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“Shanduka Black Umbrellas has assisted me with mentorship and a friend in business, that has guided me as I focus on my business, focus on my passion, realising my big dreams, and ensuring that all my efforts are aligned to where the business needs to go.”

Kelebogile Mooketsi, SBU Graduate, Founder, Good Life Debt Counsellors
Vision, Mission & Values

OUR VISION

FOR OUR DONORS - to be the enterprise and supplier development partner of choice.

FOR OUR CLIENTS - to provide a solid foundation to enable success and minimise the odds of failing when starting and running a business.

FOR OUR MENTORS AND EMPLOYEES - to continually motivate and demonstrate that through collaboration, we can change lives and make a difference to all those we support.

OUR MISSION

The fundamental purpose of Shanduka Black Umbrellas 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 merging 100% black owned businesses through the Blackpages initiative – 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.
OUR VALUES

Collaboration in enabling coordinated practical action for change.

Excellence in all we do.

Regeneration of the economy and society.

We strive to 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.

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.
The Shanduka Foundation is very proud of the growth achieved by Shanduka Black Umbrellas. A chance meeting with two entrepreneurs, Mark Frankel and Charles Maisel, who together with the Foundation embraced the notion of incubation, resulted in a wonderful relationship and an entity that has grown dramatically. We now operate eight incubators in South Africa and have become more effective at helping black entrepreneurs to develop their own businesses, to sharpen their wits, and to secure clients. As time has progressed, our support of black businesses has become more focused and more innovative. This has happened because of the donors, mentors and the staff that we have. We have an enormously dedicated team within Shanduka Black Umbrellas – from the board to the key managers and incubator staff. We are extremely proud of the work everybody is doing to grow Shanduka Black Umbrellas. Shanduka Black Umbrellas will continue to grow. We are now a recognised business incubation brand in South Africa. We have had tangible and measurable success and will keep honing our expertise. Our Enterprise Development Awards showcase what we do and how well we do it. It is a great joy for me to see black entrepreneurs win awards for job creation or for the profitability of their businesses. Shanduka Black Umbrellas has been able to make such an impact because it has consistently placed the interests of its clients at the centre of its work. I have no doubt that this will remain a defining feature of Shanduka Black Umbrellas well into the future. Reflecting on the year under review I am delighted to report that the growth, maturity and development of Shanduka Black Umbrellas have been impressive.

Cyril Ramaphosa
Chairperson, Shanduka Foundation
“There can be nothing more that can please one, than making a contribution to the development of your country and the development of those who were less well off in the past, and of those who you see are ready to take up the opportunities”

Cyril Ramaphosa, Chairperson, Shanduka Foundation
Reflecting on the year under review I am delighted to report that the growth, maturity and development of Shanduka Black Umbrellas have been phenomenal factors.

The organisation is fortunate to be in the formidable position of attaining a status where it has become the enterprise development partner of choice.

We have witnessed prolific growth over the past year. We have doubled in size with regards to the number of incubators, staff numbers and internal resources - which means we have a scalable product that we can continue to roll out.

Over the last year we have opened four new incubators, essentially doubling our organisation’s size. The new incubators were launched with success, while the established incubators have consolidated their positions within the SBU family. The support given by SBU on all levels has been strengthened, too.

The first three years were about finding our feet in the field of enterprise development, establishing the brand, finding partners and refining our strategy. Part of the excitement over the past months has been observing our strategy coming into play.

Another important aspect of the year under review is that new and revised BEE codes have come into existence that serves to ensure that enterprise and supplier development have come to the top of the corporate agenda, presenting greater opportunities for SMMEs within supply chains.

In partnership with Transnet, SBU launched incubators in Port Elizabeth and Richards Bay. Transnet was welcomed on board as a major partner whose R40-billion procurement spend on offer annually would help greatly in the development of emerging entrepreneurs.

Transnet Chief Executive Brian Molefe said the parastatal invested R30-million in setting up the incubation centres. He said the collaboration with SBU for a three-year period was aimed at developing the skills and technical capabilities of smaller companies so they could do business with Transnet.

To date, 30 businesses in Port Elizabeth have been recruited by the incubator, creating a total of 39 full-time jobs. Transnet offered premises for the incubator, which started operating in October last year, free of charge in the Transnet building in Fleming Street.

SBU introduced its national Enterprise Development (ED) Awards in 2013 to acknowledge and reward those businesses that characterise the essence of the programme. These are the small entities that are developing real sustainable business outcomes. They are making a difference in their bottom line, creating change and providing employment. They can all be proud of their approach.

During the year we welcomed two new board members, Thabile Nyaba and Duma Mxenge, whose business acumen, knowledge and experience will certainly help strengthen our board as we continue to grow.

Yvonne Themba
Chairperson, Shanduka Black Umbrellas
“Shanduka Black Umbrellas has come from being an unknown entity to a highly regarded leader in the enterprise and supplier development space today.”

Yvonne Themba, Chairperson, Shanduka Black Umbrellas
I recently attended the launch in South Africa of a World Economic Forum initiative entitled a “New Social Covenant” where the objective was to engage people to respond to global challenges in effective, productive and healing ways – people who will build and leave behind a more just, generous and sustainable world. Among the many debates and discussions were the questions as to who should be responsible for the change required in society – should it be government in the form of policy and regulation or the private sector – and how to achieve practical implementation of the objectives. The overwhelming consensus was that it is all of our responsibility and we all need to implement the change meaningfully in everything we do.

As South Africans, we have had 20 years to address the economic imbalances caused by apartheid. Prior to 1994, the vast majority of the population was denied participation in the formal economy. Bantu education restricted opportunities for the acquisition of technical and professional skills by black people. Apartheid sought to confine African people to homeland areas, which were not only the poorest in terms of living standards and business opportunities, but also lacked a dynamic business environment. It was impossible for black would-be entrepreneurs to participate in business apprenticeships and partnerships with more established enterprises. The drastic curtailment of property ownership rights of blacks made it impossible for them to acquire assets that could serve as collateral for loan financing.

The first ten years of democracy saw little attempt by the corporate sector to redress the imbalances of the past and little government legislation compelling them to do so. In 2003, the Broad-Based Black Economic Empowerment (B-BBEE) Act was introduced which included the Enterprise Development element as an attempt to encourage corporate South Africa to develop small black owned businesses to become financially and operationally sustainable. Ten years later, there has been minimal impact created by the enabling mechanisms within the legislation with the majority of corporates seeking a “least effort” approach to comply with the legislation and obtain the required points provided by the B-BBEE scorecard. This led the Department of Trade and Industry to review the B-BBEE Codes of Good Practice in October 2013 and increase the targets for procurement required from majority black owned and black women owned companies as well as merging preferential procurement and enterprise development within a single element.
and introducing supplier development as a requirement. This then enables companies with a turnover of more than R10 million per annum to develop majority black owned businesses within their supply chains and achieve scorecard recognition for doing so.

Here we stand on the brink of the next 10 years of our democracy, hopefully having learnt the lessons of ineffective business development within the South African economy over the last 20 years. This is possibly the last chance we have to get it right and enable all South Africans to share meaningfully in the economic wealth of a country we and our forefathers have helped to shape. Future generations will look back on this period as a defining moment which helped to create the economy and society they inherited from us.

Shanduka Black Umbrellas (SBU) has been working meaningfully in the supplier development arena for some time now, working hand-in-hand with a number of partners to source and develop 100% black owned businesses for supply chain opportunities. Transnet has funded the establishment and operation of the SBU incubators in Port Elizabeth and Richards Bay specifically focused on developing businesses in the region to a level where they may be meaningfully considered for supply chain opportunities. These incubators opened in October 2013 and an intensive supply chain demand analysis process was carried out in both regions in 2014. This process has provided invaluable information in understanding the nature of the opportunities available within the supply chains and enabled targeted selection of qualifying businesses. Both incubators are rapidly filling up with quality businesses and making an impact on economic growth and employment in the regions. The official launch of the Port Elizabeth incubator was held in July 2014 at The Boardwalk Hotel and provided a wonderful platform for regional stakeholders to gain an insight into the work conducted and meet the clients supported by the incubator.

Transnet Capital Projects have also embarked on a supplier development initiative with the SBU Cape Town incubator looking to develop businesses within its supply chain in the Cape Town and Saldanha regions. Despite the protracted strike in the platinum sector, the SBU Mooinooi incubator, funded by Lonmin, has grown from strength to strength over the year. Testament to this fact is that all the businesses supported by the incubator continue to trade despite the severe economic impact of the strike with some incubator clients securing meaningful contracts with service providers in the region soon after the strike came to an end. Similarly to Transnet, a supply chain demand analysis process is currently being conducted by Lonmin which will help to understand the procurement opportunities to be made available for supplier development purposes within the coming years.

Our most recent incubator, and the eighth in our fold, opened in Lephalale in the Limpopo province in January 2014 and was officially launched in April 2014. The incubator, funded largely by the Anglo American Sebenza Fund, is situated in the Lephalale Enterprise Development Centre where partner activities include the provision of finance to small black owned businesses in the area by Anglo American Sebenza Fund and Mitsubishi Hitachi Power Africa. Our supplier development partner in the region, Exxaro Coal, has been working meaningfully with the incubator to develop 100% black owned businesses within its supply chain.

Sanlam has kindly funded the development of businesses within our Cape Town, Johannesburg and Pretoria incubators and we’re very grateful to them for their patience and knowledge shared in enabling us to understand the complexities of enabling enterprise and supplier development within a very large, complex, national supply chain.

The Jobs Fund has continued to be a meaningful partner within our Durban incubator where we have consistently met our targets over the last year and through their monitoring and evaluation process enabled many valuable lessons to be learnt which will enhance our programme nationally. We’re very excited to have now concluded an agreement with the Jobs Fund for our Pretoria incubator and look forward to making a significant impact in this region as well.

We’re very grateful to all our corporate partners for selecting Shanduka Black Umbrellas as their enterprise and supplier development partner of choice. We hope to be able to grow from strength to strength together in the years to come and achieve our shared objective of meaningful participation in the economy by all South Africans. It starts with us … today.

Mark Frankel
CEO, Shanduka Black Umbrellas
The outstanding strength of Shanduka Black Umbrellas in this financial year has been the successful expansion of the operations into eight regional offices represented in six regions of South Africa. This growth is the effective collaboration of Public/Private partnerships, providing an enabling environment for client businesses.

In 2013, we focused on the standardisation of functions, focusing on the delivery of our strategic targets. In particular, we are pleased with the continued growth in the number of businesses that we support, having reached 257 by the end of June. The growth achieved was also supported by the expansion in internal functions at Head Office level in the Finance, Training, Supplier Development and regional support functions through two new General Managers.

The client businesses supported within SBU have created and preserved over 900 jobs in the last financial year. We are proud of the achievements that they have made and will continue to nurture this growth in order to achieve sustainability in our client businesses.

**REGIONAL GROWTH**

In the year, we established regional presence in three new Provinces and ended the year with eight regional offices in Cape Town, Durban, Johannesburg, Lephalale, Mooinooi, Port Elizabeth, Pretoria and Richard’s Bay. Apart from the benefits of increased reach through a broader presence around the country, we have benefitted from the support of a new management team as regional custodians of our business model. Ashrus Ngobeni joined the SBU team in September 2013 as Regional Manager in Lephalale and Eunice Nzama and Akhona Noganta were recruited to the roles of Regional Manager in Richard’s Bay and Port Elizabeth respectively. Kim Willoughby joined the team as National Training Manager with

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**COO’s Report**

“The’s inspired me most at Shanduka Black Umbrellas are the clients that we serve. You see them walk in on the first day with just an idea and a hope and you watch the transformation in their personal lives and the transformation in their confidence as they start to see their business model become a real thing.”

Seapei Mafoyane, COO, Shanduka Black Umbrellas

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**VIDEO:** Seapei Mafoyane, COO of Shanduka Black Umbrellas, discusses what inspires her most working at SBU, why the work we do is so important, and shares her advice with budding entrepreneurs.
I would like to thank all of the teams mentioned in this report and those staff that undertake essential roles that enable us to deliver on our mandate.

a mandate to design and deliver high quality training courses commissioned from SBU’s business model. Nashika Singh is SBU’s new Supplier Development Manager whose role is to manage all supply chain relationships within the SBU programme with a view to source new companies to provide supply chain opportunities to clients within SBU.

INFRASTRUCTURE
In order to support the regional growth, two of the incubators relocated to new offices in order to accommodate the growth demands. The Johannesburg incubator can now be found on the first floor of 345 Rivonia Road, a bigger and well-appointed space, in a premier location. The Pretoria incubator can now be found at Harrogate Park in the suburb of Hatfield. All operational units continue to benefit from better regional performance and all are making progress towards meeting the programme’s strategic objectives. The regional expansion and the advantages from the economies of scale have seen SBU support more than double the number of client businesses as those supported in the last financial year.

PEOPLE
It is our staff who deliver on our business goals and we attach great importance to ensuring their wellness and continued development in an empowering work environment. Over the last 12 months we have focused on the establishment of employee benefits. The introduction of these benefits is geared at improving staff morale in order to maintain a competitive position in the market. Keeping costs low, maximising internal efficiency and mobilising our people to serve the needs of our customers were and remain our key focus areas in 2014. We have established the framework and mapped out the journey ahead to ensure we have the systems to enable us to develop and sustain our competitive advantages in our people. I would like to thank all of the teams mentioned in this report and those staff that undertake essential roles that enable us to deliver on our mandate.

OUTLOOK
The enterprise development landscape has undergone some changes over the last year and SBU is well prepared to respond to these requirements. Ultimately, we will strive to contain our costs while still facilitating business growth. In 2014, the IT infrastructure will be consolidated in order to support customer service and capability while reducing operational costs. We will also partner with experts who will provide us with an objective view of our HR practices in order to build an integrated HR framework. Lastly, 2014 will focus on staff development to enable us to use our competitive advantage to the full.

Seapei Mafoyane
COO, Shanduka Black Umbrellas
OUR GOOD NUMBERS:
Over the last year Shanduka Black Umbrellas has had a remarkable impact on the development of 100% black owned business in South Africa

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OUR GOOD NUMBERS:
Over the last year Shanduka Black Umbrellas has had a remarkable impact on the development of 100% black owned business in South Africa

DONATIONS
June 2013
R61 MILLION

DONATIONS
June 2014
R43 MILLION

INCUBATORS
June 2013
5

INCUBATORS
June 2014
8

JOBS CREATED & PRESERVED BY CLIENTS
June 2013
261

JOBS CREATED & PRESERVED BY CLIENTS
June 2014
965

CLIENT ENQUIRIES
June 2013
2 886

CLIENT ENQUIRIES
June 2014
5 378
A report on activities at our incubators

CAPE TOWN

The last financial year saw Cape Town, with a brand new management team, embarking on an extensive stakeholder relations drive. With the main aim being increased engagement, this was achieved through hosting networking events. Adding to the success of the incubator, Donovan Goliath was also elected as part of the council of the Cape Chamber of Commerce. Training became a major focus area, yielding a 210% turnaround with full incubation training, as at the end of September 2014. We celebrated all the hard work done by inviting our stakeholders to a brand new and extended incubator at the relaunch on 9 April, 2014. The mentor activities were resumed as per the strategic objectives and new mentors were signed up at a rapid rate. Significantly, Cape Town secured an international relationship with Johnson & Johnson that now supplies mentors to SBU on a national basis including SBP.

DURBAN

The power of association is a lesson that we have certainly heeded as the various clients that supported us have gone to market with varying levels of success. With time, learning how to articulate the amount of business mentorship we make available to our clients and their various business prospects has certainly made a difference. This year, the rigours built into our procurement workshops have proven to pull all the levers big business needs to gain confidence in our SMME clients, and their ability to deliver on large scale contracts with success. We have many client success stories as a direct result. Collaboration has proven effective in bringing about visible results. In the past year, the Durban incubator has developed 89 partnerships and delivered on 52 mentorship sessions for our clients. Our procurement workshops have been attended by more than a 1 000 SMMEs both in and out of our programme. We have seen visible results with our clients managing to secure big contracts with corporations within the province. Our reputation has grown, and our weekly orientation sessions have been well subscribed with over 1 147 SMMEs attending this year.
JOHANNESBURG

The Johannesburg incubator has grown from 19 to 33 clients in full incubation and 13 in pre-incubation during 2013/2014. We forged relationships with law firms Norton-Rose Fulbright Inc. and Webber Wentzel. Norton-Rose Fulbright came into the incubator and conducted workshops on all legal aspects affecting SMMEs. In addition, they were part of a panel of experts that provided pro-bono work. Grant Thornton also played a significant role in providing us with mentors and also acting as a panel of experts.

Further, we have had successful procurement workshops where we had ACSA, Bidvest and Evrylic expose our clients to procurement opportunities in their companies. During the Global Entrepreneurship Week in November, we had a breakfast for our clients through the relationship fostered with Sun International at Carnival City in Boksburg. This relationship has matured to a point where our clients have been requested to submit their details to Sun International for procurement purposes. There is also a supplier development programme in place with Sanlam.

Our incubator has received a special invitation to exhibit, free of charge, at the COMETSA dialogues where professionals meet to discuss economic issues currently at play. We have also been involved in the University of Johannesburg’s Social Entrepreneur’s annual conference for Social Entrepreneurship and Social Economy. In all, it has been a fruitful year for the incubator as attested to by the client numbers while relationships will relevant organisations have helped shape our programme into one that is relevant to our entrepreneurs.

LEPHALALE

During the past financial year we have had interactions with a considerable number of stakeholders which include Eskom, Medupi Leadership Initiative (MLI), National Youth Development Agency (NYDA), Exxaro, Mitsubishi Hitachi Power Systems Africa (MHPSA), Anglo Zimele, Lephalale FET College, Lephalale Development Forum, Limpopo Enterprise Development Agency (LEDA), City Chamber, National African Federated Chamber of Commerce and Industry, and other role players within the Lephalale region.

The major key stakeholders which are part of the Lephalale Enterprise Development Centre are Exxaro, MHPSA, and Anglo Zimele. Together with Shanduka Black Umbrellas (SBU) the four stakeholders have formed an Enterprise and Supplier Development (ESD) Steering committee which is currently chaired by the CEO. Currently we have over 10 volunteer mentors, a majority of which were recruited from the Lephalale FET College with skills in Engineering and Entrepreneurship. We also have mentors from Johnson & Johnson as part of our volunteer mentorship programme. Furthermore Exxaro is finalising the process of recruiting technical mentors in the field of mine maintenance and building maintenance specifically for their businesses in the incubation programme.

The Lephalale incubator has also been actively involved in the LDF activities which serve as a platform to network with local stakeholders and we also sit on the LED working group which falls under the LDF.
MOOINOOI

The incubator was officially launched on 30 September, 2013. In the year under review we had one credit committee meeting and three advisory panel meetings. We hosted the following networking events: Mandela Day, Women’s Day, two Procurement Workshops; an innovation workshop; three Expos (Mooinooi, Brits and Rustenburg) and a Social Media Workshop. The incubator managed to form partnerships with Royal Bafokeng Enterprise Development and Bojanala Municipality.

We did not have mentor/mentee interaction between July 2013 and March 2014. This is because during this period our clients had not yet completed the ignition phase. Alignment with mentors began in April 2014. Significant interactions started in the second quarter of 2014. During this period eight clients met with their mentees once a month. Three mentee/workshops were held during this period. We currently have a total of 16 mentors.

PORT ELIZABETH

The Port Elizabeth incubator has collaborated with both government institutions and private companies in the Nelson Mandela Bay Area and the Eastern Cape. As members of the Nelson Mandela Business Chamber, our relationship with Coega Industrial Development Zone is strengthened and one of our clients has managed to secure a site development for the manufacturing of LED street lighting. Transnet as our funder manages to provide our businesses with opportunities (RFQ’s) in order to grow their businesses, especially the Transnet National Ports Authority, Transnet Engineering and Transet Ports Terminal. Sanral has provided us with eight businesses that needed to be developed. Coca-Cola, Aspen, Boardwalk, Construction CETA, ECDC, IDC, Bidvest, Absa, Standard Bank and IDT formed part of our procurement workshops and presented their financial opportunities, supply chain management methodologies, policies and opportunities.

The Port Elizabeth incubator has hosted two procurement workshops in November 2013 and May 2014. We have attended a Transnet Procurement Summit, NSBC Expo in October 2013, a SAICA Awards ceremony for Women beyond the Balance Sheet in November, an EPWP Nelson Mandela Entrepreneurs networking session attended by The Department of Agriculture, and others.

Two breakfast meetings were attended with the Nelson Mandela Bay Chamber and Eastern Cape Business Network. A Transnet/Shanduka Black Umbrellas Supplier Development Workshop was held at Uitenhage in February 2014. We attended an Absa Expo where our clients formed part of the runners up for the Absa competition, and our staff members were judges.

SBU Port Elizabeth has collaborated with different entities to secure mentors in the Nelson Mandela Bay Metropolitan area. We have partnered with PE Business Chamber, Johnson & Johnson, Nelson Mandela Metro Municipality and FET College in order to recruit and acquire mentors. Sixteen mentors have been recruited.
PRETORIA

With a total of 23 businesses in full and pre-incubation by 30 June, the year was filled with many milestones and achievements for the Pretoria incubator. In the year under review the businesses achieved a turnover of R12.8 million on the back of strong support from our stakeholders, such as the Industrial Development Cooperation (IDC), Thembani International Guarantee Fund, as well as the Department of Trade and Industry among others. The incubator is looking forward to working with the Automotive Industry Development Centre (AIDC) in terms of incubating businesses from the DTI programme. Given how integral to the SBU programme mentorship is, it was with great excitement that the incubator partnered with mentors from esteemed corporations, as well as international mentors from Johnson & Johnson. These mentors play a crucial role with their input, guidance, support and insights that are necessary to succeed. In an effort to ensure our clients have access to procurement opportunities, the incubator organised various events including procurement workshops, networking and supplier development events in the year under review. Talent Muzambi joined the incubator as Regional Manager in June 2014, having joined the organisation as EDM for the Mooi nooi incubator the previous year. In the month of May this year, the incubator made their move into their new premises, centrally located in Hatfield, minutes away from the Gautrain station, allowing for ease of access as well as a steady flow of on foot traffic.

RICHARDS BAY

The Richards Bay incubator started operating from their current premises on 18 November, 2013. The incubator was lucky enough to have established a sound relationship with Standard Bank Richards Bay, which supported the incubator by offering temporary premises while the official premises were being established. In this period, the Regional Manager had been hard at work building relationships in the region and establishing the SBU brand. A total of 1 281 small business contacts were developed and now form part of the database of enterprise and supplier development professionals that we engage with regularly. There were 73 orientation workshops held with 628 attendees. Seventy three applications were received with 62 of these applicants being interviewed. The incubator conducted three final selection panel presentations, with the first cycle completing the ignition phase in June 2014. At the end of the financial year, 13 businesses remain supported in full incubation and four businesses in pre-incubation. Out of the total of 17 businesses supported, nine businesses are youth owned and six are female owned. The incubator played host to three procurement workshops over the period with a total of 223 small businesses showing an interest by their attendance. The various presenters were Transnet Capital Projects, Foskor, Umfolozi Further Education and Training, Eskom, Small Enterprise Financial Agency, Richards Bay Industrial Development Zone, and Thembani International Guarantee Fund.

The incubator had 12 volunteer mentors signed up to assist the clients and this was largely thanks to the support of the ZCCI. Two mentoring events took place to connect the mentors and the mentees.
2014 ANNUAL REPORT

INCUBATORS 2014

LEPHALALE
MOINNOI
PRETORIA
JOHANNESBURG
RICHARDS BAY
DURBAN
CAPE TOWN
PORT ELIZABETH
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<td>13</td>
<td>104</td>
<td>R1.3 MILLION</td>
</tr>
<tr>
<td>TOTAL</td>
<td>164</td>
<td>946</td>
<td>R78.8 MILLION</td>
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Hard work to generate high turnover
Mahlatse Masimini, Shanduka Black Umbrellas graduate and Owner of Moshate Media

Born and bred in Limpopo, 30 year old Mahlatse Masimini has seen first-hand how poverty and inequitable power relations have been a particular burden of rural South African women. Driven to make a difference to this marginalised sector, Masimini identified enterprise development and empowerment as a way to steer change.

As owner of Moshate Media, Masimini masterminded development projects like the Rural Women Empowerment/Women in Business roadshow, one of the many powerful events that have earned this dynamic entrepreneur kudos and commercial success. With annual business turnover now reaching between R30 and R40 million a year, Masimini shows how perseverance, vision and the right partnerships can expedite dreams into reality.

For Masimini entrepreneurship represents a way of life as much as a way to earn income. She says, “Being an entrepreneur changes everything about your life. When I started the business I was 24 years old, and five years later, it is still long hours and hustling for business. You have to remain innovative and need a big brother to advise you, like Shanduka Black Umbrellas.”

Whilst the early years were spent cold-calling businesses, her introduction to Shanduka Black Umbrellas opened the doors to a community of support in and a context for business growth.

“I had relocated to a new city, I was lost and I didn’t know where to go. The introduction to Shanduka Black Umbrellas came at the right time for me in the business because now I had access to telephones, computers, printing services, a mentor and bookkeeper. So it pushed me to the next level effectively working as a springboard for me.”

Masimini’s message to other entrepreneurs is to understand their businesses and target markets before joining a programme such as Shanduka Black Umbrellas. Defining the end point is a critical part of the business journey as without it, there are no goalposts, benchmarks or roadmaps.

“If you can’t see the end, then it’s pointless. So when you join the programme, you need to work hard from the ground up. You need to prove yourself. It is like a gym - you need to work out and put in the hours to get something out,” says Masimini.
A courageous decision to invest his retrenchment package in a business of his own has seen Stembiso Makhanya and his business partner, Zakhele Sikhosana, carve a niche for Themzak Cleaning Chemicals, in a fiercely competitive market in little more than a decade.

Their strength has been more than 30 years of collective experience in the chemicals sector, which has seen them identify opportunities and potential clients as well as create quality products to meet market demand.

Now the greatest challenge is to raise their business to the next level and stay ahead in a market segment that is becoming increasingly popular among entrepreneurs from previously disadvantaged backgrounds.

“This business is fully black owned. We are qualified and experienced, so the opportunities are endless. The government has committed itself to promoting small manufacturers and private firms have shown commitment to promoting businesses owned by the previously disadvantaged,” Makhanya points out.

His foundation was his chemical engineering qualification from Mangosuthu and ML Sultan technikons; his first job was as a trainee with fast-moving consumer goods giant Unilever in 1995. From there, Makhanya moved to Pilchem. He was based at the South African Breweries plant in Prospection and tasked with optimising the use of chemicals in the brewing house, fermentation and filtration plants and the packaging department.

In 1998, he took a job as a sales technician at Syndachem, which saw him working with big names such as SAB, Coca-Cola, Rainbow Chickens, Pepsi and Nature’s Source.

In addition to exposing him to a wide range of chemical applications, he says this provided an invaluable introduction to sales.

However, when the company was bought out by an overseas company, the Durban plant was closed and he was retrenched.

It was 2001 and he decided that, because he was so passionate about doing what he was doing, he would work for himself.

Makhanya and his partners started out as the sole employees of a company that now provides jobs for eight.

They set up shop in Umlazi Industrial Park, where they have a 144m2 facility.

The original equipment was bought from an auction house.

Now the company is looking to raise finance with the support of the Department of Trade and Industry for further expansion of its facilities.
Makhanya is responsible for sales and marketing, while Sikhosana oversees production.
Makhanya says the initial product range was based on the many requests of their previous employer.
The company started with disinfectants, dish liquids, floor polish, anti-bacterial hand soaps, degreasers and sanitisers and has grown its product list to 48 items.
Raw materials for the production of the products are sourced from big-name chemical companies.
When it comes to product formulation, Themzak works closely with the Mangosuthu Technology Station in Chemicals.
This was established in 2001 to provide technical support to small and emerging companies manufacturing chemicals and related products, to provide and promote strategies for innovation and enhance competitiveness.
Technology transfer services include technology audits, which provide an assessment of the status of technologies in use and give strategic direction for upgrades and acquisitions, product design and development.
This helps with the design and creation of ‘tailor-made’ products to suit specific markets, the provision of product formulation services, and improving the performance and characteristics of existing products.
The facility also helps with setting product quality standards, process design and development, waste and effluent management, environmental pollution control, technology information support and pilot batch processing.
“They are the pillars of most emerging small chemical businesses,” says Makhanya.
Since start-up, Themzak’s growth has been steady and sustainable. From three customers in the second month of operation to 14 by its fourth month, it has grown its customer base to an impressive list that includes major corporations such as Sapref, South African Breweries, Ithala, Durban Bulk Shipping, Premier Meat Products, uShaka Marine World, Transnet, the eThekwini Municipality and Ezemvelo KZN Wildlife.
It also supplies a long list of schools, churches and hospitals as well as the departments of housing, welfare, correctional services, public works and social development.
“We have doubled our production since we started and are now working on trebling it.”

“I’ve identified markets in Zimbabwe and Nigeria through Trade and Investment Kwa-Zulu Natal,” says Makhanya.
“Because we have been in the market for a few years, people are starting to get to know us,” he adds.
Themzak is currently busy with ISO accreditation.
Having progressed through the first stage, it is now preparing for the second stage audit in November – no mean feat for a small operation.
“We also sent products to the South African Bureau of Standards to ensure that they complied with specifications,” he adds.
This assurance of quality, coupled with good service, has put Themzak ahead of the pack when it comes to survival of the fittest in the cleaning and detergents market, he believes.
“There are very few black owned companies that comply,” he points out, saying this had positioned Themzak well when it came to winning government tenders.
Now the company is on the cusp of opening another plant either in Joburg or Mpumalanga and is working on a proposal with the backing of the DTI. He envisages this becoming a reality within the next three years.
Makhanya had also identified a large potential market in the Eastern Cape – many clients from there travel to Durban to buy products.
He says they are likely to open a distribution warehouse there in the near future. This will be followed by a third manufacturing plant within five years.

“Interviewed markets in Zimbabwe and Nigeria through Trade and Investment Kwa-Zulu Natal,” he says, adding that he intends investigating opportunities in Botswana when he accompanies TIKZN to a trade show there in November.
He says he joined the Shanduka Black Umbrellas programme in Durban at the beginning of 2012, which provided business skills to compliment his manufacturing know-how.
With their support, he has embarked on a strong marketing campaign and says media exposure has brought in enquiries from as far afield as Gauteng and the Eastern Cape.
This article was reproduced with permission from the Sunday Tribune, 3 August, 2014.
Michael Mzingisi recognised a gap in the market, and took action. This Cape Town entrepreneur identified an opportunity to bring arcade games and entertainment to the townships. He started his business with 4 pool tables and a strong vision to escalate his operations to every township, black and coloured, throughout the Western Cape. Mzingisi’s vision was to provide entertainment and employment to local communities, and his early inspiration has evolved into an independent, successful enterprise.

“I saw an opportunity and I said to myself I’m going to start this business here in Cape Town, so I started by buying 4 pool tables. Then we were fortunate last year (in 2013) to be given a grant by SAB who are empowering small businesses like me. We were also fortunate to join Shanduka Black Umbrellas, up-skilling us on how to grow this business.

“It has changed my life. I’m able to support my family now. I’ve managed to stand on my own and build this brand, from the beginning, all with the help of Shanduka Black Umbrellas. I’m able to give a better future to my young child and wife and to help my brothers with their studies.”

Michael Mzingisi
M-Games, Cape Town

“My message to other entrepreneurs is to have courage and to be patient. It starts small, so do not rush to make more income. That will happen as your business grows and grows. The three skills you need to be an entrepreneur is experience first of all, know what you have to do, secondly love what you are doing – be passionate about what you are doing and be patient; don’t just rush for bigger things.”
Governance Report

The Board of Shanduka Black Umbrellas places a significant focus on good corporate governance, and has always regarded good corporate governance as a crucial pillar of sustainability. In our previous reports we apprised you of our intention to adopt the King III Code of Good Corporate Governance as the basis of our governance philosophy. We are pleased to advise that the adoption of applicable principles of King III has matured into processes and policies within the operations of the organisation. It has also been adopted into a comprehensively revised Board Charter that defines Board responsibility, and ultimately good governance, in view of Shanduka Black Umbrellas.

Underpinning the strategy of SBU is the intention to add another two incubators to the existing eight. The burden that this would place on the organisation’s existing infrastructure and processes is not unseen by the Board. As the organisation has grown it has required us to improve our risk management and stakeholder engagements (report backs, promotions, and communication) at all levels. On the issue of risk management, we have engaged the services of FeverTree Consulting to assist us in reviewing our risk framework and management policies.

This is a comprehensive exercise and has involved all levels of staff and management. It is envisaged that the organisation develop an updated framework encompassing all the operational and strategic risks that the organisation faces, and that the board will ultimately be custodians of.

Whilst the composition of the Board is well balanced from a transformational perspective and with a strong representation of independent non-executive directors, the Board recognises that the knowledge and experience of corporate governance varies amongst its members. Governance trends and interpretations around good governance within South Africa and abroad have also evolved and, the Board acknowledges that, in order to exercise its fiduciary responsibilities effectively, it is imperative to keep abreast therewith. To this end a decision was taken to provide the board members with director training, and the Institute of Directors had been engaged in this regard. It is envisaged that training will commence towards the end of 2014 or early 2015 and will cover a number of topics key to good corporate governance.

This report was compiled by Rajesh Sukha.
Board of Directors

YVONNE THEMBA
CHAIRPERSON

MARK FRANKEL
CEO

DONNÉ NICOL
DIRECTOR

MARTEN GOVENDER
DIRECTOR

CHARLES MAISEL
DIRECTOR

DUMA MXENGE
DIRECTOR

RAJESH SUKHA
DIRECTOR

THABILE NYABA
DIRECTOR
Financial Highlights

The financial year ended June 2014 was a very exciting year for Shanduka Black Umbrellas with the opening of four new incubators, further expansion and diversification of its funder base and continued support from many of the organisation’s existing funders.

The Port Elizabeth and Richards Bay incubators, for which R30 million was received from Transnet to establish and operate the incubators in the 2013 financial year, opened their doors in October 2013. Transnet continued to support SBU in the 2014 financial year via Transnet Capital Projects which provided funding to the Cape Town incubator to support a supplier development programme within its regional operations. The Mooinooi incubator, funded by Lonmin, opened its doors in June 2013 and Lonmin continued to fund the operations of the incubator in 2014. A three year agreement was signed with the Anglo American Sebenza Fund for the funding of the Lephalale incubator which opened in January 2014. An agreement was also signed with Exxaro Coal for the operation of a supplier development programme with its regional suppliers. The Jobs Fund continued to fund the Durban incubator with 2014 being the second year of funding per the three year agreement.

DONATIONS RECEIVED

The organisation continues to show steady growth in funding received for its activities. If one excludes the R30 million funding received from Transnet in 2013, funding and income received in 2014 grew by 55% when compared to the prior year. Donations received increased by 50% and fees for services and other income increased by 112%, largely due to the increased number of incubation clients and the increased interest earned on deposits held.

The number of companies supporting SBU as part of their enterprise development strategy increased from 299 in 2013 to 308 in 2014. Donations in kind were largely comprised of media space donated by Media24 to 12 clients within the SBU incubators and also included media space donated by Adreach.

We’re very grateful for the continuing meaningful support from the Shanduka Group and the significant increase in funding over the last year which, in addition to providing the matched funding for our Durban incubator to enable the funding provided by the Jobs Fund, supported our Johannesburg and Pretoria incubators, funded our national Enterprise Development Awards and enabled us to set up a loan and grant fund which has been extensively utilised by the clients in the incubators.
The composition of donations received for the 2014 financial year is as follows:

![Pie chart showing donations by category]

The growth in donations received over the last three years is as follows:

![Bar chart showing donation growth]

- **Shanduka Group**: R 60,000,000
- **Anglo American Sebenza Fund**: R 50,000,000
- **Transnet**: R 40,000,000
- **Lonmin**: R 30,000,000
- **The Jobs Fund**: R 20,000,000
- **Other ESD Contributions**: R 10,000,000
- **Donations in kind**: R - (indicating no donations in kind were made in 2014)
Income received over the last three years is as follows:

![Chart showing income received over the last three years]

**EXPENSES**

Expenditure for the year was incurred in providing the following support services and programme activities:
The year on year increase in programme expenditure is as follows:

The bulk of the increase in expenditure for the year is as a result of the opening of the four additional incubators during the year as well as an increase in national staff to support the SBU operations across six provinces.

Shanduka Black Umbrellas utilised total net cash of approximately R3.4 million for the year with cash holdings at June 2014 at around R43 million. On the Balance Sheet, Shanduka Black Umbrellas net assets are approximately R57 million of which property, plant and equipment make up R9.8 million of the total amount and cash the majority of the balance.

Shanduka Black Umbrellas’ financial statements for the year ended 30 June 2014 were audited by SizweNtsalubaGobodo in accordance with International Standards on Auditing, International Financial Reporting Standards and The Companies Act 71 of 2008. A copy of Shanduka Black Umbrellas’ Annual Financial Statements is available on request or via download at www.shandukablackumbrellas.org
Our Clients

Every entrepreneur who has achieved success will have a story to tell of the hard work, commitment, mistakes made and lessons learnt in the process of building their business. Many start-ups don’t make it beyond the first two years because of inadequate planning, lack of support, financial or knowledge resources.

Our clients at Shanduka Black Umbrellas are the exceptional people who have the courage, determination and dedication to succeed in business. These are the entrepreneurs who are helping to co-create a brighter economic future.

“Shanduka Black Umbrellas has helped me a lot, starting from an environment that allows me to operate amongst a group of entrepreneurs who face the same difficulties that I face, but also the training programme, which all helps you to develop your own business plan.”

Sazi Gcume, SBU Client and Owner Zizi Trading
Sabelo Sibanda (30) and Thulisile Volwana (22) are the inspired entrepreneurs behind Africa’s first solar powered tablet PC, a device created to integrate African users into the digital economy. Early on in their business journey, the dynamic pair identified innovation as the differentiator for their IT Enterprise, Millbug Technology. In understanding the need to develop local solutions through a global orientation, Sibanda and Volwana have created an affordable solar powered tablet PC targeted at low-income and rural populations, particularly affected by intermittent electricity supplies and low access to digital technologies.

“Our vision and the company’s goals pivot around our mission statement, “Bringing happiness to those that need it the most.” Less than one percent of content online is created in Africa. We wish to sell enough of our products and solutions to get this number to at least 10 percent by 2020.” Sibanda, an MBA student, and Volwana, an Economics graduate, both hail from the Eastern Cape. They met while studying at the Nelson Mandela Metropolitan University and later collaborated to launch Millbug in 2012.

Operating with R10,000 start-up capital the Port Elizabeth-based entrepreneurs couldn’t afford the fees of a web designer to develop and launch their first e-commerce web platform. Not deterred, they used free online web design tutorials to create it themselves. The outcome of this was a cutting edge site and a nomination for an SA e-commerce award within the first year of operation.

Both Sibanda and Volwana acknowledge the confluence of hard work, fortuitous business connections, and directed action as enablers of their vision. But support has also been vital. And their decision to join Shanduka Black Umbrellas has provided unparalleled access to mentors from around the world.

“You know, it is one thing to learn from a book. It is something completely different when you sit down across the table from a mentor and they can pick up the phone and speak to someone who is in a position to help move your business forward. That is unprecedented, I’ve never heard of any folks getting that sort of mentor. Shanduka Black Umbrellas has been instrumental as far as connecting us to a network of mentors, introducing us to supply and enterprise development executives in both the private and public sector,” says Sibanda.

By advocating supply chain procurement and market openness as the bridge to economic development for the majority of black owned SMMEs, Shanduka Black Umbrellas aims to redefine economic transformation towards a model of inclusion and transparency. It is however the individual entrepreneurs working to achieve these overarching aims, who will be the country’s key drivers of change. Sibanda says, “We believe that above everything, it takes an internal locus of control to run a successful business in our country. All the incentives are there but nobody will do the work for you. One has to take full responsibility and work very hard to be successful.”
Our Mentors

The energy and enthusiasm of our mentors is an invaluable part of the Shanduka Black Umbrellas programme. Their dedication and generosity in sharing their knowledge and skills is fundamental to the development of emerging black businesses and to the economic prosperity of South Africa. Our mentors are a crucial component to the success of the business incubation programme and to the empowerment of a new generation of business enterprises. Mentors play a crucial role in the development of entrepreneurs as our clients learn from the mentor’s experience, knowledge and expertise in a collaborative exchange.

“I’m a mentor because I’ve had phenomenal mentors in my life. It’s the only way I believe in paying it back, and if we all paid back what we’ve received in our lives, I think the impact we can have on society, on the communities and economy as a whole, can be phenomenal.”

Vani Moodley, Mentor, Shanduka Black Umbrellas
Mentoring people both professionally and personally has long been a calling for Charl Klopper. So it was without a second thought that the Head of Capital Projects at Lonmin agreed to sign on as a Shanduka Black Umbrellas mentor. For a senior executive within a large South African corporate, the idea of paying it forward is both a moral imperative and business commitment in the light of the country’s historic socio-economic inequities.

“We’ve got to realise that black businesses don’t have all the experience and the know-how that we have gained through our privileged position. I just feel that it’s appropriate to transfer those skills. The best way to do it is to embrace the process and step into the gap that exists, and to assist these small businesses to hone their skills.”

However one of the biggest challenges for emerging black enterprises reside in their limited access to supply chain procurement opportunities.

“It’s very tough out there to submit a competitive bid when you’re competing against companies that have been in the industry for many, many years. We have to assist not just in honing skills but by helping them become competitive and to provide local employment. The more we bring on board companies, the more we support them, encourage them and provide them with basic tools, the wider the ocean is out there for us. So we will ultimately benefit too from the deployment of those businesses that can provide quality services at very competitive prices.”

However inserting mentoring as a way to grow the pool of sustainable businesses is one aspect of a multi-tiered programme. It requires an equal amount of sustained effort and commitment from entrepreneurs to accomplish this vision.

“I think the message is just to be open minded, coachable and teachable and know there are people out there that are willing to work with you, to walk with you, to provide skills and experience, and support. If you are willing to accept that then we have a winning combination.”

Klopper has seen how effective the partnership can be through the success stories witnessed and through enablers such as the Shanduka Black Umbrella programme.

“They are so passionate about what they do. They embrace opportunity and have allowed me to bring my skills on board. They have worked with me and have become my friends, allowing me to talk openly about the challenges. For me personally, the Shanduka Black Umbrellas programme gives me the chance to invest time and effort into someone else’s life. You see the person grow, you see the company grow exponentially. You see them reaching their dreams. That’s what it’s about. SBU allows small companies to dream. And if you dream, work hard, have a plan to get there, then the success rate is normally high. And that is what we love.”
Our Mentors

**Durban**
Janet Wilson, Logico Creative Solutions
Rishaad Giles, Standard Bank
Jennifer Naicker, Tutuwa Consulting
Shooks Dorasamy, Neotel
Mike Quicke, Winning Habits
Trevor Buikies, Richvor
Pooven Chetty, Pacset Communications
Yogan Nadoo, Business Solutions Africa
Vani Moodley, Vani Moodley & Associates
Praveen Thakur, Liberty
Jose Delgado, Delgado Velosa Kenworthy & Associates Inc.
Isreal Majola, Standard Bank
Fiona Ebrahim, Standard Bank
Robynne Erwin, Business Fusion
Mohammed Simjee, Planet Accounting
Adam Shapeero, PilotFish
Christian Weh, Johnson & Johnson
Pieter Louwette, Johnson & Johnson Medical
Andreas Ruehe, Janssen Pharmaceutica
Ignacio Guijarro Torres, Johnson & Johnson
Igor Proeglhoef, Janssen Pharmaceutica
Luc Dendievel, Johnson & Johnson Medical
Paresh Lakha, SME ROI Enterprises

**Lephalale**
Matsobane Kekana, Limpopo Economic Development Agency
Percy Madziwo, National Youth Development Agency
Phuti Mphelo, Allard Vester
Solomon Mokobodi, Lephalale FET College
Marius Serope, Lephalale FET College
Katlego Modise, Lephalale FET College
Florence Moeketsi, Lephalale FET College
Paul Mokobodi, Lephalale FET College
Tsakane Nyakane, SEDA
Mathema Makola, Lephalale NAFCOC
Kgadi Ramothwala, Mitsubushi Hitachi Power Africa

**Port Elizabeth**
Nosi Ncoyo, Vision 4 Academy
Babalwa Dlova, Lifehealthcare
Sivuyo Ngcwavu, JupiLog
Nomaxabiso Klaas, IBA
Luthando Yibe, SEFA

Sapho Maqhawazima, X-Spark
Nelson Maqhawazima, Bunono Consulting
Mandisa Sikhosana, MMT Consulting
Wilfred Nyiki, Phambili
Chumani Maqina, SPAO
Kevin Roberts, NYDA
Chumani Maqina, Engeli
Xhanti Mtongana, Remax
Lindelwa Mhlongo-Ndlou, Standard Bank
Machule Mqwazima, Bunono Consulting
Maynard Gesha, Phathost

**Pretoria**
Mari Frinsloo, Knighshade
Riscillia Rittles, Molelo Wa Letlapa Piping
Patience Gidongo, NRM Consulting
Sibongile Zulu, Industrial Development Corporation
Helen Nicholson, The Networking Company
Itumeleng Ledwaba, Mshabi Comms
Leon Ross, Solar Assist
Lindelwa Mbanjwa, L Mbanjwa Inc. Attorneys

**Richards Bay**
Sihle Mthethwa, Richards Bay IDZ
Steven Msomi, OHPIS Nevets Investments
Shameema Ismail, SAB&T
Vijay Deodary, First National Bank
Ntando Mbuyeleni, Malandy Consulting
Abisha Katerere, SAB&T Services
Shameema Ismail, Nexia SAB&T
Justice Ndaba, Vexopath Consulting
Ashnee Lambert, Lambert and Associates
Mondli Phetha, Phetha Industries
Mlungeleni Ndawonde, Macsteel Trading
Warrick Hammond, SAB&T

**Cape Town**
Shareen Parker, African Equations
Riyaad Salasa, Temo Consulting
Rod Stevens, KMH Architects
Sa-at Abrahams, Kulea Consulting
Daniel Aebischer, Johnson and Johnson
Donovan Muller, Cedelink
Babu Phoplunker, Phocor
Hannes Geldenhuys, GetSmarter Business Solutions
Our Mentors

Honore Gasa, Yellowwood
Lance Hunter, LLG Properties
David Nanson, Slipstream Consulting
Jason Nicol, Rand Trust
Marios Flourentzou, Yellowwood
Hanns Bohle, Chair Small Business Development
James Harrison, Johnson and Johnson
Calvyn Gilfellan, Good Hope Castle
Lesley Livingston, Johnson & Johnson
Valentina Palange, Johnson & Johnson
Charles Marais, Reflectivity
Tony Pick, YEO42 Investment
Alistair Mackay, Yellowwood
David Lewis, Diverse Marketing Solutions
Christoff Oosthuizen, Flow Finders
Damian Michael, Alvarita
Mrs Nicolene Schoeman, Schoeman Tshaka Attorneys
Mr MW Tshaka, Schoeman Tshaka Attorneys

Johannesburg
Charles Erasmus, Yellow Wood Future Architects
Nicole Zetler, Yellow Wood Future Architects
Clara Cheung, Standard Chartered Bank
John Carolin, Director
Louis Du Plessis, Standard Chartered Bank
Mosidi Shomang, Private
Vinod Kalicharran, Vinod Kalicharran Coaching, Mentoring and Consulting Services
Ashwin Rajah, Standard Chartered Bank
Ramana Govindasamy, Standard Chartered Bank
Daniel Bierman, Standard Chartered Bank
Alan Sproule, Standard Chartered Bank
Guy Rice, Director
Gibbs Nare, Isolabasha Business Mentors
Lucille Divine, SEO Tips Spot
Maanda Milubi, Katapult
Yugen Pillay, Grant Thornton
Trust Munyuki, Grant Thornton

Mashudu Ramabulana, Grant Thornton
Mohamed Sadek, Grant Thornton
Michelle Jonker, Grant Thornton
Cashmore Muchaonyerwa, Grant Thornton
Sean Motebang, Grant Thornton
Oupa Mbokodo, Grant Thornton
Sithabile Zungu, Grant Thornton
Rita Spalding, Webber Wentzel
Sasha McPherson, Webber Wentzel
Darrel Rose, Orient Investments
Raleshaba Moeng, Inspiracion
Peter Katenga, Zika Consulting
Caroline Moesen, Johnson & Johnson
Lerato Letsoalo, Eyakho Investments Group
Mogamat Alexander, Standard Chartered Bank
Ruben Taborda, Johnson & Johnson

Mooiwooi
Mpho Mochekela, Lonmin
Tanaka Chiimba, Africa Wide
Vanto Vanto, Own Business
Simba Rusere, Gobeng Consulting
Thasmei Reddy, Lonmin
Nonku Ntshona, Nonku Ntshona and Associates
Abel Moseki, Western Explosives
Albert Mandizvidza, Peakford
Lesego Senokwane, Lonmin
T. Sindane, Lonmin
Victor Song, Lonmin
Charli Klopper, Lonmin
Billy Gomolemo, Gomolemo Projects
Gibbs Nare, Isolabasha Business Mentors
Alick Granger, BMG Group
Katlego Mabote, Lonmin
Cristina Krintea, Johnson & Johnson
Bart D’hooge, Johnson & Johnson
It is only through collective collaboration and action that an economically prosperous nation is possible. Together we can activate a new economic and social order for all South Africans and our donors help make the work we do at Shanduka Black Umbrellas possible. Our donors are investing in a credible, viable programme of economic development and transformation through the support of black entrepreneurship. They are supporting the business environment that links big business to smaller black enterprises, thus bridging the traditional gaps that no longer have a place in a new economic order.

“Our’ve chosen Shanduka Black Umbrellas to contribute to, they definitely create a positive impact with black entrepreneurs and the economy itself.”

Praven Veera, SBU Donor and Action Bolt QA Manager
Francois Adriaan, Head of Group Corporate Affairs of the Sanlam Group, understands the imperative for large corporations to help stimulate South Africa’s economic growth through black enterprise development. “Part of our focus at Sanlam Group is looking at how we impact on poverty and unemployment. And we acknowledge that there is no way to address the 25% unemployment problem by creating more jobs in the corporate sector. Jobs need to be created in the entrepreneurial space, as that is where the significant value add is going to be. The work that Shanduka Black Umbrellas is doing in this regard is seminal in terms of the future of the country.”

Adriaan believes that advantages for corporate companies to partner with Shanduka Black Umbrellas are multifold. Shanduka Black Umbrellas follows a business enterprise development approach that delivers enormous value beyond a physical infrastructure to its incumbent entrepreneurs. The vital mentorship and coaching aspects of the programme guide young start-ups through the perils and promises of doing business. It provides a window of knowledge gained through practical experience, the ambit of SBU’s mentors.

“Our experience with Shanduka Black Umbrellas has been incredibly positive, because we’ve been able to identify what it is that we want to achieve alongside SBU. They understand the concept of shared value – which says that we want to be able to make an economic and social impact while at the same time achieving the specific business impact that we’re looking for as well.”

By offering a programme aimed at cultivating sustainable black enterprises, Shanduka Black Umbrellas partners with civil society, the private sector and government. It requires the buy-in of the respective sectors to create conducive market conditions for emerging businesses to develop their products and services.

“The economic impact that these businesses have in being able to increase their turnovers and grow profitability means that a lot of that money ends up back in the fiscus, with a fantastic effect on the growth of the entire South African economy.’’

In identifying chief action criteria for the Sanlam Group mandate, Adriaan outlines economic sustainability and partnerships with leaders in their field of enterprise development, as the key motivators for partnerships of this kind.
Our Donors

The following are our 10 largest contributors for the year under review (01 July 2013 – 30 June 2014)

**Anglo American Sebenza Fund**
**DB Thermal**
**Global Payment Technologies**
**International Flavors and Fragrances SA**
**Jobs Fund**
**Lonmin Platinum**
**Sanlam Ltd**
**Shanduka Advisors**
**Transnet**
**Unicorn Calulo Bunker Services**

**A**
AA Alloy Foundry
Action Bolt
Active Industrial Engineering & Supplies
Adlam Engineering
Adreach
Advanced Vehicle Engineering
Afika Promotions
African Compass International Cargo
African Cork Suppliers
African Distribution Network
African Maritime Services
African Overall Logistics
Afrisun Gauteng
Agama Energy
All Electrical Distributors
AM Harbron
Amatola Irrigation
Anthony Richards & Associates
ANZ Chemicals
Applied Media Logic
Aurecon RSA

**B**
B&C Steelwork Manufacturing
Barry Levin Investments
Beacon Lighting
Bear Creek Investments
Bearing Warehouse
Beef Up Butchers t/a

**C**
Calibre Consulting
Camdekon Engineers
CargoWorks
Cathexis Africa
Caxton Books
CBS Body Works
CCII Systems
Century Electrical Wholesalers
Evander
CG Terblanche & Seuns
Chainpack
Chair Crazy
Channel Data Chapè Auto Body Repairs
Christina Fishing
CIP Industries
Clear Pack
Colourrent
Commercial Brake
Components
Concrete 4 U Logistics
Crystal Couriers

**D**
D and E Steenberg
Datona Crane Services
De Villiers and Hulme (Western Cape)
De Villiers and Hulme (Central Cape)
Deltapumpco
Deshelf 26 t/a Lighthouse Construction
Diamond Abrasives
Digiserve
Donville Meat Corporation t/a
Heydenrichs Meat Processors
Douglas Jones Trading
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Dynachem

**E**
3E Renewable Energy Services
E.P. Electro Products
East Cape Welding Supplies
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Interfreight
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Lanfras Projects
Lanprop Construction
Lanprotech
Lanser Asset Holdings
Larian Paper Converter
Laser Chemicals
Leakfind
Linkpro Two t/a Algoa Park Motors
Lipco Group
Living Your Brand
Losika Consulting
LR Office Design

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M Richter Scale Co
M.E.D Joinery
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Malgas Manufacturing T/A
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Marketworks Datamonitor
Masterpave t/a M.G. Mopp Construction
Masterwheels Vervoer
Mataae Power Systems
Max Arcus & Son
Mech-Africa Projects
Media24 Books t/a Van Schaik Publishers
Mediplan Designs
Melt Wahl Concrete Services
Metacom
MG Investments t/a Air Select
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Moneyline 1358 t/a H.B. Airconditioning
Moodie & Robertson Attorneys
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MVD Consulting Engineers (South Cape)
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My Office Furniture

N
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Sun International
Management Ltd t/a The Maslow
Sunrise Energy
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Windmeul Ingenieurswerke
Wire Products Stainless Steel
WMartinteriors
WP Timber Products

X
Xplosive Trading 419 t/a Rural Cartage

Y
Yellowwood Future Architects t/a Yellowwood

Z
Zana Manzi Services
Zaremberg
How to Get Involved

It is only through collective collaboration and action that an economically prosperous nation is possible. Together we can activate a new economic and social order for all South Africans.

The advancement of the South African economy requires collaboration between the public and private sector, large and small businesses alike. It necessitates the energy and commitment of all South Africans to work to achieve meaningful and sustainable development through the creation of economic opportunities.

ENTERPRISE AND SUPPLIER DEVELOPMENT

You can increase your B-BBEE Score by making an enterprise and supplier development (ESD) contribution to SBU and help foster an economy of entrepreneurs. Shanduka Black Umbrellas has been certified by Empowerdex as fully compliant with the requirements for the B-BBEE Codes of Good Practice and all relevant criteria therein for the recognition of ESD contributions.

Your contribution as a company can be achieved through:

- Monetary Donations;
- Donation of business goods & services;
- Participation in the voluntary mentor programme;
- Providing procurement opportunities to businesses within the SBU incubators and Shanduka Blackpages (SBP).

According to the revised Broad Based Black Economic Empowerment Codes of Good Practice, companies are required to contribute 1% of Net Profit After Tax (NPAT) towards enterprise development to qualify for 5 points available in terms of the scorecard and to contribute 2% of Net Profit After Tax (NPAT) towards supplier development to qualify for 10 points available in terms of the scorecard.

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. For those companies who wish to diversify their supply chain by including more black owned EMES, a collaborative solution is available through Shanduka Black Umbrellas whereby 100% black owned clients who meet the company’s supply chain needs are identified via the companies supplier databases, the SBP and the existing SMMEs (within the SBU programme) and a managed supplier development solution is provided via the SBU incubators.

ESD contributions may be recognized as follows:

<table>
<thead>
<tr>
<th>Types of Non-recoverable Contributions</th>
<th>Benefit Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant contribution</td>
<td>100%</td>
</tr>
<tr>
<td>Direct costs incurred in supporting ESD</td>
<td>100%</td>
</tr>
<tr>
<td>Discounts in addition to normal business practices supporting ESD</td>
<td>100%</td>
</tr>
<tr>
<td>Overhead costs incurred in supporting ESD</td>
<td>70%</td>
</tr>
<tr>
<td>Professional services rendered at no cost and supporting ESD</td>
<td>60%</td>
</tr>
<tr>
<td>Professional services rendered at a discount and supporting ESD</td>
<td>60%</td>
</tr>
<tr>
<td>Time of employees productively deployed in assisting beneficiaries</td>
<td>60%</td>
</tr>
<tr>
<td>Shorter payment periods for supplier development Percentage being 15 days less the number of days from invoice to payment Percentage of invoiced amount multiplied by 15% (approximation of the cost of short term funding)</td>
<td>Limited to 15% of total points available on scorecard</td>
</tr>
</tbody>
</table>

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 operational under the SBU programme.

Companies will only receive recognition of contributions if they have an ESD plan in place with:

- Clear objectives;
- Priority interventions;
- Key Performance Indicators (KPI’s);
- A concise implementation plan with clearly articulated milestones

SBU provides all of the above requirements as standard within its supplier development programme.
PREFERENTIAL PROCUREMENT

Per the revised B-BBEE Codes of Good Practice, the targets and recognition of procurement from businesses which are 51% or more black owned have been significantly increased as follows:

<table>
<thead>
<tr>
<th>Enterprise and Supplier Development</th>
<th>Target</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliant suppliers</td>
<td>80%</td>
<td>8</td>
</tr>
<tr>
<td>Suppliers with turnover less than R50 million</td>
<td>30%</td>
<td>4</td>
</tr>
<tr>
<td>Suppliers with &gt; 50% black ownership</td>
<td>40%</td>
<td>9</td>
</tr>
<tr>
<td>Suppliers with &gt; 30% black women ownership</td>
<td>12%</td>
<td>4</td>
</tr>
<tr>
<td>Supplier development spend as a % of NPAT</td>
<td>2%</td>
<td>10</td>
</tr>
<tr>
<td>Enterprise development spend as a % of NPAT</td>
<td>1%</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>40</td>
</tr>
<tr>
<td>Bonus points</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>40% minimum compliance target</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All SMMEs within SBU and SBP are 100% black owned Exempted Micro Enterprises and Qualifying Small Enterprises and thus have a Level 1 BEE rating with 135% BEE Procurement Recognition level. In addition, if the company procures goods and services from an ESD supplier for the first time or provides a minimum three year contract to the supplier 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 ESD initiatives and procures from a client within the programme for the first time, the BEE Procurement Recognition will be enhanced by a further 20% i.e. 162%.

“We can do this. We have so many innovative, creative people and young entrepreneurs out there. I see them, I work with them, and, you know what, all they need is the right environment”

Jennifer Naicker, Mentor
Supplier diversity and development make preferential procurement and enterprise development a meaningful, effective and value enhancing activity rather than something which a company feels compelled to do in order to comply with B-BBEE scorecard requirements. South Africa’s economic future depends upon the sustainable increase in the number of small and medium sized companies representative of the country’s demographics and their meaningful participation in the mainstream economy via the supply chains of large established companies.

Many smaller companies do not have the skills and resources to take on meaningful opportunities that are made available through preferential procurement but with appropriate enterprise and supplier development support this is possible. In addition, a survey held amongst Shanduka Blackpages members demonstrated that there are continuing challenges in 100% black owned small businesses participating meaningfully within corporate supply chains, namely:

- 89% were not participating in a supplier development programme;
- 83% experience challenges in obtaining information as to what corporate, government or state owned enterprise procurement opportunities are available;
- 71% experience challenges in being registered on corporate, government or state owned enterprise supplier databases;
- 76% are never contacted after registering on a supplier database;
- 90% believe it would be helpful if corporate, government or state owned enterprises provided training courses on how to register on their supplier databases, how to tender for the provision of goods or services to their supply chains, how to submit invoices and their payment processes etc.;
- 91% experience challenges in accessing and being awarded procurement opportunities;
- after submitting a tender/proposal application and a business is not awarded the procurement opportunity, 90% are not provided with feedback as to why this was the case and how their business could be developed to stand a better chance of being awarded the business in the future.

The Shanduka Blackpages enterprise and supplier development portal is an innovative online platform that links procurement managers to 100% black owned companies and aims to address the above challenges being experienced.

What began four years ago as an annual printed directory of black-owned businesses has developed into a multi-purpose online platform with advanced functionality designed to suit the specific needs of both buyers and suppliers. Since its launch at the JSE in May 2013, the total number of 100% black owned businesses registered as suppliers on the portal has exceeded 5,000 members and website statistics reflect that traffic to the Shanduka Blackpages exceeded 39,000 visitors as of 30 June 2014.

One of the many highlights during the year is formalising the strategic partnership with The Chartered Institute for Purchasing and Supply (CIPS). CIPS is an international organisation and is the leading voice of the procurement and supply profession with a global community of over 103,000 in 150 countries worldwide. CIPS Africa serves the purchasing and supply profession in the region and aims to set the standards for the profession and regulates the industry by promoting a code of conduct and ethics charter amongst its members.

Shanduka Black Umbrellas and Shanduka Blackpages has partnered with CIPS to ensure that our approach in the effective implementation of Enterprise and Supplier Development is aligned to global supply chain industry best practice.

The last year also saw the development of the GROW online mentoring portal which aims to connect SBP members that require mentorship in various fields, with mentors who have the skills, experience and time to support them. The GROW platform meets all the supplier development requirements set out in the new B-BBEE Codes, which require all businesses with an annual turnover of more than R10 million to develop black owned companies within their supply chain.
Andre Coetzee, MD of CIPS, discusses how Shanduka Black Umbrellas and Shanduka Blackpages help procurement managers bring black suppliers into their supply chains.
Our Good News

Shanduka Black Umbrellas is leading the field when it comes to empowering women in the workplace, according to Yvonne Themba, SBU chairperson.

Themba was addressing a group of female entrepreneurs and leading businesswomen at a function in Johannesburg.

“According to Statistics South Africa 52 percent of the population is female. And yet when it comes to figures in the workplace, the findings are dismal. Only 3.4 percent of CEOs are women, and just 17.4 percent are directors in the companies they work in,” she said.

Themba reiterated that SBU was determined to change this and was delighted that the organisation was leading the way in gender empowerment.

“Of our SBU board of six, three are women while on an executive level four out of six are females. At our regional offices, six out of eight are led by women while an impressive 71 percent of our staff is female. However, what we are most proud of is the fact that of the entrepreneurs we are incubating, 60 percent are women who have started their own businesses and are succeeding in making a major difference in creating employment and driving the economy.”

Themba recalled the efforts of women such as one of South Africa’s earliest female activists, Dr Charlotte Maxeke, who started the Bantu Women’s League, the first women’s organisation in South Africa, in 1918.

“We have come a long way since then but our journey is far from over. We have to continue to do it one woman at a time.”

She encouraged women to value their own abilities and help support others to have the confidence to become entrepreneurs.

Also speaking at the gathering were Phuti Mahanyele, CEO of the Shanduka Group; Seapei Mafoyane, COO of SBU and one of the most recognised female theatre producers in South Africa, Nobulali “Lali” Dangazele.

Mahanyele encouraged women to never give up and reiterated that they were the agents of their own change. Mafoyane talked about how women systematically underestimate their own abilities and how successful women are often perceived in a negative light while their male counterparts are celebrated for their successes.
Before the dynamic Dangazele came to SBU, she didn’t have an articulated business idea and only crystallised her vision once she had begun to partake in the rigours of the structured approach at SBU. Lali – who calls herself a “social artpreneur” and who is a graduate of the SBU programme – will be leaving South Africa at the end of the month to start her PhD at the University of Warwick in England.

She is the founder of Nobulali Productions, which has developed ShakeXperience™, a method aimed at shaking the paradigm of learning and knowledge acquisition by providing experiential learning for those in schools.

So do you create your own success story, asks Lali? “You can be what you want to be. Create your own opportunities, do it for yourself, not because your friends are doing it or people say it’s okay to do it. You decide how big you can dream and then do it!”

SBU now has a national footprint, with eight incubators across the country ready to assist people just like Lali, who may have a desire to be entrepreneurs, but need assistance in achieving their goals.

2014 Enterprise Development Awards

Shanduka Black Umbrellas (SBU) established the Enterprise Development (ED) Awards in 2013 to reward and acknowledge those businesses in its programme which are making a difference and creating employment.

The 2014 regional awards were held at the SBU business incubators in Cape Town, Durban, Johannesburg and Pretoria at the beginning of the year. The regional winners then competed at the national awards that were hosted in Johannesburg in June, 2014.

The categories for award selection included job creation, best performing company and the company who was the best SBU ambassador. These awards also recognised SBU’s top performing incubator.

Johannesburg electrical engineering company, Nerm Applications and Testing, was named overall winner in 2014. The company is involved in the testing of electrical protection equipment and metering in substations and employs eight people on a full-time basis. Owned by Dorian Engle, Mduduzi Motsa and Reginald Nkosi, it has a substantial contract with Ekurhuleni Municipality and is expanding operations into Africa with advanced negotiations underway to do work in Kenya.

Indrani Govender of Durban-based Ricinz Construction took top honours in the Jobs Created category, while best Performing Company (based on profit generated and net asset value) went to another KwaZulu-Natal company, M&L Business Solutions, owned by Nokwanda Kambuwa. Samson Sekgolea, of Midrand company, Time Keeper Trading, which supplies protective equipment for mining and construction companies was named best SBU Ambassador. The SBU Durban incubator took the honours in the Incubator of the Year category.
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“We are here to turn big dreams into reality. To empower the small business into big business. To build the country of our dreams. To create jobs and grow a land of opportunity for all. We are the power of positive change. We are Shanduka Black Umbrellas.”