in managing expectations.

- **Rigorous screening criterion** – A rigorous screening process is essential as a primary filter. It has been useful to pick up a business with a weak business case during the assessment phase. Although the process of recruitment is considerably slower, the benefit outweighs the drawback as the quality of businesses coming through is improved over time.
- **Lower economic prospects** – Initiating supplier development programmes in the region and assisting by broadening the market opportunities available.
- **Start up funding** – the availability of start up funding remains in short supply, although this is the area of greatest need amongst black owned businesses.

### The Future – “Consolidate & Grow”

The year ahead promises to be an exciting one for the Cape Town incubator. The incubator is emerging from a low base, characterised by poor performing businesses and an equally poorly equipped facility. Our objective is thus to consolidate on previous gains, learn from past mistakes and reposition the incubator as premier catalyst of economic growth in the region as well as a recognised giant in the development of emerging black enterprises. The improvement on the retention rates of incubated businesses, the recruitment of quality businesses, a fully fledged professional working environment and committed and talented staff remain the key ingredients in achieving this ideal.



## Johannesburg

### Incubator at a glance

The Johannesburg SBU incubator currently incubates 21 businesses, which employ more than forty full and part-time employees. Both business training and support are ongoing which have resulted in good opportunities for the incubatees. TWP selected three of our SMMEs to whom they have extended support in the form of mentorship and funding. TWP is currently building a business center which will house the SMMEs and this promises to be complete by mid of October 2011. As an exciting add-on, the company will also integrate these SMMEs into their procurement programme.

The incubation has seen some tremendous growth in terms of its staff compliment. The incubator was opened in 2009 with only two staff members and it has grown to five staff members. The current incubatees have viable businesses. We have seen one of our SMMEs hosting a national expo (Black Farmers), another has been awarded a contract by a United Kingdom charity and Umzikantu Technologies has been awarded various larger projects with Total Facility Management Company (TFMC) and the University of Johannesburg.

### Pre-incubation

The programme started in July 2011 and the plan is to have

an intake every 2 months. The Johannesburg incubator's first two pre-incubatees commenced work on 1 July 2011 and will complete their pre-incubation at the end of September 2011. They have attended two sessions of the marketing plan workshops and are due to attend South African Revenue Services (SARS) workshops on tax registration and Small Business Tax. Another two companies were admitted into the programme and started on 1 September. They have attended the first session of the marketing plan workshop.

### Recruitment activity

The recruitment activities included a presentation at Raymond Ackerman Academy for Entrepreneurs at the University of Johannesburg. We also participated in various exhibitions.

### Applications for incubator

| Activities  | Number |
|---|--------|
| Number of attendees   | 205    |
| Number of applications received                             | 205    |
| Number of SMMEs accepted for pre incubation                 | 4      |
| Number of applications accepted post pre-incubation process | 5      |

## Training activities

| Training            | Number of participants |
|---------------------|------------------------|
| Compliance workshop | 33                     |
| Marketing workshop  | 36                     |
| Customer service    | 21                     |
| Mentee              | 10                     |
| Business Plan       | 20                     |
| Tushiya – Brand     | 7                      |

## Mentoring activities

The John Cull Mentor Training took place in February of this year. The sessions were geared at training mentors on how to be effective in their roles as mentors. During this time, our Enterprise Development Managers were trained by John Cull and are now certified to conduct training sessions for mentors and mentees. Our SMMEs have highlighted mentorship as a crucial component to the success of their businesses. Attracting mentors is proving to be a challenging task and we have recruited nine mentors this year.

## Financial indicators for the year

| Turnover by end of June 2011 | Jobs created | Net asset value        |
|------------------------------|--------------|------------------------|
| R6,701,850                   | 104          | Total asset = R503,301 |

## Learnings

We have entrepreneurs from all spheres and with different educational backgrounds. We introduced pre-incubation to enhance the quality of businesses recruited into the programme. We expected our SMMEs to expand and create employment by hiring at least 4 employees by the time they leave SBU, however, our service offerings were not keeping up with the expansions and were limiting to the SMMEs. Also the lack of services such as parking for both SMMEs and visitors was restricting. As with the previous year, we found that even with facilitating workshops and mentorship, if SMMEs are not able to access markets their businesses will still not prosper. To assist our businesses with access to markets we have planned to partake in various procurement events and exhibitions to serve as a platform to promote our SMMEs. Our SMMEs have also benefited from the **blackpages** directory.

## What we can look forward to in the future

We are planning to move the Johannesburg incubator to new premises. We are certain that the move will add impetus to our recruitment initiatives and provide a more favourable location for the clientele of our businesses. The new offices will allow us to provide our SMMEs with additional space for their expansion.

**“Our SMMEs have highlighted mentorship as a crucial component to the success of their businesses.”**



Pretoria Member SMMEs

## Pretoria

### Incubator at a glance

With the Pretoria incubator becoming operational in early September 2010, most of the year has been spent recruiting appropriate entrepreneurs to the programme, providing the training workshops and mentoring services to member SMMEs. In addition to this, we have created a presence and awareness of the incubator in the Tshwane region. A big challenge for the incubator has been to recruit suitable and appropriate SMMEs to the programme, those who have specific skills or industry related experience, but lack the business administration tools necessary to sustain a business. To this end, we have forged referral partnerships with Government agencies and local organisations who deal directly with entrepreneurs (GEP, NYDA, University of Pretoria,

City of Tshwane). The incubator's regional profile has been raised through association with these organisations.

The first intake of SMMEs took place in November 2010 with three businesses enrolled on the programme. By end June 2010, 13 businesses had signed up but unfortunately due to non-payment of fees and non-compliance with the programme's requirements, three memberships were terminated. In February 2011 we appointed the Enterprise Development Manager for the incubator, who is tasked primarily with the provision of all training workshops including marketing and business plan formulation as well as overseeing the mentorship program.

### Incubator highlights

From a regional perspective, the obvious highlight was the actual opening of the incubator in Pretoria and the first intake of SMMEs in November 2010. The official opening of the Pretoria incubator took place on 30th June 2011, at the Burgers Park Hotel in Pretoria and generated a good deal of publicity in the local press.

In the later stages of the 2011 financial year, it was decided to introduce a 'pre-incubation' period throughout all SBU incubators from 1st July 2011. The pre-incubation phase enables the incubator to assess the individual's skills, industry related experience, business case and personal readiness to run their own business effectively.

## Recruitment activity

The Pretoria incubator has utilised a number of channels in its recruitment drive, namely the Tshwane Business Club (through the City of Tshwane), promoting the programme to classes at the University of Pretoria's Entrepreneurship courses, advertisements placed in local media and the **blackpages** business directory. We are also a member of the National Small Business Directory (NSBC) which boasts a membership of over 31 000. Due to the positive publicity generated for the Pretoria incubator through a number of television and radio interviews a large number of applications to the programme were received.

Number of SMMEs attending orientation workshops : 225  
 Number of applications received : 322  
 Number of SMMEs interviewed : 72  
 Number of SMMEs accepted for pre-incubation : 2

Recruiting for pre-incubation began in June 2011.

## Training and mentoring

The incubator's in-house Enterprise Development Manager was appointed on 1st February 2011 with the key responsibilities of the position being the provision of all training workshops, the formulation of the mentorship programme for member SMMEs as well hosting the weekly orientation workshops. As at the end of June 2011, the vast majority of

SMMEs had attended the customer service, compliance and marketing plan workshops and most had submitted their marketing plans for first review. A mini-workshop was given by "Accounting Comes Alive" for SBU member SMMEs. Accounting concepts and functionality are explained by means of colours – this being targeted at SMMEs without any financial background.

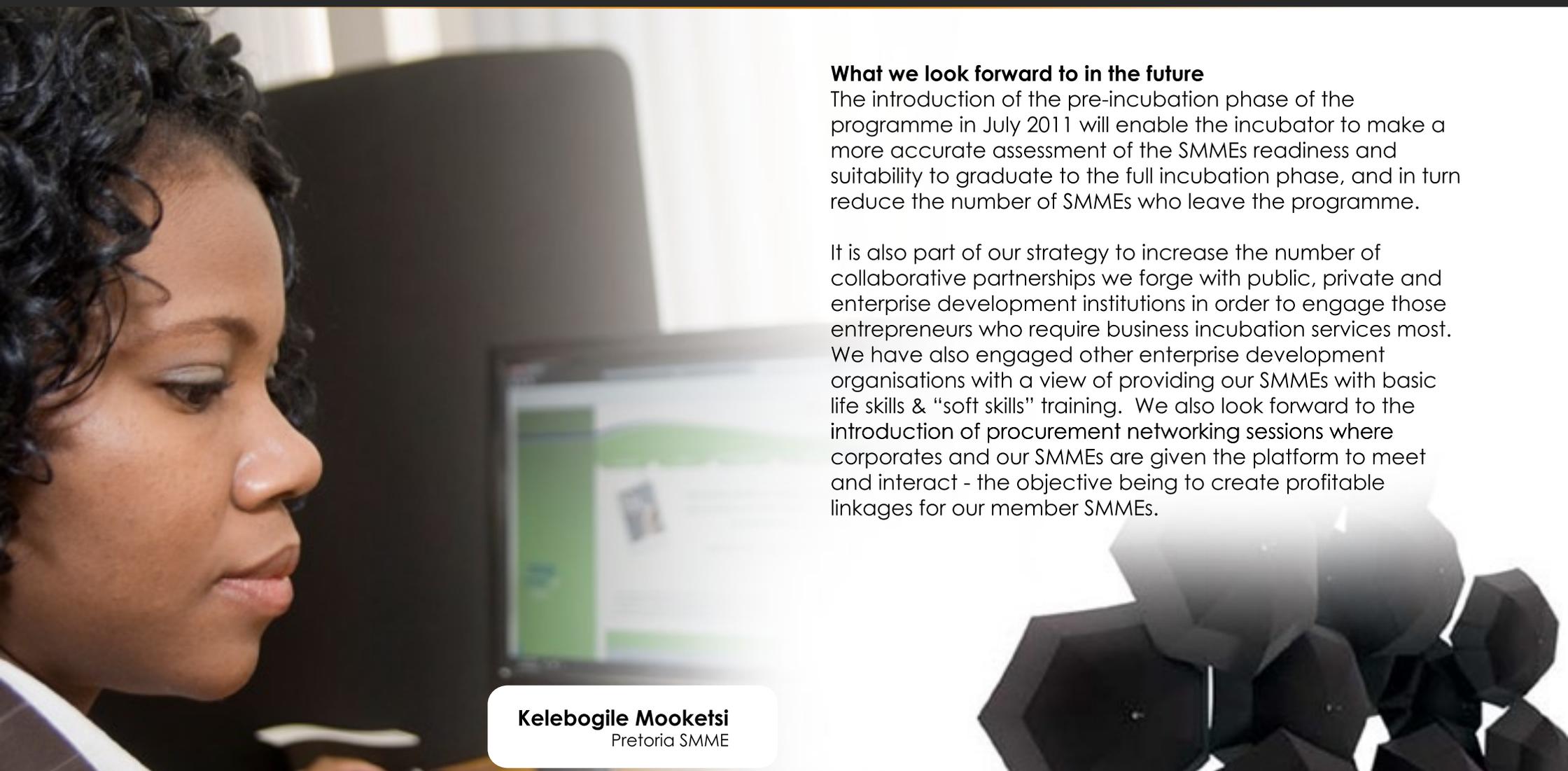
The Pretoria incubator's mentorship programme is still being formalised as mentors are only assigned to SMMEs upon successful completion and acceptance of their business plans.

## Financial indicators for the year

| Turnover generated | Jobs created | Net Asset Value |
|--------------------|--------------|-----------------|
| R1,611 042         | 24           | R429 450        |

## Learnings

One of the key learnings this year was the crucial need to identify appropriately qualified SMMEs for invitation to the programme. Another key learning this year, is the need for additional "life skills" training for our member SMMEs. Important "soft skills" training, such as time management, good business etiquette and basic planning are lacking and we wish to address these in the 2012 financial year.



## **What we look forward to in the future**

The introduction of the pre-incubation phase of the programme in July 2011 will enable the incubator to make a more accurate assessment of the SMMEs readiness and suitability to graduate to the full incubation phase, and in turn reduce the number of SMMEs who leave the programme.

It is also part of our strategy to increase the number of collaborative partnerships we forge with public, private and enterprise development institutions in order to engage those entrepreneurs who require business incubation services most. We have also engaged other enterprise development organisations with a view of providing our SMMEs with basic life skills & “soft skills” training. We also look forward to the introduction of procurement networking sessions where corporates and our SMMEs are given the platform to meet and interact - the objective being to create profitable linkages for our member SMMEs.

**Kelebogile Mooketsi**  
Pretoria SMME

SBU is committed to sound governance - it plays an integral part of our ethos and organisational philosophy. In 2011 the Board has increased its focus on strategic issues and reduced its focus on operational issues. We are also pleased to advise that the following significant milestones have been achieved by the Board in respect of the application of King III in the organisation. They are as follows:

- 1) The restructuring of the Board, over time, to accommodate more independent (non-executive) directors** - The Board has appointed a further independent non-executive director. The composition, as it stands, is three independent non-executive directors, three non-executive directors and one executive director. The Board will annually, and following a review of its performance, assess its composition.
- 2) The identification of key operational and sustainability risks and the formulation of a risk management framework** - A risk framework has been developed wherein the top operational and strategic and sustainability risks have been identified. The Board remains committed to seeking mitigation thereof, and reviews the list on a quarterly basis.
- 3) The formulation of sub-committees to attend to remuneration, finance and risk** - The Board authorised the formation of a Risk Committee to oversee the risk

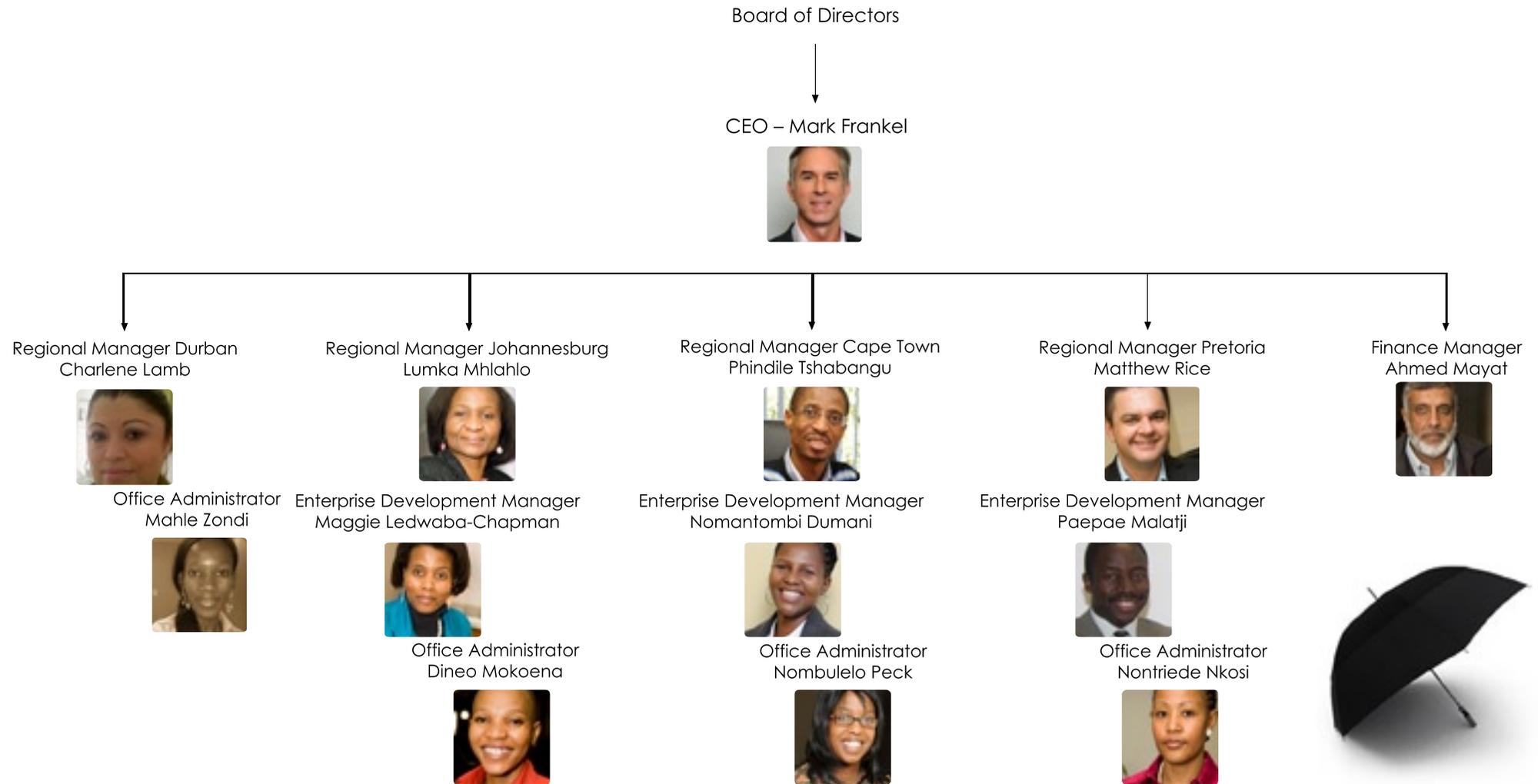
and compliance related issues. This Committee comprises of two independent directors, a non-executive director, and executive director and an external consultant with risk mapping and mitigation expertise. The Committee initially met quarterly before each Board meeting, but has opted to meet bi-annually, going forward.

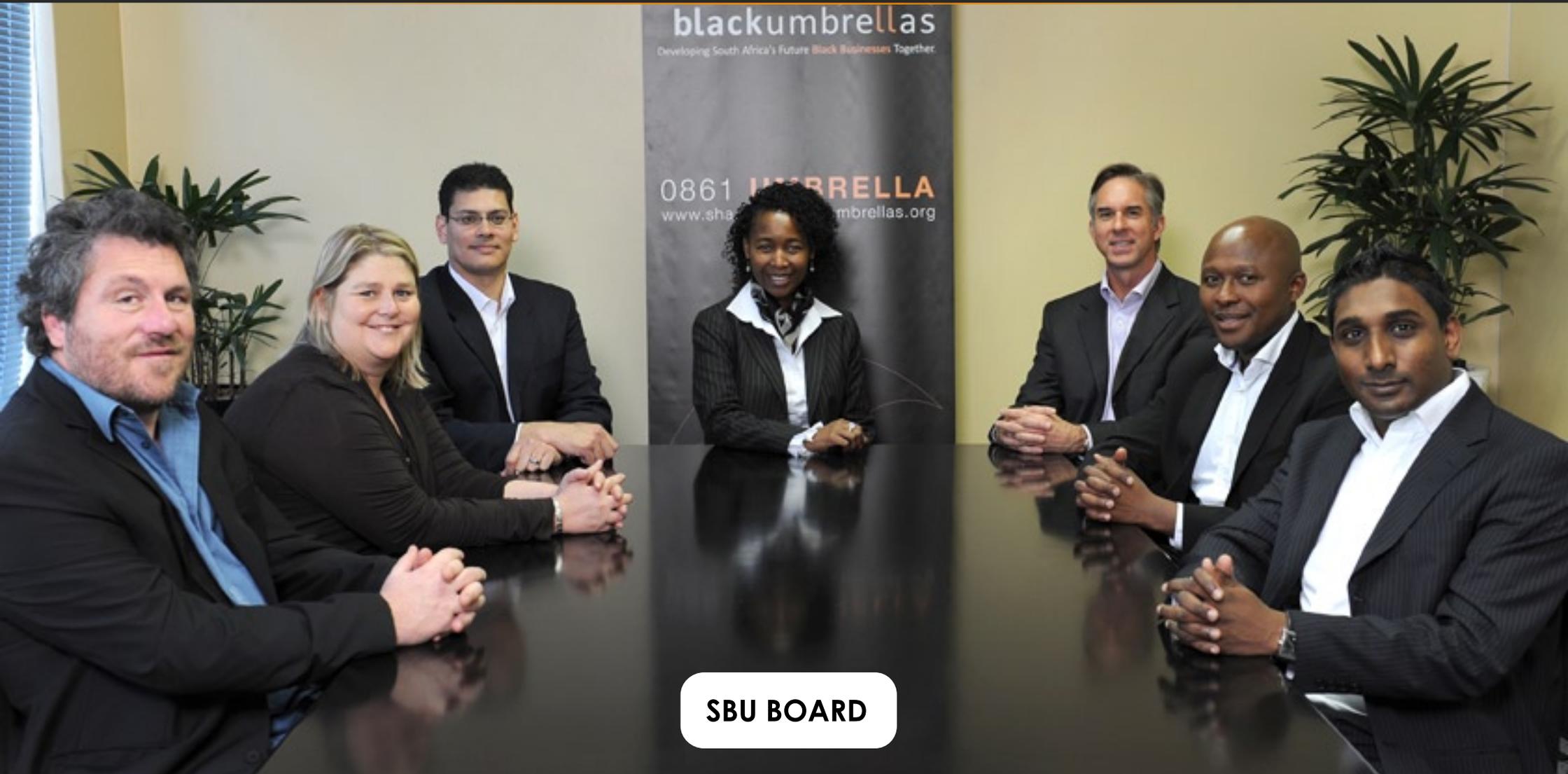
A Remuneration Committee was formed specifically to assist the Board in dealing with general remuneration of staff and directors, and performance and incentivisation for senior management and the CEO. KRA's were aligned to the strategic objective of the organisation. The remuneration Committee also approved remuneration for independent non-executive directors.

- 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** - An Ethics Policy is being formulated. This policy, once adopted by the Board, will be displayed in all the SBU offices. Staff will be expected to abide by it, and SMMEs will be encouraged to consider its contents and apply the principles as holistically as they deem fit.
- 5) Improved stakeholder communication** - The Board has noted the importance of keeping our various stakeholders informed of ongoing developments within the organisation.

# ORGANISATIONAL STRUCTURE

annualreport2011





**SBU BOARD**



**Yvonne Themba**  
Non Executive Director

Yvonne has the oversight responsibility of the corporate affairs division of Shanduka Group. Her experience has 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, Yvonne 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 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. Mark is a 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, 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. Mark was appointed to the board of Shanduka Black Umbrellas in December 2008.



**Mark Frankel**  
Executive Director



**Marten Govender**  
Independent Non-Executive  
Director

Marten 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 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 serves 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). Marten was appointed to the board of Shanduka Black Umbrellas in June 2010.

Donné is the Executive Director of the Shanduka Foundation. She was Executive Assistant to Cyril Ramaphosa for 11 years, was instrumental in setting up the Adopt-A-School Foundation and acted as Executive Director in its first year of inception. Prior to joining Cyril, 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 Mondi Share Ownership Trust, the Alexander Forbes Community Trust, Mabindu Business Development Trust and the Fundani Trust. She is a board member of the Adopt-a-School Foundation, Shanduka Black Umbrellas, the Mondi Investment Company and a secretariat member of the Constitution Hill Trust. Donné was appointed to the board of Shanduka Black Umbrellas in February 2009.



**Donné Nicol**  
Non-Executive Director



**Charles Maisel**  
Non-Executive  
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. Charles was appointed to the board of Shanduka Black Umbrellas in January 2005.



**Rajesh Suka**  
Independent  
Non-Executive  
Director

Rajesh MJ Sukha is the Corporate Governance Specialist at Sanlam Investment Management and has had 11 years experience in the legal profession. He attained a B. Proc (Law) degree from the University of Western Cape. Before his current employment, Rajesh was employed as a Corporate Secretarial Specialist at Old Mutual. Rajesh 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. Rajesh was appointed to the board of Shanduka Black Umbrellas in January 2010.



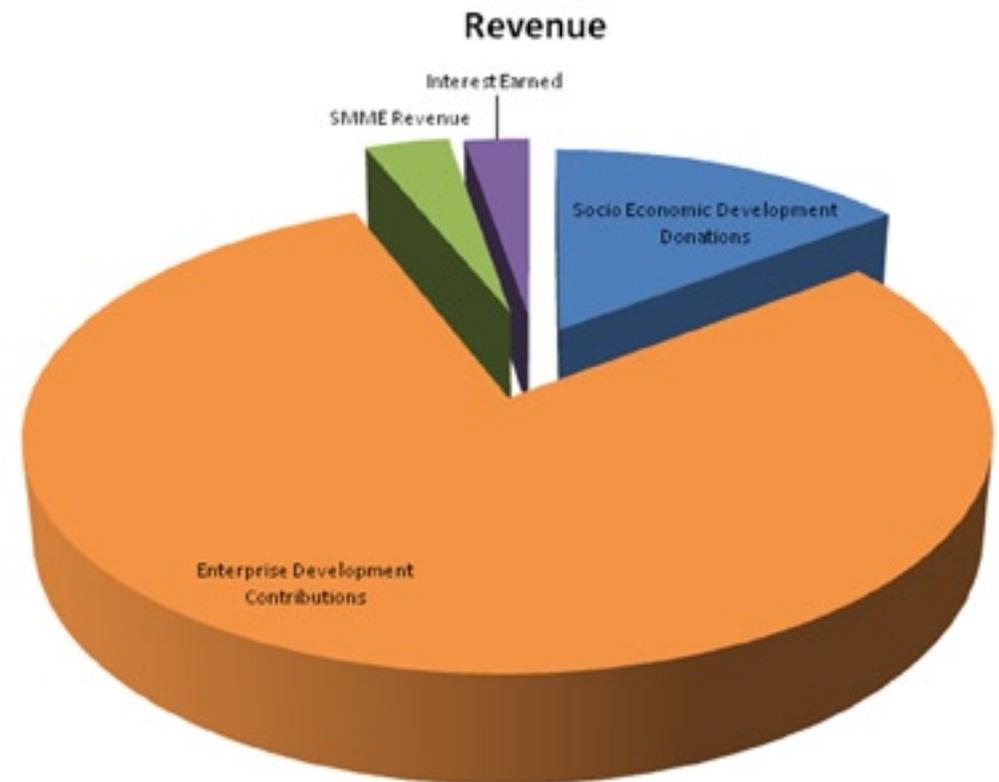
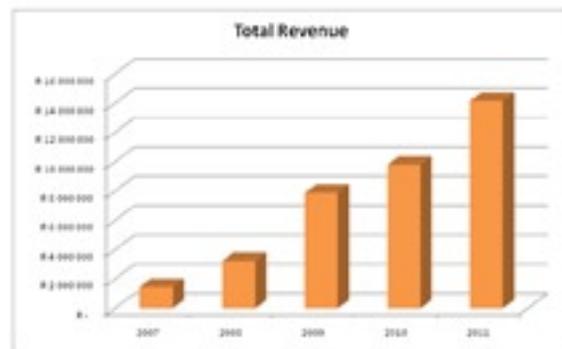
**Lwazi Mtshali**  
Independent  
Non-Executive  
Director

Lwazi graduated with a BSc. Chem Eng at UKZN in 2001 and started his career as a Process Engineer within Sasol's coal to & gas to liquids (CTL/GTL) plants. He has been a Refinery Economist at British Petroleum South Africa, responsible for the refinery's business planning and commercial performance evaluation. Lwazi completed his MBA at the Gordon Institute of Business Science in 2009 and returned to Sasol as an Operations Manager. He is currently an Investment Analyst conducting techno-economic assessments for Sasol's Chemicals and Polymers Technologies, with a focus on gas monetisation opportunities particularly in countries applying shale gas extraction technologies. Lwazi was appointed to the Shanduka Black Umbrellas board in September 2011.

## Financial highlights

The financial year ended 30 June 2011 was another positive year for SBU showing a significant increase in its operations, revenue and cash flow. The surplus generated by the company for the year was R2 874 302.

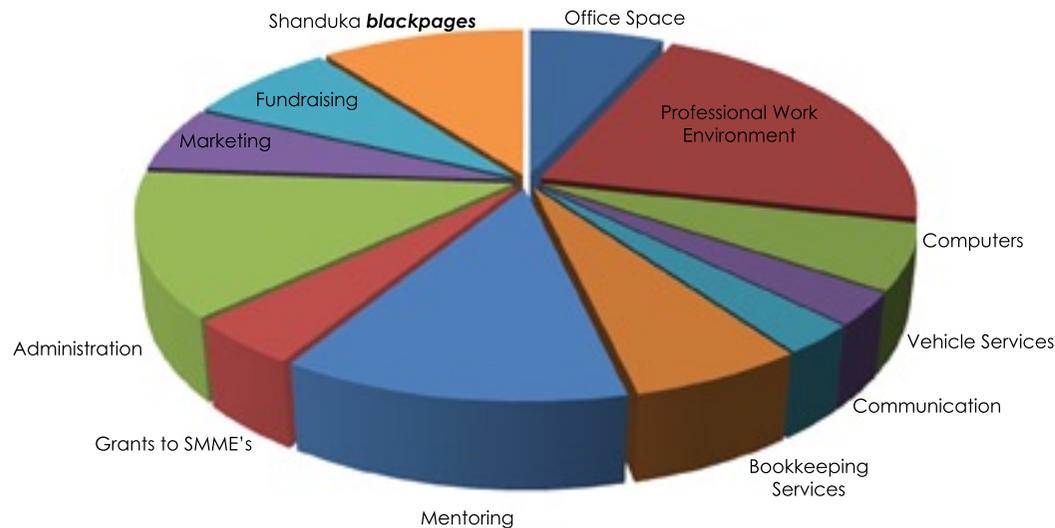
Revenue has increased in 2010 – 2011 to R14 158 135, an increase of 45% on the previous year. Revenue from enterprise development contributions has increased to R11 091 963 compared to R7 745 774 in the previous financial year, an increase of 43%. Income from enterprise development funding contributed amounted to 78% of SBU's revenue while income from socio-economic development donations makes up 15% of revenue. These percentages are in line with the prior year. Fees and other revenue earned from SMME activity increased by 34% year on year to R487 407.



Expenditure increased by 37% to R11 283 833 as SBU operated the Pretoria incubator and the head office infrastructure for the current year. The Enterprise Development Managers in Cape Town and Pretoria were employed for a full year whereas they were only employed for three months in the prior year. The major expenses for the year were the provision of the professional work environment and mentoring support to SMMEs.

SBU generated total net cash receipts of R2 874 302 for the year with cash holdings at June 2011 at R8 927 105. On the Balance Sheet, SBU net assets are R9 609 931 of which property, plant and equipment equate to R997 950 of the total amount and cash the majority of the balance.

**Expenditure**



**Shanduka Black Umbrellas' financial statements for the year ended 30 June 2011 were audited by Wilder Lockitch Chartered Accountants (SA) in accordance with International Standards on Auditing, International Financial Reporting Standard and The Companies Act of South Africa, 2008. A copy of Shanduka Black Umbrellas Annual Financial Statements are available on request or via download at [www.shandukablackumbrellas.org](http://www.shandukablackumbrellas.org)**

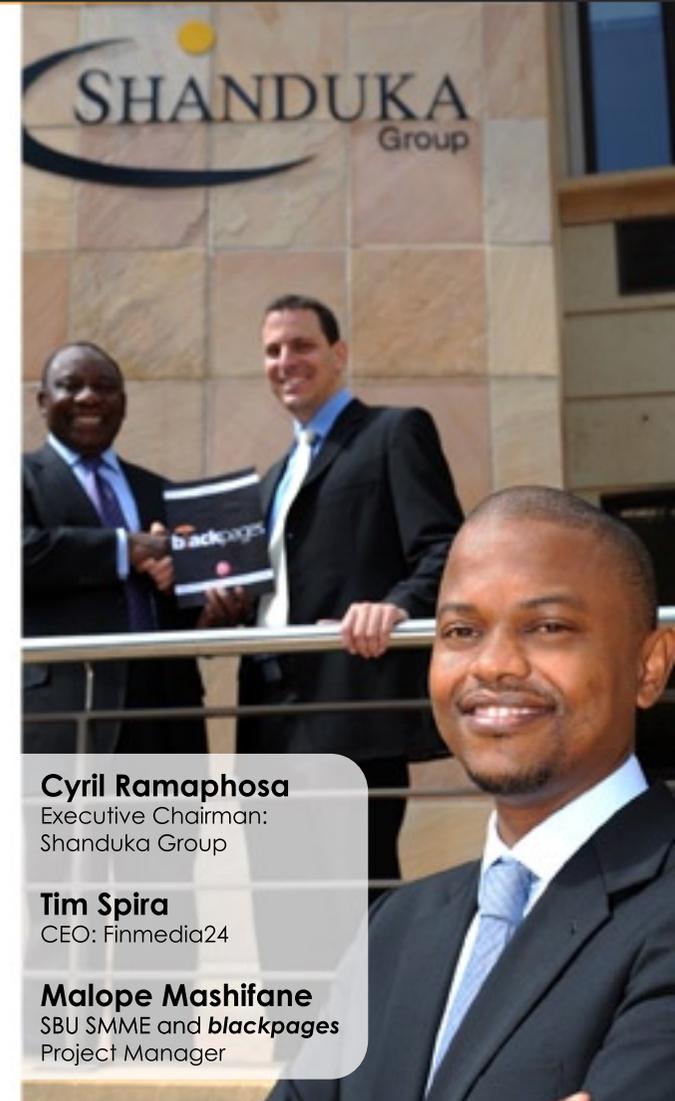
The inaugural **blackpages** was launched in May 2010. The second edition of **blackpages** hit the street in the 1st April edition of Finweek and is a testament to the continued need to market 100% black owned SMMEs. For this edition, we tasked ourselves with encouraging BEE certification by our SMMEs as we firmly believe that in order for small businesses to succeed in a meaningful way, their understanding of procurement requirements and the importance of BEE certification is paramount. In light of the stringent reporting requirements on procurement for the Codes of Good Practice and in order to enhance our offering to procurement managers and SMMEs, we partnered with Empowerdex and BEE123 to provide an opportunity to listed SMMEs to take advantage of a special offer. For less than a third of the normal price SMMEs were able to obtain an Empowerdex Exempted Micro Enterprises certificate. We were thrilled to note that over 130 SMMEs had already recognised the added value of a verification certificate and were able to provide these to us.

With 1346 SMMEs listed in this edition, we reflect a satisfying increase from the 1050 listings in the first edition. This increase is even more significant when one notes that 412 of the current listings have been verified as being BEE compliant suppliers of goods and services. The feedback from the businesses listed in **blackpages** has been heart warming. We have celebrated contracts from R20 000 to R150 000.

**Nondumiso Ncisana of Impumelelo Staffing Solutions:** "I just had a 1-minute business showcase interview by Bertha Charuma of Radio 2000. They were choosing women in business; allowing you to say what your business is all about and how people can get a hold of you. Now my phone is ringing non-stop from people in Pretoria, KwaZulu Natal and Johannesburg. I thought you should know because they found my details in the **blackpages**."

Thabiso Plaatjie of Bowela Kalana Trading Enterprise: "It has made my life easier, it's like manna from heaven; imagine getting business without spending a single cent."

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



**Cyril Ramaphosa**  
Executive Chairman:  
Shanduka Group

**Tim Spira**  
CEO: Finmedia24

**Malope Mashifane**  
SBU SMME and **blackpages**  
Project Manager



**Nondumiso Ncisana**  
of Impumelelo Staffing Solutions



**Nondumiso Ncisana of Impumelelo Staffing Solutions (ISS)** completed her three year incubation at Shanduka Black Umbrellas (SBU), Cape Town and graduated from the programme in June of this year. She has worked in the Human Resources Industry for 11 years and her previous experience includes being employed as an Account Manager at Quest and in the Human Resources division of Ackerman's as a Recruitment Specialist. ISS offers generalist recruitment services, Human Resources consultation as well as training in critical human (soft skills) and basic entrepreneurship skills. Impumelelo means success, a fitting name as Nondumiso's vision for her business is for all who come in contact with ISS to achieve success, either through the training programmes, a candidate being placed at an organisation that will enhance career success or offering her corporate clientele candidates who will achieve success in their given roles.

Nondumiso applied to the SBU programme in June 2008 after resigning from her full time employment. She needed a place to operate from – a space that her clients and candidates would know as Nondumiso's "office". The road as an entrepreneur for Nondumiso has been both

exciting and challenging. She has learnt lessons which have made her wiser, stronger and more determined. Nondumiso explains how the support services provided within the incubator have assisted the growth of her business. "I was allocated a mentor (Ismail) who understood me as a person, challenged my ideas and thinking and always managed to help me get the best out of myself. The support from the Regional Manager also played a significant role in the growth of my business and being in an environment where other SMMEs who share in my experiences and challenges made me feel that I am part of a community. I am still in contact with some of the SMMEs I met at SBU as they form part of my clientele."

Whilst at SBU, Nondumiso received an opportunity to offer Work Readiness Training for Airports Company South Africa (ACSA) during the period when they faced the challenge of restructuring. Another highlight for her was working with Silulo Ulutho Technologies for a period of two years and impacting the lives of almost 2000 job seekers by providing training through their work readiness programme. Nondumiso lists amongst her achievements providing small business management training to entrepreneurs as a part of Business Systems Solutions Africa enterprise development programme. ISS is currently working with Job Realisation, an organisation funded by the Dutch Embassy to assist South African youth to create sustainable employment.

Nondumiso would like to make a sustainable contribution to the South African economy by creating jobs. Her goal is to one day open her own training centre as well as additional offices in Johannesburg or Pretoria. Nondumiso's words of encouragement to aspiring business owners are, "Do your homework thoroughly before resigning and embarking on the dream of opening your business. Have a business plan in place prior to taking that plunge. I have learnt the hard way that these two things can determine your progress as an entrepreneur. You also have to have nerves of steel and make sure that you are passionate about what you want to do as that will carry you through the tough times."

## Mahlatse Masimini of Moshate Media



Mahlatse Masimini, owner of Moshate Media, joined SBU in January 2010. Having studied Advertising and Marketing at the AAA School of Advertising in the Western Cape, Mahlatse's experience has been honed in the media industry where she developed a passion for working on campaigns as well as brainstorming on brand management.

Moshate Media's core competencies are events management, publishing and advertising. The business has two flagship projects, the African Farmers Workshop and Expo and the National Youth Indaba. Both have been a great success. In the coming year, Moshate Media will be launching an additional three projects. Long term goals include expanding to ten projects, participation in video productions, outdoor media, printing and shell scheme designs.

Mahlatse has been profiled in Destiny Magazine and on Khaya FM. Amongst her achievements are being nominated for the Shoprite/Checkers Woman of the Year award. Mahlatse now employs 5 permanent staff members. 2011 has been a year of significant growth for Moshate Media - the business'

turnover has tripled over 6 months.

Mahlatse notes the support given to her by Shanduka Black Umbrellas as a key component to the growth of her business. Says Mahlatse, "Shanduka Black Umbrellas has helped keep my vision alive through the business development workshops and mentorship programme. I now understand that running a business is not only about an idea. Without financial literacy and the infrastructural support provided by Shanduka Black Umbrellas I would not have had the solid foundation on which to build and grow my business."

Mahlatse has already realised her dream of relocating Moshate Media to its own premises. Her hopes for the future are to employ between 30 and 50 permanent staff members as well as working with international clientele.



MOSHATE MEDIA

## Mahlatse Masimini (Johannesburg Member SMME) and the Moshate Media Team



Oscar Segane established his business in November 2010 and joined SBU in the same month. He studied Public Management and Photography at the Tshwane University of Technology. Oscar found his passion and made a decision to turn it into a business. Bathale Media's service offerings comprise photography, filming, graphic designing and animation.

"The journey of being an entrepreneur has been a mixture of challenges and excitement", says Oscar. "I learn something new every day. What I love best about being an entrepreneur is that I am my own boss". Shanduka Black Umbrellas has offered me many tools which enable me to run my business in a professional and efficient manner. Being a member of the programme has assisted me to meet all compliance requirements".

Bathale Media has been awarded contracts by Telkom, the Council for Scientific Research (CSIR), the South African Information Technology Agency (SITA), Government Communication and Information System (GCIS).

Oscar believes that it is important to do what one loves as starting a business with the sole purpose of monetary gain leads to a life lived with no passion. He sees Bathale Media growing to become a supplier of choice for South African corporations. Oscar hopes to one day give back to SBU through mentoring SMMEs.



**Oscar Segane**  
Bathale Media  
Pretoria Member SMME

## 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. SBU 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 SBU initiative are Category A beneficiaries. Therefore the full value of contributions made to SBU 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 SBU would be able to claim 125% of its contributions as Enterprise



Development Contributions. For example, a company donating R100 000 to SBU would be able to claim R125 000 (R100 000 x 125%) as an Enterprise Development Contribution.

In addition, SBU 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 SBU 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.

## 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<br>Suppliers that are 50% black owned (3 out of 5 points) or;<br>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 SBU are 100% black owned EMEs and thus have a 110% BEE Procurement Recognition level.**

In addition, if the Measured Entity procures products 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 SBU 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%.

## Example:

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

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

## Plus

If the Measured Entity spends 15% of its Total Measured Procurement Spend with SMMEs within SBU, 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 SBU 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 SBU programme and a managed supplier development solution be provided through the SBU 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 SBU programme, 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;
- 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 SBU 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 SBU 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 SBU 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. SBU 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.



**Patrick Buso and Thapelo Moselenyane**  
Johannesburg Member SMMEs

We would like to extend special words of appreciation to the mentors that have seen our businesses through. Their skills, knowledge and wisdom has provided our SMMEs with invaluable counseling and support.

## CAPE TOWN MENTORS

**Emilley Vollmer**  
IBA Global

**Ismail Chafeker**  
Ilima Trust

**Kay Nash**  
Yellowwood

**Lance Hunter**  
LLG Properties

**Lynne Witten**  
Ilima Trust

**Nicky Steel**  
Yellowwood

**Tony Pick**  
Yeo42 Investments

## PRETORIA MENTORS

**Drene Van Aardt**  
DP insurance Brokers

**Musa Shezi**  
H&H Civils

**Robert Jewell**  
Accounting for Entrepreneurs

**Suzanne Weil**  
Ninesquared  
Communications and Events

## JOHANNESBURG MENTORS

### **Allan Howden**

Howden Associates

### **Dan Avinir**

Solid Systems

### **Dave Govender**

Shanduka Group

### **Ferdi Nel**

Netgroup

### **Geoffrey Ngonyama**

Temvotfo Training

### **Jabu Masondo**

Shanduka Group

### **Janice Wagner**

Executive Edge

### **Jennifer Moore**

Yellowwood

### **John Carolin**

Nick Dougherty

### **Leila Ibrahim**

NRM Consulting Pty Ltd

### **Lwazi Mtshali**

Sasol

### **Maureen Mphatsoe**

Shanduka Group

### **Moses Sibiya**

Shanduka Group

### **Nicolas Matenga**

FeverTree Consulting

### **Nomi Bodlani**

BHP Billiton

### **Oupa Mathebula**

NRM Consulting Pty Ltd

### **Patience Gidongo**

NRM Consulting Pty Ltd

### **Philipp Cranz**

FeverTree Consulting

### **Sechaba Serote**

Shanduka Group

### **Shepherd Ncube**

NRM Consulting Pty Ltd

### **Shomang Mosidi**

Shumang Group

### **Sinisa Tucakovic**

E-Smart Group

### **Solomon Mphakathi CA (SA)**

South African institute of Chartered Accountants

### **Stefan Enslin**

Opus Career Management Specialists

### **Tiisetso Saul**

Standard Bank

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Wright Dixon Engineering  
Yokogawa

## collaboration

**noun**

1. The act of working with another or others on a joint project.
2. Something created by working jointly with another or others.

## JOHANNESBURG

## FULL INCUBATION

|                                       |   |                                       |
|---------------------------------------|---|---------------------------------------|
| <b>Executive Endleleni</b>            | Tel: 011 492 0902                                       |                                       |
| Billy Radebe                          | Cell: 072 548 6526                                      | Email: endleleni@live.co.za           |
| <b>Aerials Tridding</b>               | Tel: 011 492 0902                                       |                                       |
| Marry Marry                           | Cell: 082 066 9988                                      | Email: ngubenim@gmail.com             |
| <b>Cliqworks Communications</b>       | Tel: 011 492 0902                                       |                                       |
| Malope Mashifane                      | Cell: 073 417 8334                                      | Email: malope@cliqworks.co.za         |
| <b>Mashabela Personnel</b>            | Tel: 011 492 0902                                       |                                       |
| Candice Mashabela                     | Cell: 072 145 5610                                      |                                       |
| & Tebogo                              | Email: candice@mashabelap.co.za/tebogo@mashabalap.co.za |                                       |
| <b>Nobulali Productions</b>           | Tel: 011 492 0902                                       |                                       |
| Nobulali Dlangazele                   | Cell: 072 610 3620                                      | Email: lali@nobulali.co.za            |
| <b>VIP Security Services</b>          | Tel: 011 492 0902                                       |                                       |
| Vuyo MjoliHardkore                    | Cell: 078 367 3509                                      | Email: vuyo@hardkorevip.com           |
| <b>Masungulo Electronics</b>          | Tel: 011 492 0902                                       |                                       |
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