



SAB FOUNDATION

SOCIAL INNOVATION - IMPACT REPORT

Compiled for the period 2011 - 2021

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1. ABOUT THIS REPORT

This impact study report covers the period 2011- December 2021 and was prepared by the SAB Foundation impact team.





2. A NOTE FROM BRIDGIT EVANS, EXECUTIVE DIRECTOR SAB FOUNDATION

SAB Foundation defines social innovation as business solutions to social problems. As of December 2021, it has been 11 years since SAB Foundation began investing in social innovation and six years since the launch of the Disability Empowerment category within the Social Innovation Awards.

This is a niche focus area and is not without risks. Business models are complex and while reaching profitability and scale is certainly the goal, when this outcome is combined with ensuring that the business stays true to its social mission, runways can be long, pivots often necessary and sometimes entrepreneurs cannot make it work.

If successful, however, the solutions presented by the social innovation we invest in, backed by the extraordinary men and women prepared to drive these businesses, are so profound, that it is both a pleasure and a privilege to ensure that they get the opportunity to pursue them as far as possible.

We begin our journey with many of them when they are still pre-revenue, so 11 years is actually not that long. When you read this report, however, you will see that most of them have made substantial increases in their turnover, created many new jobs and are making a significant social impact in their chosen field of intervention.

The COVID-19 pandemic definitely had a negative impact on many businesses, however I am impressed that 90% of the entrepreneurs within our ecosystem are still operational. Access to finance remains a key challenge in this important sector and while I have been so encouraged by the number of new competitions and opportunities available to these entrepreneurs, it is still nothing in comparison to other countries where in some cases, for example the United Kingdom, there is even a government minister for social enterprise.

The SAB Foundation now has enough learning under our belt to show how significant the results of supporting social innovation can be. We hope that reading this report will encourage others to either partner with us or decide to play their own role in this critical space.

Thank you for taking the time to read it.

A handwritten signature in black ink, appearing to read 'Bridgit Evans'.

Bridgit Evans, Executive Director SAB Foundation.

3. THE IMPACT OF THE SAB FOUNDATION SOCIAL INNOVATION PROGRAMMES

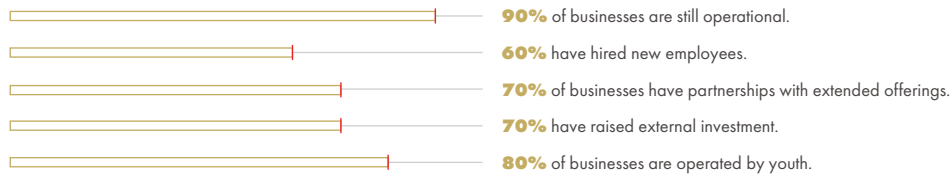
SAB FOUNDATION SOCIAL INNOVATION SUPPORT CONTINUUM

(As at December 2021)

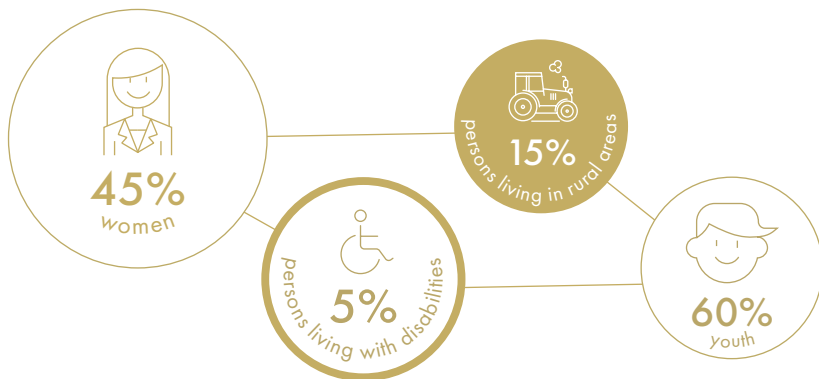


UNIVERSITY SEED FUND

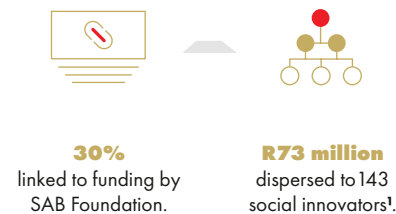
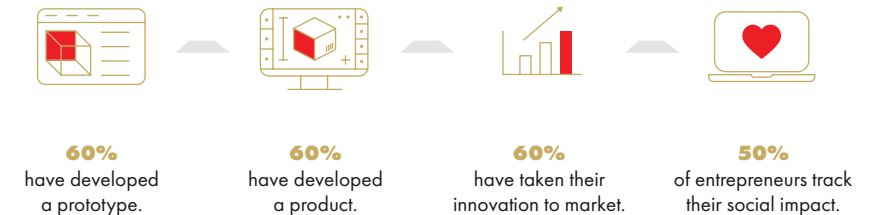
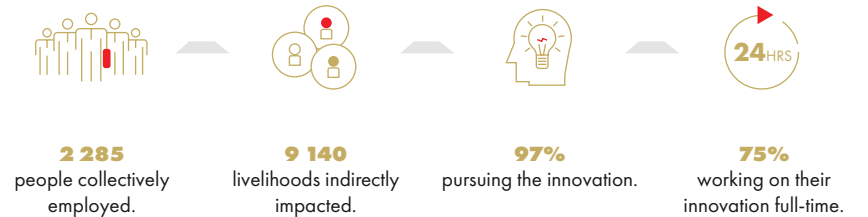
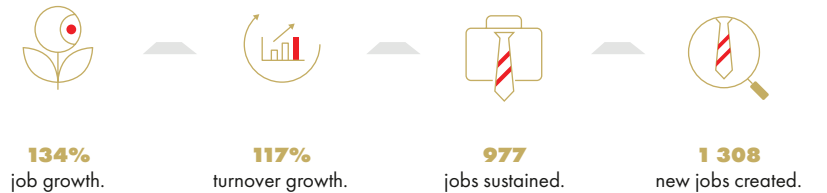
R2.6 million
deployed to 70 social innovators.



DEMOGRAPHICS



SOCIAL INNOVATION AWARDS

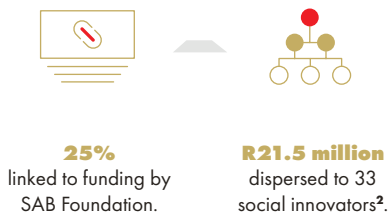
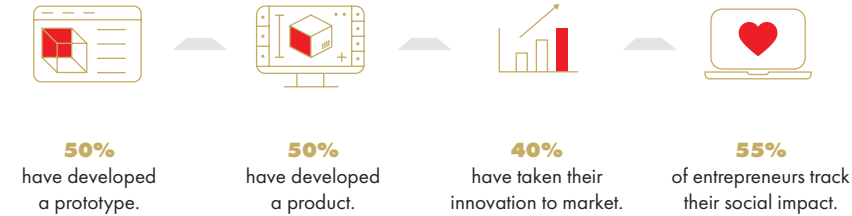


¹ Of the 143 businesses, 13 are no longer operational.

3. THE IMPACT OF THE SAB FOUNDATION SOCIAL INNOVATION PROGRAMMES *continued...*

DISABILITY EMPOWERMENT AWARDS

(As at December 2021)

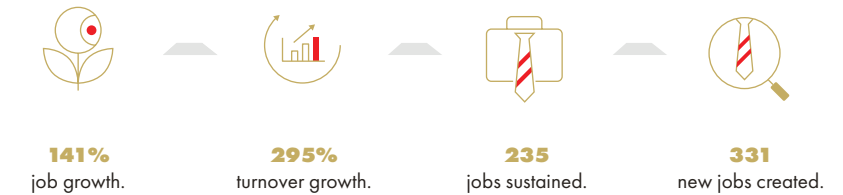


² Of the 33 businesses supported, 1 is no longer operational.

DEMOGRAPHICS



SOCIAL INNOVATION FUND AND ACCELERATOR PROGRAMME IMPACT





SOCIAL IMPACT OUTCOMES/OUTPUTS

(For a full list, please see appendix 1)

- 50 hectares of gardens planted using seed tape, 200 tonnes of garden produce harvested and 17 million litres of water saved.
- 11 tonnes of waste diverted from landfill monthly.
- 678 990 rural patients treated.
- Over 38 000 patients able to collect chronic medication.
- 143 adults screened for hearing, 19 fitted with hearing aids.
- 15 000 learners assisted to apply to post-schooling opportunities, with an admission rate of above 60% and a NSFAS success rate of above 80%.
- 500 learners from under-resourced schools given access to computer labs.
- 500 persons with disabilities access to door-to-door transport.
- 70 small-scale cattle farmers funded who created over 500 jobs.
- 108 micro businesses opportunities created for persons with disabilities.
- 148 ECD centres provided with 123 up-cycled kits, training, and support.
- 26 200 youth had their CV professionally developed and had 98 job placements.
- 134 000 kgs of textile waste recycled.
- 2 348 children received therapeutic wheelchairs.
- 211 people protected from malaria.



4. THE SAB FOUNDATION'S PROFILE

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

The foundation's mandate is:

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

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

5. SOCIAL INNOVATION PROGRAMMES:

5.1 UNIVERSITY SEED FUND

University of Cape Town Bertha Centre for Social Innovation and Entrepreneurship

The University of Cape Town Graduate School of Business' Bertha Centre for Social Innovation and Entrepreneurship (Bertha Centre) is the first academic centre in Africa dedicated to advancing social innovation and entrepreneurship. Its mission is to build capacity and pioneer practices in Africa, with partners, practitioner, and students, to advance the discourse and systemic impact of social innovation.

Since 2015, the Bertha Centre has successfully collaborated with the SAB Foundation in designing and establishing a social enterprise seed fund, open to both current students and recent alumni of the University of Cape Town's programmes.

The fund focuses on providing social ventures with access to pure grant seed capital at the pre-start-up business model discovery phase, start-up phase, as well as those in transition between the two phases. The fund's key objective is to fund social ventures with high potential for commercial viability and social impact creation. As at December 2021, 47 projects to the value of R2.5 million have been funded.

Thanks to the impact achieved through this fund, in 2019 the SAB Foundation expanded this programme to the University of Limpopo, the University of Zululand and the University of Venda.

However, lessons learned from expanding this programme were that underserved universities lack the human resource capacity to implement such programmes, and while multiple meetings with stakeholders were met with much enthusiasm, strained staff members found it difficult to deliver and sustain the programme as intended.



Entrepreneurship Development in Higher Education

The SAB Foundation therefore partnered with the Entrepreneurship Development in Higher Education (EDHE) Entrepreneurship Intervarsity. The competition aims to identify top student entrepreneurs at South African public universities and affords them an opportunity to pitch their innovative business ideas. In the process, universities are provided a platform to showcase their entrepreneurial talent and demonstrate the ways in which they support and grow the next generation of business leaders.

As at December 2021, the SAB Foundation had invested over R280 000 in the Entrepreneurship Intervarsity Social Impact category and supported five projects. Through the SAB Foundation's support, this competition introduced a mentorship programme for the winners.

GIBS Festival of Ideas

Since 2015, SAB Foundation has partnered with the Gordon Institute of Business Science (GIBS) in hosting an annual competition, coaching, and training event for social entrepreneurs called the Festival of Ideas. The festival provides a platform to showcase sound businesses and business ideas that drive a social or environmental mission to achieve social change. Aspirant social entrepreneurs have the opportunity to pitch their unique businesses or business ideas to a panel of experts for a chance to win mentorship and start-up funding. As at December 2021 the SAB Foundation has invested over R1.2 million to support 46 ideas.



5.2 SOCIAL INNOVATION AND DISABILITY EMPOWERMENT AWARDS

The Social Innovation Awards are focused on the prototype and start-up phase, while the Disability Empowerment Awards recognise and award social enterprises that have come up with innovative solutions which either improve access to the economy for people with disabilities and/or provide solutions for persons with disabilities, while generating enough revenue to become sustainable over time.

Awards range from R200 000 to R1.3 million, alongside business development support and tailored mentoring to assist with venture growth.

Judging criteria:

ORIGINALITY

How innovative is the solution, and is it a significantly new business model, technology, product, service, or production method?

SOCIAL IMPACT

Can the innovation solve a serious social problem that affects the SAB Foundation's target groups?

VIABILITY

To what extent is the innovation or solution commercially viable, to ensure its sustainability?

JOB CREATION

Is there potential for the creation of direct and indirect sustainable jobs currently or in the future?

5.3 SOCIAL INNOVATION FUND AND ACCELERATOR PROGRAMME

In 2017, the SAB Foundation created a new fund and accelerator, the Social Innovation Fund, which is open to all previous winners of the Social Innovation and Disability Empowerment Awards.

It allows social innovators to access a business accelerator and further funding to enable them to grow. The fund was established in response to there being a national 'missing middle' of growth phase funders for social innovation in South Africa.

It aims to address key challenges experienced by social entrepreneurs including, amongst others, identification of and securing access to target markets; a clear revenue generation model, financial plan and strategic direction; and difficulty in securing access to capital to fund growth in either capacity or different geographies.

We hope that the impact achieved through this fund will encourage other organisations to provide growth phase funding for this important work.

The aim is to ensure that once this intervention is completed, social innovators will be ready to attract other more commercial investors. Encouragingly, feedback from the South African Venture Capital Association and other early-stage finance providers indicates that this strategy is working.





6. METHODOLOGY

This report reflects on the survey responses of 130 Social Innovation and Disability Empowerment Awards entrepreneurs and 39 Social Innovation Fund entrepreneurs from when they first joined the SAB Foundation up to December 2021. As in the previous report, each entrepreneur was asked to complete an annual survey consisting of 33 questions that pertained to:

- **Information on the entrepreneurs and their social innovation businesses;**
- **Alternative means through which entrepreneurs were able to access additional funding;**
- **Feedback on the support services that were accessed;**
- **Information on job creation and income growth;**
- **Social impact; and**
- **Achievements and challenges.**

Each entrepreneur is required to complete a baseline survey when joining the programme, with subsequent surveys being conducted annually over a period of five years.

For entrepreneurs who completed a baseline survey and the latest survey in 2021, a comparative analysis was conducted to determine the entrepreneurs' business growth relating to income generation and job creation.

Although focusing on comparison since inception, this report also particularly compares 2020 and 2021 survey results in depth. The insights gained from the survey responses will assist the SAB Foundation in understanding the value of the Social Innovation and Disability Empowerment Awards and Social Innovation Fund programmes and provide insights on ways in which to improve the foundation's offering so that it is relevant to the needs of the entrepreneurs.

The University of Cape Town's Student Seed Fund is analysed by the Bertha Centre. Through a survey, each business was requested to report on their business' progress, sustainability, social impact, use of funds, financing prospects, challenges and support. Of the 49 enterprises in the student seed fund portfolio, three are no longer operational, 28 have been successfully closed and 12 are currently active and have funding remaining to be disbursed. Of the 12 active businesses, ten provided in-depth feedback and lessons.

Given that about 40% of the enterprises have not shared any insights or lessons over the past couple of years, the data is based on the feedback from the remaining 60% in the portfolio.



7. LIMITATIONS OF THE SURVEY

The major limitation of the survey is that the data collected is self-reported. There is belief that there are threats to the validity of self-reported data, which serve to weaken the intended substantive inferences to be drawn from the data.

Self-reported answers may be exaggerated; various biases such as social desirability may affect the results; respondents may provide responses that make them look good or make them appear more distressed to receive promised services. We have tried to mitigate this risk in a few ways.

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

Secondly, they only complete the baseline survey once they have already been accepted into the programme, so there is no incentive to give exaggerated answers.

Thirdly, there is extensive education throughout the programme about the importance of surveys and the importance of accurate information.

Lastly, we use data and investigator triangulation, where the programmes' acceleration team provides full reporting on entrepreneurs and the data from this team is then compared against the annual survey data.

8. SOCIAL INNOVATION AWARDS, DISABILITY EMPOWERMENT AWARDS AND SOCIAL INNOVATION FUND PROGRAMME COLLECTIVE IMPACT:

8.1 ABOUT THE ENTREPRENEURS

Some 130 out of 143 entrepreneurs responded to the survey questions, resulting in a 91% response rate. Although the response rate is lower compared to the previous year's at 92%, the SAB Foundation is satisfied with this response rate, as it is still representative of the group.

Of the social innovators who responded to the questions about their innovation, 98% confirmed that they were still actively pursuing the innovation for which they received an award.

The remaining 2% of the entrepreneurs had stopped pursuing their innovations, mainly because of the COVID-19 pandemic disrupting their ventures. As per the previous years, the attrition rate of entrepreneurs compared to their baseline remains low, indicating that many entrepreneurs continue to pursue their innovations.

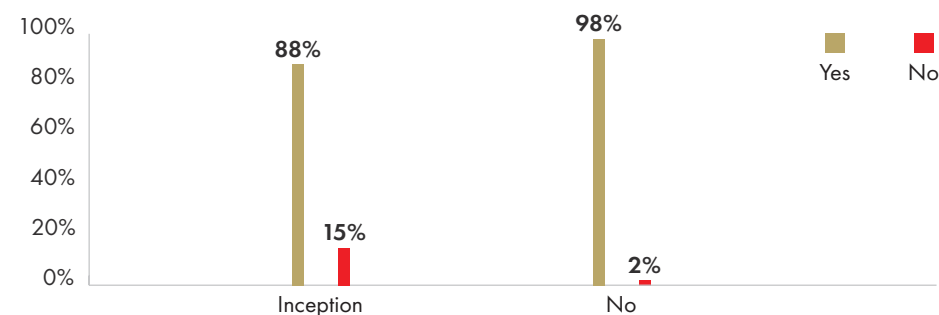
Of the entrepreneurs who are actively pursuing the innovation for which they won an award, 75% are doing so on a full-time basis, with the remainder doing so on a part-time basis. Those who were working on a part-time basis reported that this was mainly due to having full-time employment commitments or the need to raise additional funds, while some were still recovering from the disruptions caused by the pandemic, particularly in the tourism sector.

Since being awarded, 2% have sold their intellectual property to investors or partner organisations, 60% confirmed having developed a prototype, 55% have developed a product and 55% have taken their innovation to market.

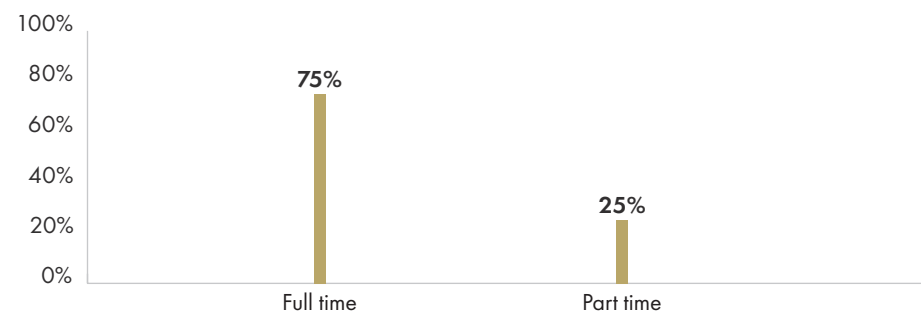
Of the entrepreneurs who responded positively to the above questions, over 85% went on to elaborate on the improvements they had made to their prototypes and products, and the markets they were able to access both nationally and internationally.

Of the UCT Student Seed Fund businesses, ten provided in-depth feedback resulting in an 83% response rate. All are still in operation, with the majority having a track record of two to five years. 90% are formally registered as for-profit entities. Since the Seed Fund explicitly seeks out sustainable businesses, it is encouraging to see that the entrepreneurs view their businesses as profit-generating, given that all have a strong social and/or environmental impact.

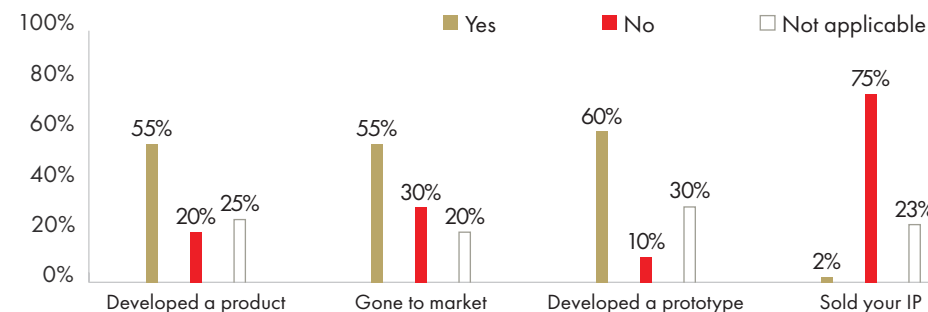
ARE YOU STILL PURSUING THE INNOVATION FOR WHICH YOU RECEIVED AN AWARD?



IN WHAT CAPACITY ARE YOU ACTIVELY PURSUING THE INNOVATION?



WHAT HAVE YOU DONE SINCE WINNING THE AWARD?



The following is what some of the social innovators had to say about the improvements made:

- Yes, we have made three iterations of design and field trialled these with great success. We have several organisations interested in setting up projects which include these, but with COVID this has been put on hold due to limited capacity and cash flow constraints. Our beach model has great potential.
- We have gone to market with our household garden in a box. One box enables a family of four to grow vegetables sustainably for an entire year.
- I have finished the prototyping of the product and did a professional pilot of 600 units in 600 households, no-fee paying schools and clinics, together with SAPS and CPF, led by the Centre for Public Service Innovation and the Gauteng Innovation Hub.
- We have sold more than four million units since becoming the winner of the SAB Foundation Social Innovation awards.
- We gradually developed our product offering right through to the point of being market ready. We are currently offering our products commercially to customers and scaling up sales.
- We have partnered with a company to develop a “Netflix for education” platform. We have licensed content from some of the leading education companies globally and locally. We have launched the product with MTN South Africa and have gone to market.

8.2 OTHER FUNDING OPPORTUNITIES ACCESSED

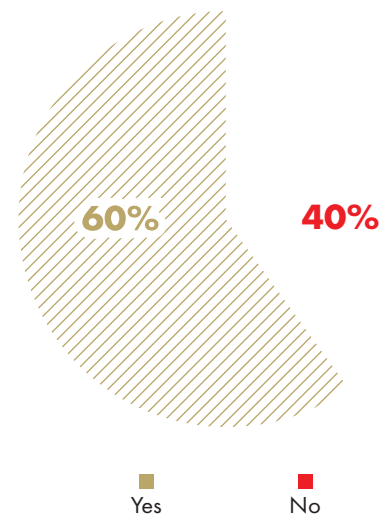
Of the respondents, 60% went on to win other competitions or receive funding from other organisations, with 30% reporting having been linked to these opportunities through communication from SAB Foundation.

Of the UCT Seed Fund entrepreneurs, 70% of awardees were able to raise grant funding elsewhere. This is compared to the 56% who reported the same in the previous year, which is an improvement of 14 percentage points.

The SAB Foundation acts as a catalyst by communicating funding opportunities and/or competitions with our database of social innovators in hopes that they raise funding elsewhere. This is because access to finance remains one of the most critical factors holding back the South African entrepreneurship ecosystem – both at the venture-capital stage and at the seed funding stage. This is driven by the criteria being used to access finance from formal financial institutions is not favourable for small businesses due to their high-risk factor.

This is even more pronounced for social entrepreneurs and innovators. South Africa does not have a well-developed venture-capital market and many investors are hesitant to invest due to the high degree of risk (be it actual or perceived) associated with entrepreneurial activities. Given the difficulties associated with access to funding, it is therefore encouraging to note an overall appreciation of SAB Foundation’s support among the entrepreneurs with many noting how helpful the service offering is.

WON COMPETITIONS OR RECEIVED ANY FUNDING AFTER ENTERING THE SAB FOUNDATION AWARDS?



3 The Entrepreneurial Ecosystem of South Africa: A strategy for global leadership 2017



8.3 OTHER SUPPORT ACCESSED

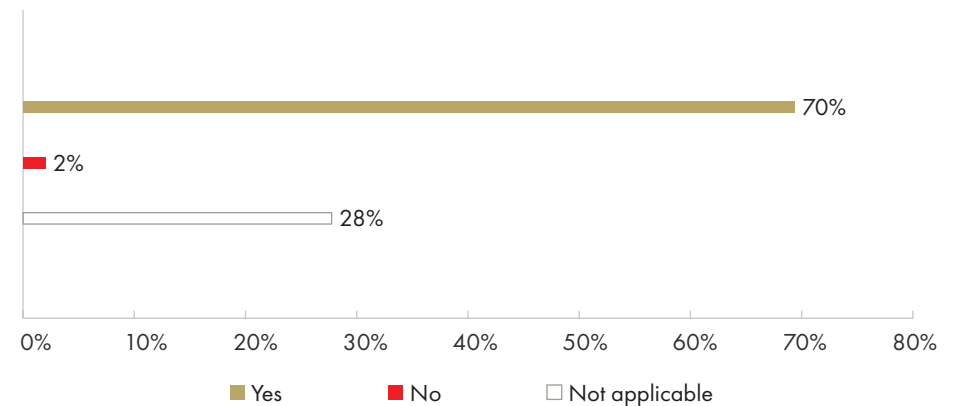
With tailored business support and mentorship to entrepreneurs as part of the programmes, the SAB Foundation prides itself on constantly seeking ways to improve these offerings.

Some 70% of the Social Innovation and Disability Empowerment Awards entrepreneurs who completed the survey felt that the additional business support they received from The SAB Foundation assisted their personal development and business growth.

Most entrepreneurs reported that the additional support received from The SAB Foundation in the form of additional funding and mentorship helped them to keep their doors open during the pandemic.

Entrepreneurs also reported that the support received assisted them with market access, access to experts, means for business expansion, marketing, improving leadership skills and aligning business impact strategies among others.

DO YOU FEEL THE ADDITIONAL SUPPORT RECEIVED FROM THE SAB FOUNDATION HAS ASSISTED YOUR PERSONAL AND BUSINESS GROWTH?



The following statements are what some of the entrepreneurs had to say:

- Early in 2020, with the first wave of COVID bringing the country to a standstill, we were one of the beneficiaries of the COVID-19 Business Support Grant provided by SAB Foundation to help small businesses survive the harsh economic climate. This funding helped us immensely, from 25 employees, we only retrenched seven, unfortunately, with three month's packages and retained 17 employees, whose jobs are still sustained.

A further 1,500 job opportunities have been created through our partnership with SAB and the now greater liquor industry, monitoring COVID-19 compliance in liquor outlets, and ourselves as the programme implementer.

- The extra seed funding was very critical in keeping our operations during the period of COVID-19 lockdowns. Business support was also very important in creating networks that helped us access markets.
- It allowed my team and I to be 100% fully committed to our venture in taking the business to the next level. As such, we managed to complete the development of our web systems (fully automated to service students and donors). Secondly the SAB Foundation support allowed us to take on additional risks.
- Both the funding and the mentorship have allowed me to explore strategic plans I had in mind for growth. The mentorship particularly has been invaluable in supporting my progress mostly because it I am provided with a positive sounding board to test ideas. This has helped to reduce my sense of isolation and build confidence. That has helped me to enjoy this entrepreneurship journey more.
- It has helped to understand the key matrixes that funders who fund social entrepreneurs look for. It has helped me to really understand the meaning of sustainable social entrepreneurship.
- My mentor has been extremely supportive and helpful in my entrepreneurship journey. I also appreciate the Further Kraal sessions held once a month, where our entrepreneurial skills are sharpened with enriching topics.

- The support that we have received from SAB Foundation has assisted the organisation tremendously. From the technical support to the experienced personnel that were assisting us, it helped us navigate entering the market and enabled us to forge relations with various stakeholders within and out of Eastern Cape.

We got an opportunity to receive land rent free for three years to expand our agricultural business in one of the prominent business units in Eastern Cape. Guy, who was our mentor, always went above and beyond to sit with us in the meetings with various stakeholders that wanted to forge relations with us, he assisted us on how to better generate revenue and also assisted in ensuring that we are visible, and we are known.

The agricultural technical support has also been a blessing. We got to understand more about the industry and how we can expand our business. The Further workshops we had were also just what we needed as a business and as individuals running the organisation. Overall, we are grateful for the insights we have received throughout.

- We have implemented increased automation to make the organisation more efficient and created webinars for virtual training. We have increased the number of partner clinics in our support programme. SAB Foundation's support has been an important contribution to our growth and consolidation.
- The award placed a spotlight on the fledgling project and brought with it excitement and faith from our partners and internally, that this was being recognised by the SAB Foundation, which echoed the same belief that we hold.
- It is no secret that being part of the SAB Foundation network is not only about the money you get awarded, but the wealth of knowledge, the exposure, and the built-up network you receive. We have been massively blessed to be part of the movement. The training we received has played a significant role on the outlook of our business model. We got to understand our organisation as more than just an NPO but also as a business that can sustain itself. We have redrafted our mission statements and objectives as we see far beyond what our organisation is able to pursue than we initially did.
- It put me in touch with an array of experts in marketing, software development, commercial law, product strategist, and other experts who all shared their input towards the innovative journey.

8.4 MENTORSHIP OFFERING

The SAB Foundation mentorship offers entrepreneurs access to a personal mentor for up to three hours per month, with a compulsory quarterly on-site session. Some 60% of the entrepreneurs rated the mentorship support as being above average, 7% as being average, while 3% rated it as being below average.

From the above analysis, we have seen some slight improvements, with more ratings being average and above average. In the previous year, 54% of the entrepreneurs rated the mentorship support that they received to be above average, however, this year, this has increased to 60% - and we have noted the six percentage point improvement.

Similarly, compared to the previous year, the ratings of average and below average have decreased by seven and two percentage points, respectively. Although slight, we are pleased to see such improvements because we strive to improve our offerings while supporting our entrepreneurs as much as we can.

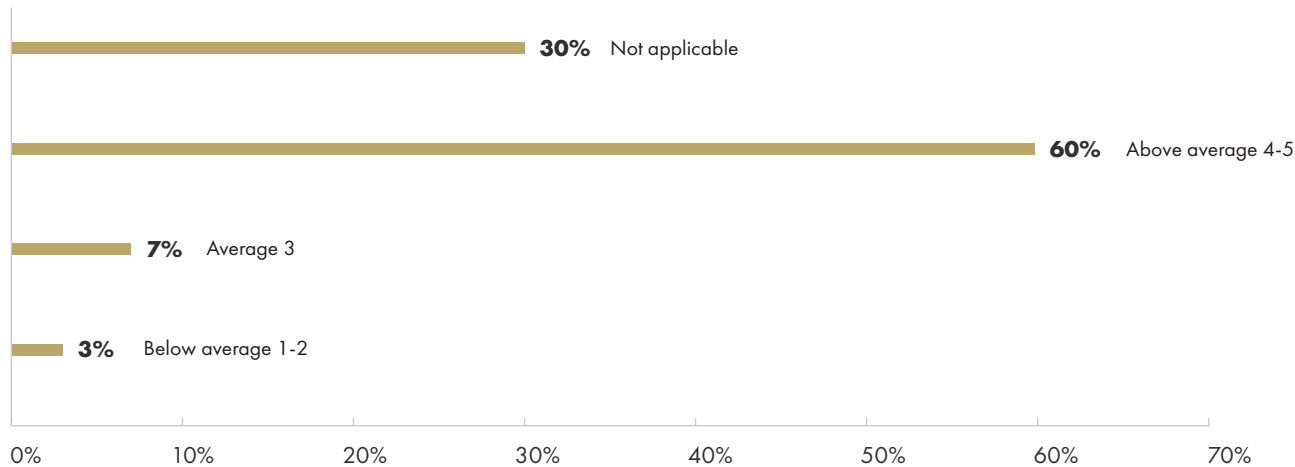
The percentage of those entrepreneurs (3%) who rated the mentorship support as being below average reported so because they felt that there was a disconnect between themselves and their mentor in relation to insights into their hybrid models.

Others, meanwhile, felt that the allocated mentor's experience did not match their sector, meaning only general business advice was offered, instead of sector-specific guidance.

The remainder (30%) of the entrepreneurs rated the mentorship offering as not applicable, mostly because they are part of the 2021 cohort and the mentorship offering was still in process at the time of the analysis.



HOW DO YOU RATE THE TECHNICAL SUPPORT RECEIVED FROM MENTORS?



Of the UCT Seed Fund studentpreneurs, 80% of enterprises sought out mentorship both formally and informally, and the large majority expressed that they found the mentorship to be helpful. To gain a deeper understanding of the impact of our acceleration programme, the Social Innovation Fund, an analysis of their response regarding mentorship was also undertaken, particularly looking at how they experience working with Impact Amplifier, our implementation partner.

Some 90% of the entrepreneurs on the accelerator programme found the mentorship offering to be valuable and gave it a rating of above average. This could be attributed to the fact that mentorship on this programme is different from the main programme, as mentors make use of different mentorship styles, with the former being focused on acceleration and milestones. Access to business support, and particularly mentorship, is valuable for entrepreneurs because of the ability to gain insights from lived experiences. The presence of a mentor aligned to the entrepreneur's business is a key success factor.

Yet through a survey conducted by Seed Academy in 2019⁴, 66% of entrepreneurs identified that they did indeed have a mentor, but of these mentors less than 30% were linked to an enterprise and supplier development programme. In fact, the majority were because of the entrepreneurs seeking out their own mentors.

Therefore, it remains imperative that programmes like the SAB Foundation's, aimed at enterprise development and growth, continue to offer tailored support services that not only enable entrepreneurs to succeed in their businesses, but also protect the SAB Foundation's investments.

⁴ The Real State of Entrepreneurship Survey 2019: Seed Academy

The following is what some of the entrepreneurs had to say:

- Impact Amplifier has been of immense assistance to us. They are very responsive and assisted where we needed help.
- The support received from Impact Amplifier was well received. It helped in advising and opening markets for the business. Additionally, funding channels have been opened and we are currently in the preliminary phases.
- Anton Ressel introduced me to my first big contract customer and closing a deal with R400 000.
- The support from Impact Amplifier is like a second pair of eyes watching over the company to ensure we do well.
- We have been able to align the organisation according to its current objectives as a result of the mentoring we have received so far.
- The Impact Amplifier sessions were eye opening to say the least. Since the session I now understand what is expected of the innovation in terms of impact measurements.
- They were amazing, the workshops we received really helped us navigate not just the business world better, but also navigate how we can be better leaders, co-workers, and managers. So, the training we received was more than we bargained for.

8.5 ANNUAL INCOME OF THE BUSINESSES (TURNOVER GROWTH)

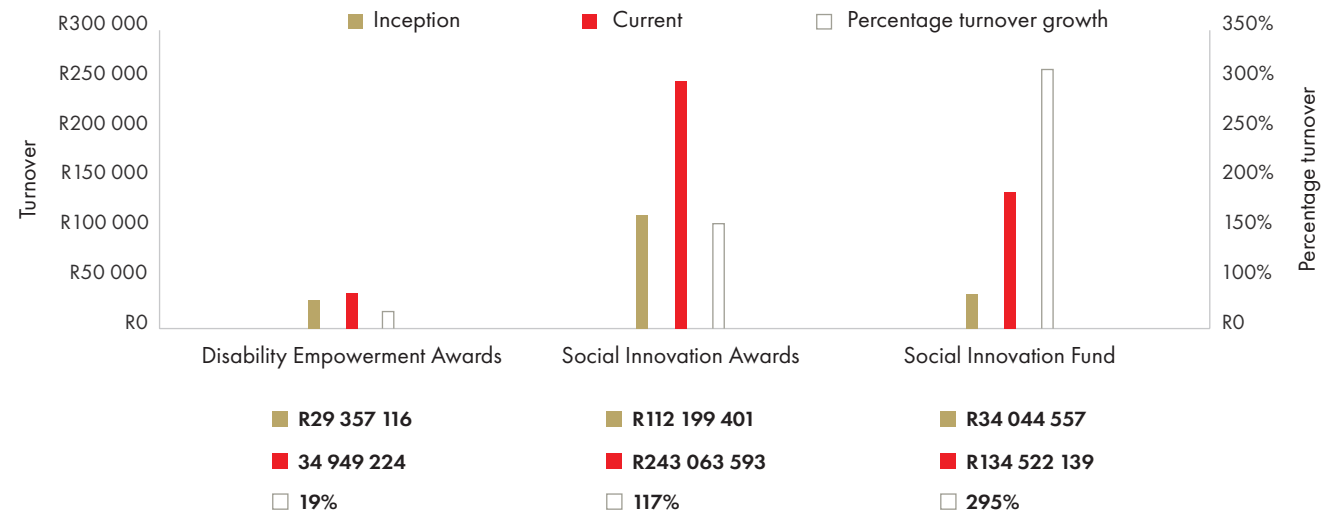
Growth is crucial to the long-term survival of a business because without continued growth, operations will stagnate. In addition, growth can boost a business' credibility, allowing the business to broaden its supply base and increase stability and profits. Therefore, a comparison of the annual income reported by the entrepreneurs from inception to December 2021 was undertaken to determine the income growth or decrease that the businesses experienced since their last survey.

The trends observed for the Social Innovation Awards revealed a turnover growth of 117% with a collective income growth from R112 million at inception to R243 million at the end of 2021. Compared to 2020, the turnover showed a slight increase in 2021 of 13 percentage points from a 107% turnover growth in the previous year. Although slight, the increase in income growth recorded is encouraging because this still shows a good return on investment. This is because roughly R73.9 million has been invested by SAB Foundation to date and the fact that entrepreneurs had to endure extremely challenging trading conditions during the pandemic.

The Disability Empowerment Awards showed a turnover growth of 19%, with a collective income growth from roughly R29 million to R34.9 million at the end of 2021.

A further comparison of the annual income reported by the entrepreneurs from the Social Innovation Fund programme was also undertaken to understand the impact that this fund has had on entrepreneurs' turnover and to see whether this acceleration fund really makes a difference in entrepreneurs' businesses. The analysis revealed a 295% turnover growth from R34 million at inception to R134 million at the end of 2021. Compared to 2020, the analysis showed a notable annual income increase of 32 percentage points from a 163% growth in 2020. Again, this increase is encouraging, given that entrepreneurs had to endure extremely challenging trading conditions during the pandemic.

ANNUAL TURNOVER GROWTH



8.6 MONTHLY INCOME VS MONTHLY EXPENSES

A comparison between 2020 and 2021 monthly expenses vs monthly income was undertaken.

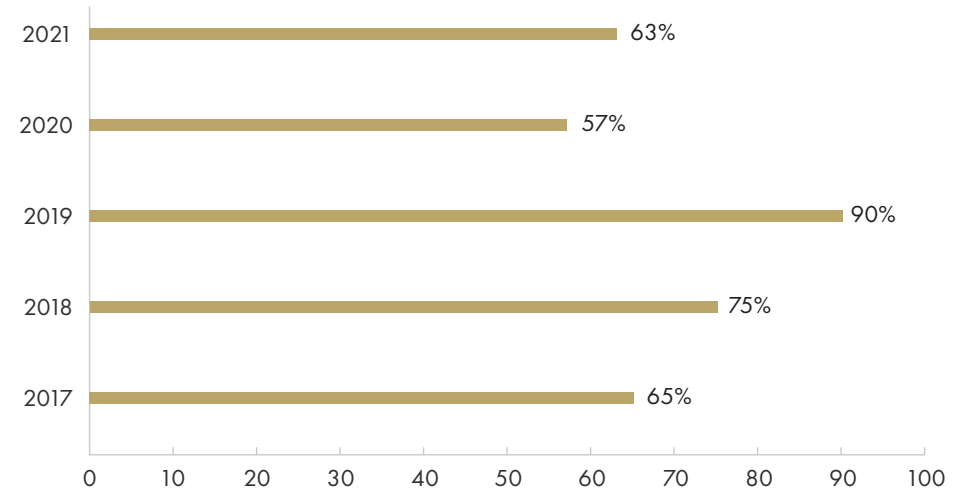
The analysis of the figures revealed that in 2020, 57% of the entrepreneurs had a monthly income that was greater than their monthly expenses. At the end of 2021, 63% of the entrepreneurs had a monthly income that was greater than their monthly expenses. This resulted in a slight improvement of six percentage points compared to the previous report, meaning that entrepreneurs were still struggling to cover operational costs and keep their businesses afloat.



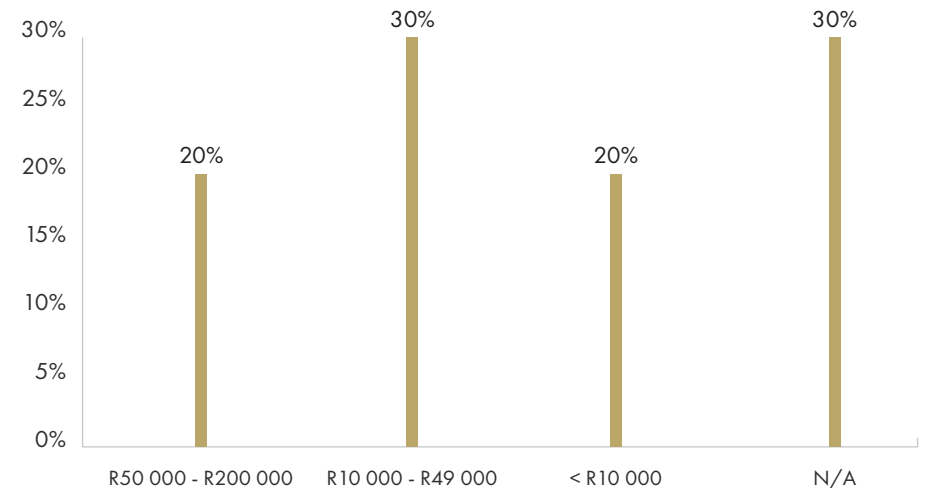
The slight improvement shows that despite being affected by the pandemic, businesses seem to be on their way to recovery from its impact. We hope to see notable improvements in the future as the pandemic comes to an end. Interestingly, of the 63% whose income is greater than expenses, the majority (70%) are on the Social Innovation Fund programme. This finding confirms that this programme does accelerate businesses by offering entrepreneurs the skills, knowledge, and funding required for immediate success.

The University of Cape Town Student Seed Fund reported a positive monthly revenue for 70% of the businesses ranging from under R5 000 to R200 000. Compared to the previous year, there has been an improvement of 14% percentage points as we are starting to see businesses recover from the negative effects of the COVID-19 pandemic.

DO YOU FEEL THE ADDITIONAL SUPPORT RECEIVED FROM THE SAB FOUNDATION HAS ASSISTED YOUR PERSONAL AND BUSINESS GROWTH?



HOW MUCH REVENUE ARE YOU MAKING EACH MONTH?



8.7 JOB CREATION

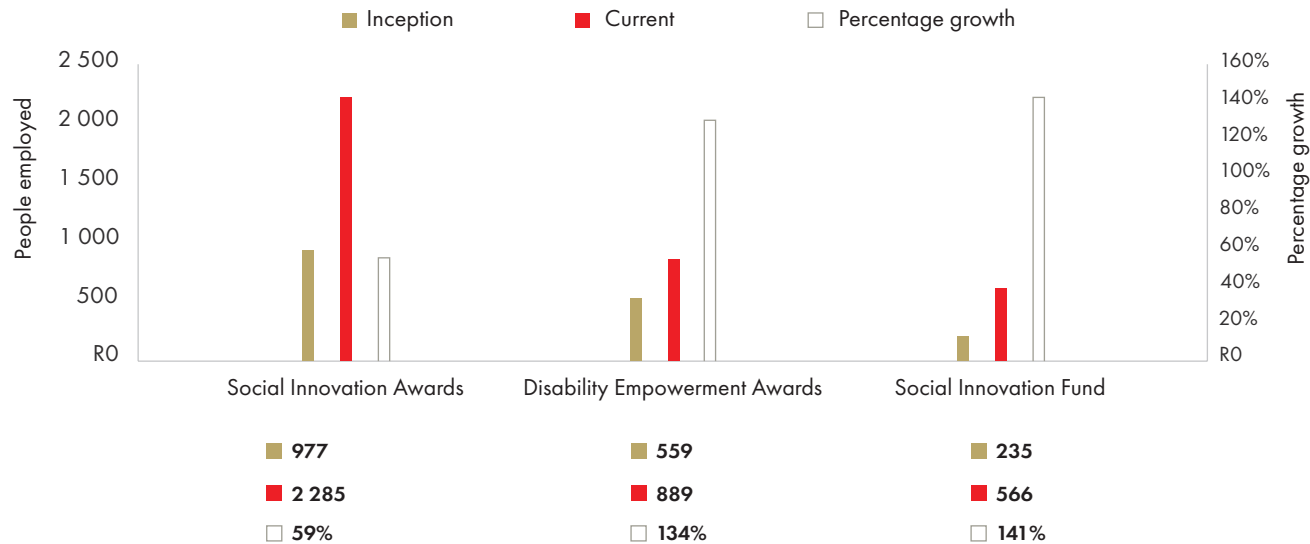
A comparison of the number of people who have been employed by entrepreneurs since their inception into our various social innovation programmes until 2021 was undertaken.

The comparison revealed that, as at December 2021, the Social Innovation Awards entrepreneurs collectively employed 2 285 people as compared to 977 people at inception, resulting in 1 308 new jobs. The Disability Empowerment Awards entrepreneurs, meanwhile, collectively employed 889 people as compared to 559 people at inception, resulting in 330 new jobs. Lastly, the Social Innovation Fund entrepreneurs collectively employed 566 people compared to 235 people at inception, resulting in 331 new jobs being created.

The figures below translate into a 134%, 141% and 59% job growth for Disability Empowerment Awards, Social Innovation Awards and Social Innovation Fund beneficiaries respectively.

The above is encouraging because although the economy has failed to grow by more than 3% annually since 2012, these social innovators still managed to run sustainable businesses that are able to create jobs in an economy whose unemployment rate is on the rise. This job creation does not only contribute to South Africa's economic growth, it also contributes to the United Nation's Sustainable Development Goal number 8. (Decent Work and Economic Growth) as well as the National Development Plan, which projected that by 2030 small businesses would contribute 60 - 80% to GDP increase and generate 90% of the 11 million new jobs in South Africa.

COLLECTIVE NUMBER OF PEOPLE EMPLOYED



8.8 SOCIAL IMPACT

A critical aspect of impact investing is the ability to translate intention into impact results. Impact measurement and management practices have evolved over the past decade and now reflect an increasingly strategic use of tools for different purposes at different stages of the impact measurement and management cycle.

As social businesses, social innovators that are part of our programmes have a strong focus on social and environmental impact with a commitment to a diverse range of impact themes including but not limited to; education, health care, housing, food security, financial inclusion, energy, water, sanitation and agriculture, as well as a range of initiatives in support of persons living with disabilities.

Measuring impact remains a critical aspect that helps businesses determine whether their innovations are creating the intended change and to enable mid-course pivots if necessary.

Given that the entrepreneurs work in different sectors, one of our key challenges remains tracking their massive social impact beyond job creation and income growth.

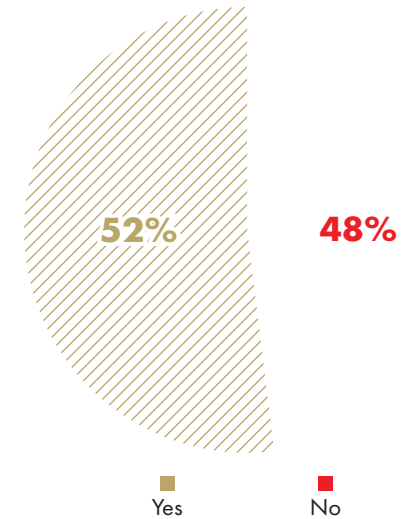
The 2021 analysis revealed that, 52% of the entrepreneurs track their social and/or environmental impact. Compared to the 50% who reported same in the previous year, this is a slight improvement of two percentage points.

Of the 52% who reported to tracking their social and/or environmental impact, 14% have been tracking their impact for less than a year; 20% between one and three years; 13% between three to five years and 6% for more than five years.

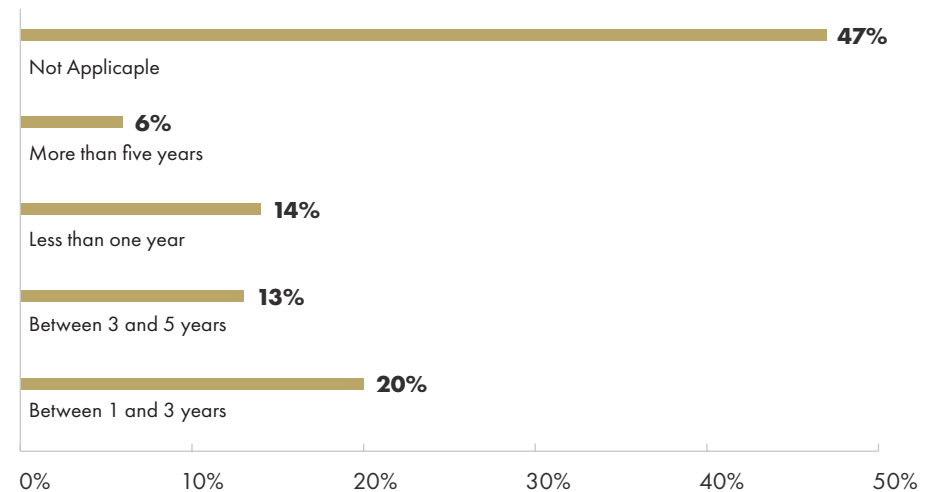
The above findings show that a lot of work still needs to be done with regards to the impact measurement space, not only from the SAB Foundation's perspective but also by all the key stakeholders involved.

The SAB Foundation positions itself as a thought leader in this space as we continue to learn more effective ways of measuring impact and we hope that other foundations and corporates follow suit.

DO YOU CURRENTLY TRACK YOUR SOCIAL AND / OR ENVIRONMENTAL IMPACT?



HOW LONG HAVE YOU TRACKED YOUR SOCIAL AND ENVIRONMENTAL IMPACT?





To help entrepreneurs understand the importance of tracking impact, we introduced training on social impact for all Social Innovation and Disability Empowerment Awards finalists and impact key performance indicators in the Social Innovation Fund. It is worth mentioning that half of the entrepreneurs from the two cohorts (2019 and 2020) that joined the Social Innovation Awards programme after the introduction of training on social impact reported that they tracked their social impact, compared to only 20% reporting same at inception.

Furthermore, of the 52% who reported that they tracked their social and/or environmental impact 60% are on the Social Innovation Fund programme.

The impact themes of the entities span across multiple areas and development goals for the UCT Seed Fund enterprises. Currently the impact themes receiving the most attention are job creation, community development, health, environmental and climate change, and health.

Safety, education, financial inclusion and literacy are also popular impact themes amongst awardees.

Some 60% of the enterprises have added employees to their staff complement since applying to the SAB Foundation Student Seed Fund, adding 18 jobs in total. Only one of the enterprises has had to reduce their number of employees, however it was only reduced by one person.

The remaining enterprises' staff complement has remained consistent and has not seen any changes since applying for and receiving funding from the SAB Foundation.

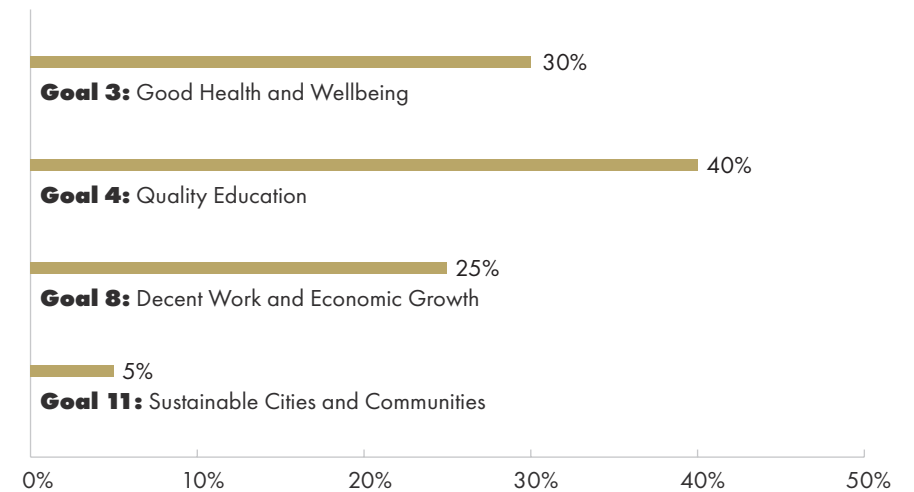
8.9 CONTRIBUTION TOWARDS THE UNITED NATIONS' GLOBAL SUSTAINABLE DEVELOPMENT GOALS

All the businesses supported are contributing to the United Nations Sustainable Development Goals in one way or another. We help them grow so that they can address an issue at scale and make a meaningful impact.

Due to the diversity of interventions, as well as the many sectors they operate in, we have not been able to find a way to consolidate this information.

Of the 52% of entrepreneurs who reported that they track their social and/or social impact and were able to clearly articulate their impact against the United Nations' Sustainable Development Goals, 40% contributed to Quality Education, 30% contributed to Good Health and Wellbeing, 25% contributed to Decent Work and Economic Growth, while 5% contributed to Sustainable Cities and Communities.

SUSTAINABLE DEVELOPMENT GOALS CONTRIBUTION



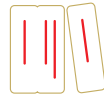
Some examples are below, but for a full list, please see Appendix 1.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



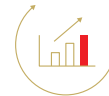
GOAL 3 Good Health and Wellbeing

- 678 990 rural patients treated through connecting healthcare workers with on-call experts via a mobile application.
- 38 000 patients were able to collect chronic medication in under 22 seconds, instead of waiting for two hours or more.
- 143 adults screened for hearing and 19 fitted with hearing aids.
- Over 4 000 customised chairs provided to children with disabilities, allowing them to sit independently and learn new skills.



GOAL 4 Quality Education

- 15 000 learners assisted to apply to post-schooling opportunities, with an admission rate of above 60% and a NSFAS success rate of above 80%.
- Over 500 learners from under-resourced schools and communities living in rural and peri-urban areas given access to portable solar computer lab-in-a-bag that can convert normal classrooms into temporary computer labs.



GOAL 8 Decent Work and Economic

- Two shacks (informal structures) replaced with six formal durable units with sharing bathroom.
- 70 small scale cattle farmers assisted with funding, who in turn created over 500 jobs.
- 135 jobseekers successfully placed into permanent employment.
- Over 5 000 job seekers trained on CV building and skills endorsement through a series of CV workshops.
- 108 micro businesses opportunities created for people with disabilities and their families through an innovative clothing recycling ecosystem



GOAL 11 Sustainable Communities

- 11 tonnes of waste on average diverted from landfill monthly.
- 50 hectares of gardens planted using seed tape, 200 tonnes of garden produce harvested, and 17 million litres of water saved.
- Over 80 000 kgs of carbon saved, 18 000 kgs of plastic waste and 12 million litres of wastewater.



9. BUSINESS ACHIEVEMENTS

Awardees were asked what the SAB Foundation funding enabled them to achieve that they otherwise would not have achieved. Feedback and responses from entrepreneurs were categorised into the following distinct areas. For detailed feedback on entrepreneurs' business achievements please see Appendix 2.

9.1 BUSINESS SUSTAINABILITY/ GROWTH/ SCALING AND ACCESS TO MARKETS

A total of 33% of the entrepreneurs reported that they were able to grow, scale and sustain their businesses as well as access different markets with the funding and support received from SAB Foundation.

The following is what some of the entrepreneurs had to say:

- We were able to expand from three communities in Gauteng to 73 communities across South Africa.
- We have managed to build core manufacturing infrastructure using the SAB Foundation's assistance. We would not have been able to setup these operations if it was not for the SAB Foundation. The SAB Foundation also funded the development of a new product that helped us pivot during the COVID-19 crisis.
- We had various plans to facilitate growth that I could not execute due to cash constraints, the funding has helped us to take big steps forward in that regard. Specifically putting more funds towards marketing activities to grow brand awareness in effort to grow our market. Without the funding we would've had to allow for organic growth of the brand, which is far slower.
- The SAB Foundation, and in particular our discussion during Ms. Evans' site visit, gave me lots of advice that proved to be very helpful. I met with our partner, Botanica, to re-negotiate purchasing of seedlings, which was an enormous cost for scaling the project. The partner agreed that we should create a seedling bank. By doing so, we would save the organisation millions of rands.
- It enabled us to have a longer runway that resulted in us being able to employ additional resources and close more clients. We now continue to grow the business as we have been able to build up a health pipeline that we will continue to actively chase in the new year.
- Implement improvements in our sourcing, sorting, and selling operation to improve quality of our products and revenue.
- The funding enabled us to devote capacity to this task. Without the funding we would not have had the technical resources or expertise necessary to produce a digital product.

9.2 ADVANCE FROM CONCEPT/ IDEA/ PRE-PROTOTYPE PHASE TO BUSINESS START-UP/ PRODUCT DEVELOPMENT/ FINAL PROTOTYPE/ REGISTER INTELLECTUAL PROPERTY

Some 22% of the entrepreneurs reported that the funding enabled them to advance from concept or idea phase to building and/or further developing a prototype or product.

The following is what some of the entrepreneurs had to say:

- The funding from SAB Foundation enabled us to perform further development on our product offerings in order to take it from an early prototype to a pre-production design.
- Our SAB Foundation funding was used towards the development and scaling of our AI video otoscope solution. Having a complete solution enabled us to assist in communities and live out our company vision of giving access to affordable hearing, to everyone, everywhere.
- The SAB Foundation helped us to prototype and launch our product and have allowed us to work with the Department of Education and scale and test the viability of the product not just here in South Africa but in Kenya and Botswana and we have received orders from customers in Nigeria and Ethiopia.
- We have been able to register for our IP which is our trademarks and patent which has been granted as of 31st March 2021.
- The SAB Foundation funding helped us to test our business model assumptions and run experiments to help us attain product-market fit which are still on going. Besides the funding the name of the SAB Foundation as one of our sponsors has helped us to build a team to drive this innovation forward. We have been able to leverage that to attract talent.
- The SAB Foundation funding has enabled us to move from prototype stage to actual implementation of the service for a wider audience, as we speak, we are getting member request on a daily for different locations across Soweto, so I believe the entity is ready to get started on fulfilling part of its mandate which is to cover Soweto by year end 2022.





9.3 PURCHASE EQUIPMENT/LAND

Some 12% of the entrepreneurs mentioned that the SAB Foundation funding enabled them to purchase much needed equipment for their businesses and in some cases purchase a piece of land.

The following is what some of the entrepreneurs had to say:

- The SAB Foundation funding enabled us to purchase the machinery we need to be eligible to submit a bid for the Checkers little garden campaign which we were ultimately awarded, and it has been a game changer for our business, catapulting us into a potentially huge international market.
- Land to setup business operations. And acquiring a 4-tonne truck to transport equipment and to increase production capacity.
- It is no secret that financial backing allows an organisation to tap into spaces that were somehow limited if you didn't have funds. The funding has allowed us to realise one of the reasons we actually applied for the funding which is to acquire land and be able to have the funding to cultivate and run the business to its best of its ability.

We had been fortunate to acquire that land, lease-free for three years, through the funding were able to navigate the implementation of the project. We also had not used all the funds as we wanted to ensure that we made the right investments so that we can be proud of where our funding has been used for.

9.4 SURVIVE COVID-19 PANDEMIC/COVER OPERATIONAL COSTS/ KEEP BUSSINESS AFLOAT

Some of the entrepreneurs (13%) identified surviving the COVID-19 pandemic and being able to cover operational costs as something that the funding from SAB Foundation enabled them to achieve, that they would not have otherwise been able to do.

The following is what some of the entrepreneurs had to say:

- SAB Foundation provided a loan facility to protect against cash flow challenges during COVID-19.
- With the COVID-19 grant, we were able to sustain the business and prevent closure, and even had the capacity to pivot into an even more scalable business model. With the portion of the Social Innovation Fund received so far, we were able to develop proper marketing collateral that we could never afford before, which will speed the process of generating and realising leads.
- The enterprise managed to pay employees during the hard lockdown whilst when no business was allowed to trade.
- We were able to scale our innovation, purchase machinery and we also used the funding to pay salaries during the COVID-19 lockdown.
- The funding has assisted us in terms of being able to stay in business especially during the pandemic.
- Without support from the SAB Foundation, we would not have survived the COVID-19 pandemic. Their direct COVID-19 relief support ensured that we did not lose a single job as a result of the funding that had already been approved, we were able to fast track our central facility which allowed us to continue to operate after all our in-office sites closed.

9.5 RECOGNITION/PUBLICITY/EXPOSURE/CREDIBILITY/VISIBILITY

A total of 12% of the entrepreneurs identified increased recognition, publicity, and credibility as something that the funding from SAB Foundation enabled them to achieve, that they would not have otherwise been able to do.

The following is what some of the entrepreneurs had to say:

- Served as a point of entry into the AB -InBev Group to provide the solution to more farmers.
- Publicity - winning the SAB Foundation award has created a huge credibility for our company.
- Media coverage and funding to travel and market my product.
- Due to the mentorship not only have we been able to access recourses like computers, accounting, and marketing. We were directed to Sam Vos because of this mentorship, having access to these professionals (even though paid through a different fund) has been valuable and we did not have that network before.
- Being a SAB Foundation finalist was so encouraging, it came at the right time and opened my eyes to social impact accelerators. I was part of an accelerator programme which was really wary of the taxi industry and I didn't know where to turn to; I would not have been able to raise funds elsewhere. I will now be able pay for legal fees, operational costs and pilot the app.
- At this stage we have earmarked the funding to support the implementation of our innovation in underserved clinic pharmacies. While we have not yet implemented, the fact of this funding has opened doors to conversations with big independent pharmacy chains that need this support. The reality is just that the lead time on business development with these pharmacies is many months.

9.6 JOB CREATION, JOB SUSTAINABILITY AND TRAINING EMPLOYEES

Some 8% of the entrepreneurs mentioned that the SAB Foundation funding enabled them to hire more employees and train existing employees.

The following is what some of the entrepreneurs had to say:

- Develop a range of training programmes which became a core part of our business model.
- Train and employ 22 women and youth in interlocking brick manufacturing and building.
- Having a dedicated co-ordinator for the project to ensure good management of vendors, venues and stock.
- Hiring a regional manager who is building farmer market readiness and hosted five sales: 95 farmers sold 201 livestock at an average price of R6 700 with total turnover for the business of R1.3 million.
- I have been able to open my own factory and employ the disabled ladies directly. The products I produce can now have the proper quality control needed. We have also been able to apply for SABS standard. None of this would have been possible without the funding.



10. HIGHLIGHTS AND SUCCESSES

Awardees were asked about their highlights and successes since winning the SAB Foundation award. On top of this list this year was that since winning the award, businesses gained credibility and visibility, were featured in different media outlets and were invited to be guest speakers at conferences nationally and internationally.

Additionally, entrepreneurs reported to have had enhanced their products and/or prototypes, recovering from the COVID-19 pandemic, as well as acquiring more assets to increase business capability as their business highlights and successes since winning the SAB Foundation award. The word cloud below summarises what the entrepreneurs mentioned as their highlights and successes since winning the SAB Foundation award.

THE WORD CLOUD BELOW SUMMARISES ENTREPRENEURS' HIGHLIGHTS AND SUCCESSES

AWARD WINNER JOB CREATION
GROWING CLIENT BASE EXPANSION NATIONWIDE
ACCESS TO INTERNATIONAL MARKETS CREDIBILITY
GROWING CLIENT BASE EXPANSION NATIONWIDE
IMPROVE COVID-19 RELATED HEALTH SYSTEMS
REVENUE GROWTH BRAND RECOGNITION

HIGHLIGHTS AND SUCCESSES

PRODUCT/ PROTOTYPE ENHANCEMENT
ACCESS TO INTERNATIONAL MARKETS SCALING
GLOBAL RECOGNITION VISIBILITY AND PUBLIC EXPOSURE
MEDIA EXPOSURE MEDIA COVERAGE
INCREASE ASSET BASE BRAND RECOGNITION



The following is what some of the entrepreneurs had to say about their highlights and successes. For detailed feedback on entrepreneurs' highlights and successes, please see Appendix 3:

- We have been able to work with many schools across the breath of South Africa. Many learners are proud to have had access to an innovative science lab that has helped them acquire quality STEM education they would never have dreamt of in normal ordinary public schools' circumstance in South Africa. We are proud to have contributed to the success of many previously disadvantaged learners from poor rural communities achieve their goals through the provision of our mobile science units and STEM learning resources that enabled them to achieve university entrance.
- We have received global recognition on the novel idea that is aimed at social impact in financial inclusion.
- The biggest success was being able to get clients outside South Africa and being able to efficiently service them.
- Just all the attention! We are finally going to be interviewed for Farmer's Weekly which came from hearing about us via the SAB Foundation supported media around the award.
- The main highlights so far have been expanding our marketing capacity by identifying and taking on a marketing agency, as well as growing the capacity of the internal marketing team. We have also initiated the IP application process for our product names (the brand was previously registered), lastly, we have initiated a process of nutritional testing that will allow us to make specific health claims on the products themselves.
- Our sales increased and we have had companies buy our kits for rural schools.
- We have secured a major contract with a JSE listed company. We are also looking to expand to Cape Town and Durban.
- We have grown our product/developer team from five to eight meaning we now have completed our team and will accelerate our product development. We are a part of the Google Black Founders Fund Accelerator which happened around the same time of the SAB Foundation awards. We completed a successful pilot of our fresh produce marketplace and are going into a more operational / live environment in the beginning of 2022. We became a third-party payments provider which will help us grow our business model and fintech offering.
- We are currently building our new cloud platform with full ownership rights. We have onboarded a B2B customer. We are refining our revenue model and will be launching a legal marketplace in 2022.
- Media coverage with the following media houses, would not have been possible: Newzroom Africa, Sedibeng FM, SAB Foundation media pages, Biznews; Bizcommunity, Channel Africa.
- Our business was featured in multiple newspapers including The Sowetan, Berea Mail and Sunday World. We also won the Sunday World's Unsung Heroes Award.
- We managed to initiate our B2B2C sales strategy by selling to small businesses and signed up one small employer. We have attracted a partnership opportunity with a large corporate and are due to start a pilot with them soon. We have an opportunity to expand into Namibia.
- Since we were announced as the winners of the 2021 Social Innovation Awards, we have received a lot of emails and messages from large private companies and individuals looking at collaborating. Winning the award has provided much needed credibility.
- It has taken almost 18 months, but we have now restarted and rebuilt our business to about 80% of our pre-COVID-19 level.
- We now have a fantastic product that we have been able to produce ourselves. We are now able to bulk up on production and employ ladies directly. We have opened our own factory and employed five ladies, three of them are from Enkuthazweni disabled centre. We have sent the product for SABS certification and are waiting on the results. We have also broadened our horizons with Botswana and have interactions with government there.

11. CHALLENGES

Awardees were asked to report on challenges that they are currently facing concerning making their social innovations a success.

Lack of funding for growth and/or scaling has been one of the consistent challenges throughout the years, that awardees report to experience. This is not surprising, as numerous studies conducted on SMMEs have identified funding as a key challenge that entrepreneurs are faced with regarding making their businesses a success.

Some of the awardees reported that the different challenges brought about by the COVID-19 pandemic still had negative effects on their businesses, although some were now rebuilding and recovering.

Market access, particularly accessing the government as a market, was another challenge that several entrepreneurs reported on.

THE WORD CLOUD BELOW SUMMARISES ENTREPRENEURS' CHALLENGES



The following is what some of the entrepreneurs had to say. For detailed feedback on entrepreneurs' challenges, please see Appendix 4:

- COVID-19 has increased costs, funding is a challenge with more donors supporting COVID-19 projects, working in the public health sector with resource restrictions and a lack of motivation by government to be involved is a constant challenge to progress. Beneficiaries are poor and lack funds to access care, we support some with transport stipends but cannot reach all of them, this result in a patient dropout and recurrence which is strain on our partner clinics. Lack of trained medical staff in all clinics, rural clinics lack doctors, main centre clinics are understaffed with a rehiring freeze. This puts strain on our clinic support programme.
- Human capacity is one of the recurring challenges with the innovation. The innovation is service orientated and as such, relies heavily on call agents who should, as a matter of business principle, be available 24/7 days a week. The overhead costs are astronomical without marked sign-ups by clients. It is a challenge that is not insurmountable. We have learnt that referrals are important in business, and the innovation needs a champion to create potential leads which we find challenging.
- Due to COVID-19, we are still working at 50% capacity, and we are receiving less waste material compared to prior COVID-19. We also require further funding to upscale and diversify.
- Funding. I need more funding, sadly. There are portals to be built, marketing material, travel requirements etc. which I don't have money for.
- The biggest challenge we are facing so far is to get the correct partnerships on board. Particularly getting a wholesale partner that we will pick orders from and use as a dispatch point. There is general scepticism amongst existing retailers and wholesalers to partner with us. They view us as competition instead of a service that complements their business.
- The biggest challenge right now is finding the highest quality individuals at a salary we can afford. There are some key product and leadership positions where this is proving to be a major barrier. The consequence is the team is burning the candle on both ends (and has been for some time now). This is not sustainable (nor enjoyable!).
- We are struggling to raise funding for our next round and have put together an innovative funding model to help accelerate fundraising in order to scale in South Africa. It has been difficult in the current post-COVID landscape to attract the right type and size of investment in South Africa.
- We are almost back to the drawing board. We are struggling to get back to our feet as a result of challenges related to COVID-19. Since closing off the operations in March 2019, we lost our equipment and manufacturing plant as we could not keep up with monthly expenses. We need R360 000 to secure a permanent facility for manufacturing and another R250 000 for basic manufacturing equipment. This will secure our continuity even in difficult economic conditions as we will not have to worry about rental expense.
- Biggest challenges include: - Leadership capacity to execute well on available opportunities. This is in terms of current leadership time and the ability to source the appropriate additional leadership needed with the funding available. - The lack of leadership capacity is leading to less context in handovers, resulting in the team not having full info to deliver within their function teams and individual roles. - In addition, the continual need for the CEO to dive into operational matters is meaning less time for thinking and articulating key strategic goals and aligning teams and individuals towards them. Finally, product development is slow (often distracted by immediate features that need to be built for revenue at the expense of features need for long-term improvement in services delivered). The consequence is a distraction from pursuing the LT goals of the org.

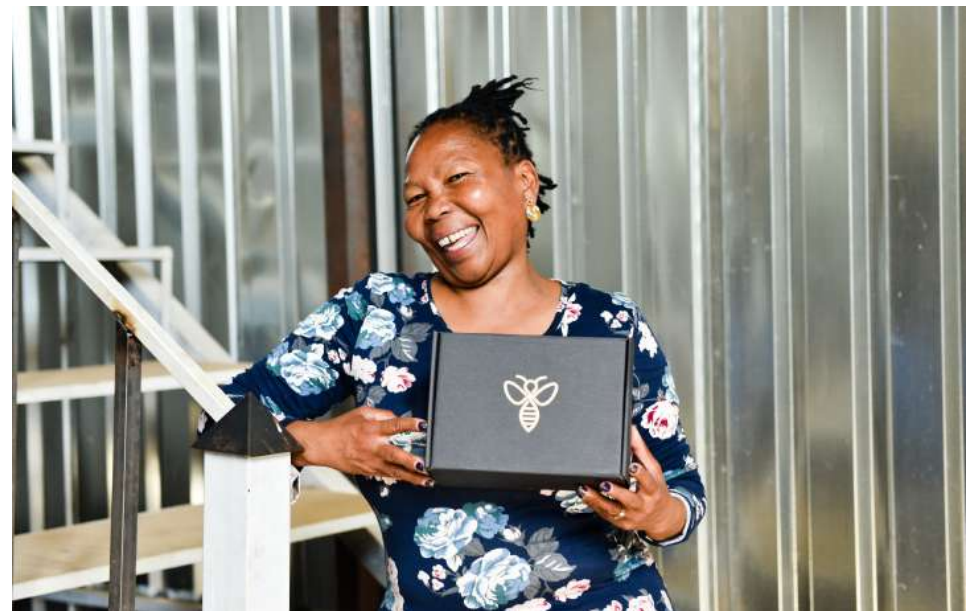
12. SUGGESTED IMPROVEMENTS TO THE PROGRAMME

Awardees were asked for suggestions on how the SAB Foundation could improve the Social Innovation and Disability Empowerment Awards and the Social Innovation Fund. Overall, all the entrepreneurs reported that they were happy with how the programme is run. However, the following suggestions came through:

- **The formation of an alumni event and/or platform where past award winners can self-organise, collaborate, learn from each other and facilitate peer-to-peer mentoring.**
- **Access to mentors who have similar experience / exposure to the field that their allocated business operates in.**
- **Enroll some of the entrepreneurs as advisors/mentors to SAB Foundation programmes to ensure that the help the foundation gives out is optimally used to yield optimum results.**
- **Assistance with market access particularly the South African Breweries supply chain.**

The SAB Foundation is constantly striving to support its entrepreneurs in all ways possible. Based on the suggested improvements to the programme provided by the entrepreneurs in the previous reports, we have done the following:

- **In 2017 we launched the Social Innovation Fund to address a lack of access to further finance, post SAB Foundation funding.**
- **In 2019 we introduced training on social impact for all Social Innovation and Disability Empowerment Awards finalists and impact key performance indicators in the Social Innovation Fund.**
- **In 2020 we changed the mentoring process to better serve the needs of entrepreneurs.**
- **In 2022 we launched impact meet-up events for the Social Innovation Awards alumni to connect, collaborate, learn from each other and facilitate peer-to-peer mentoring.**



13. CASE STUDIES OF IMPACTFUL BUSINESSES

13.1 EJOOBI – SIMANGELE MPHALELE

Co-founder and CEO of Ejoobi, Simangele Mphahlele, was born in Seshego, Limpopo. She is a serial entrepreneur with ventures in education and people development. Through this, Simangele witnessed the difficulties that youth job seekers encounter while navigating the job market. Low income, inexperience and age mean that young jobseekers do not have easy access to employment opportunities, and along with this they often have limited access to the internet.

Furthermore, they often lack the knowledge of how and where to find employment, they have poor skills on presenting their credentials via their CV or in interviews, and they sometime lack the resources required to actively search for employment. These deficiencies become debilitating when those seeking candidates, primarily the South African recruitment industry, rely almost exclusively on digital means to find them. To address this challenge, Simangele then co-founded Ejoobi in 2016.

“Thank you, SAB Foundation for giving us a lifeline to become the global organisation that we wish to become and to build inclusive technologies for the world.”

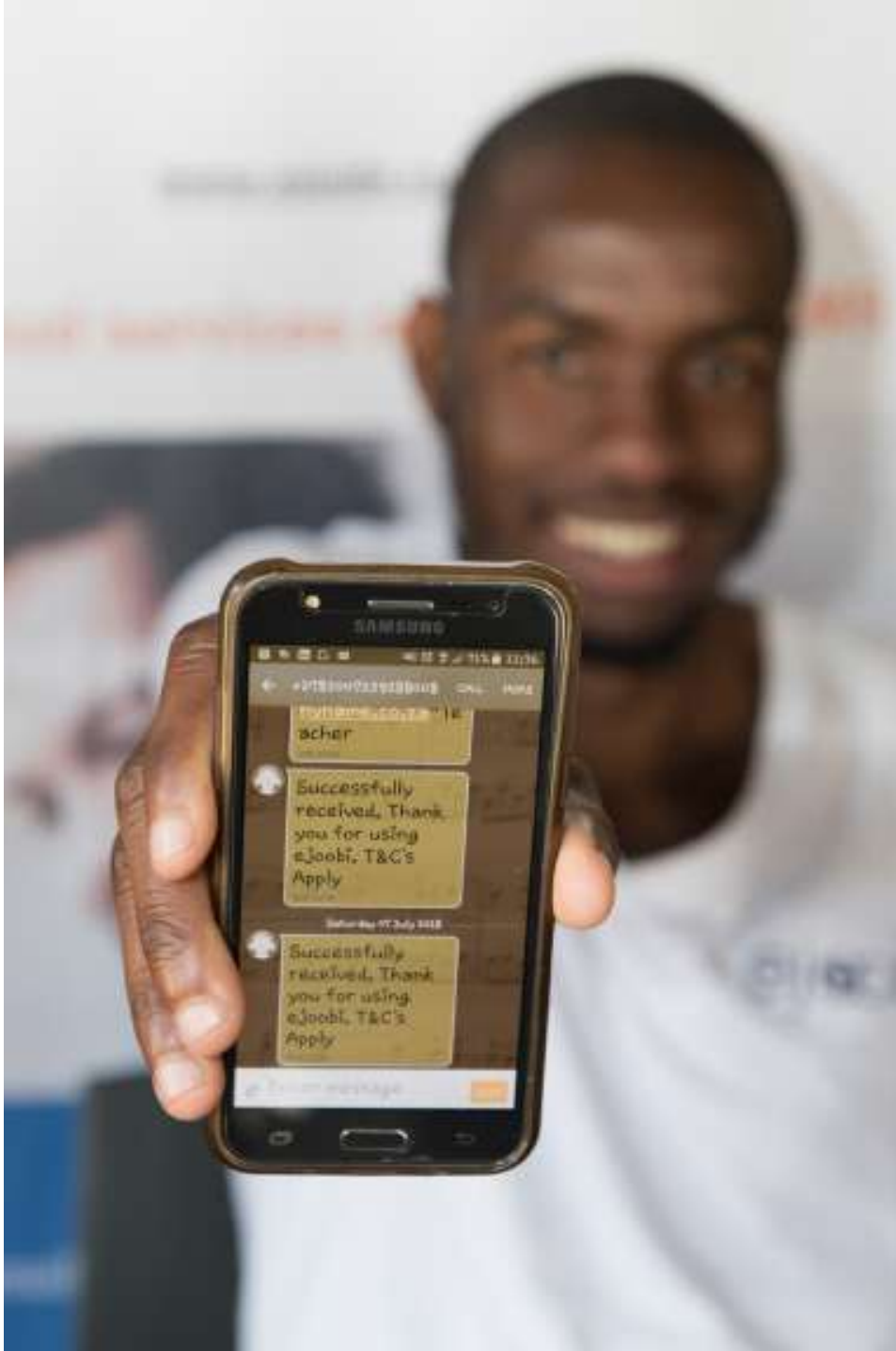
– **Simangele Mphahlele – Co-founder and CEO of Ejoobi.**

Ejoobi is an Artificial Intelligence (AI) recruitment platform that connects job seekers with job recruiters and employers. Using a range of digital tools and systems such as plug-in SMS, USSD and WhatsApp, it enables jobseekers to enhance the presentation of their unique attributes and recruiters/employers to find people efficiently and effectively with the targeted skills they require.

Ejoobi is built around the aim of creating equal access to employment opportunities and placing the right candidates in the right roles.

Simangele’s journey with the SAB Foundation started in 2018 when Ejoobi was announced a winner at the SAB Foundation Social Innovation Awards, receiving R500 000 in grant funding. The funding was invested into making the business fully functional. Unfortunately, their growth trajectory was heavily affected by the COVID-19 crisis because their clients were not actively recruiting.





To help weather this storm, they then received an additional R240 000 funding through the SAB Foundation COVID Relief Fund. The funds were used to sustain the team and for product development and purchasing licenses. To help accelerate their goal to reach half a million job seekers and a target to achieve employment placement of 4% of the job seekers and secure 160 recruiters/employers subscribed to their platform by 2024, Ejobi is now receiving support from the SAB Foundation Social Innovation Fund. Through this they received an interest-free loan of R391 450 and a grant of R578 900.

“The awards came with a media and marketing budget, which helped us to become a known brand. By being associated with the fund it also meant other Education for Sustainable Development programmes wanted to work with us,” shares Simangele.

Prior to joining SAB Foundation, the business was not generating any income and had no team, however since joining SAB Foundation pipeline the business now generates revenue and has a team of eleven people.

The business also builds most of their technology in-house and has managed to upskill themselves with machine learning, cloud and data science skills. Ejobi now has over 3 000 youth jobseekers registered on its platform.

From 2018 to 2022 it placed 135 jobseekers indirectly and directly into job opportunities and has engaged with over 5 500 jobseekers with their CV workshops and AI tools. Additionally, it has developed strategic relationships with a TVET college that produces 6 000 graduates per year and an internship provider that creates more than 400 internships a year. Some of the biggest challenges experienced by the business include building internal technical skills, establishing a product market fit and having a limited budget for digital marketing.

To overcome these challenges, Ejobi has partnered with technology companies like Microsoft to upskill their team.

According to Simangele, some of their biggest achievements include building in-house technical skills, acquiring corporate customers, having a good point of contact in Zambia and indirectly and directly getting more than 135 jobseekers placed into job opportunities.

Ejobi remains committed to unlocking equal employment opportunities for youth job seekers.

13.2 HEAD START EDUCATION – SHIVAD SINGH

Inspired by his grandparents and his passion for educating others, Durban born founder and CEO of Head Start Education, Shivad Singh, founded his business when he was only nineteen. From a young age, Shivad loved reading and as he moved into the beginning years of high school, he started reading many business and personal growth books.

Shivad launched his business, an online platform providing digital educational material for teachers and learners formerly known as Presto, after graduating with a Bachelor of Commerce degree at the University of Cape Town.

His aim is to equip learners and teachers with essential digital skills that lead to an improvement in their overall skills development and employability. Head Start Education serves as a gateway to Africa for educators to promote the advancement of education across the continent.

The company is a reputable ed-tech provider, holding exclusive licenses for over 20 educational products world-wide. They supply these products to schools and large corporates that are then able to provide these services to their teachers, learners or customers.

Shivad started his journey with the SAB Foundation when he was selected for the University Seed Fund at the University of Cape Town receiving R50 000.

He was then announced as a winner at the 2018 SAB Foundation Social Innovation Awards where he was awarded a further R200 000 in funding and he is now receiving support from the SAB Foundation Social Innovation Fund where he received an interest free loan of R498 000 and a grant of R498 000 in 2021.





“We have been described as the ‘Netflix for Education’ with a catalogue that has over 50 000 activities, games, videos and PDF content. Our current offerings cater for early childhood development to high school. Our offerings are award-winning, internationally recognised and research-tested and are provided at prices more economical than the market rate,”

- Shivad Singh - Head Start Education

Prior to applying to the SAB Foundation’s Social Innovation Awards, his business was in a growth phase and they had just started their partnership with MTN in collaboration with Netsport Mobile to provide an E-School to MTN customers.

The business employed two people and had an annual revenue of R1.2 million. Today, their income has increased by 70% in just three months after their 2022 financial year end, they employ six people and have also contracted a company to develop education content that employs 34 people on a part time basis.

Since joining the programme, the business has concluded agreements with major school chains, has a large paid subscriber base from their partnership with MTN, expanded into Ghana and Nigeria and will be launching soon with other large corporates in South Africa. They have also concluded licensing agreements with content partners in Nigeria and should be launching three new products within the next six months.

Additionally, the support received from SAB Foundation has assisted the business to learn to place an emphasis on monitoring and evaluation to improve educational outcomes of learners. They have also been introduced to key contacts within ABInBev to assist with business development.

“My business coach from the SAB Foundation also introduced me to my first customer who gave us our first six figure contract,” says Shivad.

One of the major challenges experienced by Shivad was rejection. “I have faced rejection more than 1 000 times, experienced low moods, felt like quitting and had to get a job that I disliked to help earn an income to support the business,” he says. However, he overcame these challenges by being persistent and by focusing on his vision and passion of helping learners.

According to Shivad, the biggest highlight on his journey has been launching his Mobi Class education platform with the cellular provider, MTN in partnership with Netsport Mobile. With this support, he has provided educational content to over 300 000 learners. His dream is for his business to become the leading and biggest education company in Africa and globally, that impacts tens of millions of learners.

13.3 I-DROP WATER – JAMES AND KATE STEERE

James and Kate Steere, co-founders of I-Drop Water, started their business in 2015. Their aim was to build a sustainable, environmentally friendly solution to the lack of access to safe, affordable drinking water in Africa and around the world.

I-Drop Water builds, installs and operates water purification and dispensing systems in compact, efficient, miniaturised water kiosks that enable grocery stores anywhere to sell purified drinking water refills. I-Drop Water's systems combine world-class filter technologies with integrated "internet of things" SIM cards and connected sensors and controls. These enable oversight and control of the fleet of installed dispensing machines remotely and in real time via online dashboards. This lowers cost and increases reach, while keeping the refill price as low as R1 per litre.

Their journey with SAB Foundation started in 2017 when they were announced as winners at the SAB Foundation Social Innovation Awards and were awarded grant funding. These funds were invested into enhancing and developing their dispenser product, electronics platform and expertise across South Africa.

Unfortunately, their growth trajectory was heavily affected by the COVID-19 pandemic which impacted their customers through a sudden drop in demand and in some cases, a halt in operations as some stores closed their doors.

Their material supply was also negatively impacted as many fabricators and component suppliers shut down for an extended period. To assist with these challenges, I-Drop Water received funding through the SAB Foundation COVID-19 Relief Fund. This support was invaluable in helping the business to retain a number of key technical team members. The business is now receiving support from the SAB Foundation's Social Innovation Fund to assist in rebuilding and accelerating its growth. I-Drop Water's product is 100% locally designed, assembled and installed. Its supply chain and operating model is organised to coordinate a network of trusted fabricators and component suppliers as well as assembly, installation and service contractors in towns across South Africa, Swaziland and Namibia.

To date, I-Drop Water has sold over six million litres of drinking water. By requiring multi-use "refill" containers and utilising highly efficient filtration technology, the innovation has reduced over 12 million litres of wastewater. Using alternative purification technologies, the business has also eliminated tens of thousands of tonnes of carbon and plastic waste by reducing single use bottled water purchases.

Through its innovative "product as a service" revenue share commercial model, I-Drop Water has also helped grocery store owners in small towns and big cities generate many millions of rands in high-margin sales revenue within local economies.



“Our experience with the SAB Foundation has been incredible. The toughest times in entrepreneurship reveal one’s true, long-term friends and supporters. The SAB Foundation team have supported our team through the good and bad times and we value this support enormously. We look forward to continuing to make good on our commitment to fix the drinking water industry in Africa.”

- James Steere - Co-Founder of I-Drop Water



Changing the behaviours of consumers towards more circular economy habits like “refill” is challenging for the business, particularly against the momentum and might of large corporations and brands. I-Drop Water has faced push-back from bottled water suppliers and industry groups and a particular challenge has been an unexpected reluctance from large retail chains who have enjoyed significant profitability from the growing demand for bottled water.

“We know that there is significant demand for refill water, particularly in lower-income and rural or remote communities and we are now exploring alternative routes to reach these markets,” says James.

Recent highlights for the business include their flagship system, the “Waterpod”, being recognised by the Solar Impulse Foundation as the most efficient system of its kind in the world. The Waterpod was also featured in the Ellen MacArthur Foundation’s Upstream Innovation Guide for the Circular Economy.

Additionally, I-Drop Water won the inaugural South African Plastics Pact Reuse Innovation Challenge held by Green Cape and the Mava Foundation and recently participated in the “Circulars Accelerator” held by Accenture, Anglo American and Ecolab in conjunction with the World Economic Forum.

“Through I-Drop Water’s dispensers around Southern Africa, we have sold millions of litres of safe drinking water at up to 80% less than bottled water prices. We are proud that some of our highest sales volumes comes from within townships like Mdantsane and cities like Gqeberha where Day Zero is critically close,” shares James.

James and Kate remain committed to improving people’s standards of living through their innovation. Their dream is to build a network of purification and refill dispensers that provide affordable, safe, great-tasting drinking water to everyone who needs it.

13.4 MEDSOL AI SOLUTIONS – KATHRYN MALHERBE

Founder and CEO of Medsol AI Solutions, Kathryn Malherbe, always had a passion for breast cancer imaging and diagnosis. Kathryn started off working a normal 9 to 5 job in the corporate sector. Her passion and drive to follow her dreams came from witnessing breast cancer survivors and their determination to get better despite the hardships they faced. She decided to quit her job to pursue her passion.

She taught herself algorithms and how to improve breast cancer detection and this led to the development of her innovation, Medsol AI Solutions, which serves to provide diagnostic imaging artificial intelligence (AI) solutions to people at grassroots level who need it most.

“SAB Foundation believed in us and helped us believe in our future.”

– Kathryn Malherbe, Founder and CEO of Medsol AI Solutions.

Medsol’s Breast AI Solution software is designed for breast cancer identification and segmentation for breast ultrasound in the diagnostic imaging sector. It is an online patient-based platform that receives images for ultrasound units in practice. The images are then fed into a unique system that identifies any abnormal breast cancer masses. This high-tech system speaks to both the specialist physician and the patient to provide diagnostic solutions, education and support along their journey.

In 2020, Kathryn entered the SAB Foundation Social Innovation Awards and her business won third place, receiving R850 000 in grant funding.





Since winning, they were able to enter the market and get their social marketing going.

“The SAB Foundation Social Innovation Awards helped us not just financially. It’s a family of fellow entrepreneurs who also want to run a business, but in the same breath want to make a valid impact in a region that needs social justice,” explains Kathryn.

Prior to winning the award, the business employed 14 people, but now employs 33 people with an average annual turnover close to R1.5 million. The business employs breast cancer survivors as ambassadors to promote breast education, which boosts the local economy by creating jobs and breaks the stigma associated with breast cancer. Since starting their ambassador campaign in 2020, they have employed over 25 women across the country and have educated and supported over 122 000 women on their online platform.

One of Kathryn’s greatest highlights since winning the award was launching their first market product at the GP Expo. This is one of the foremost events for GPs and doctors from across South Africa and the SADC region. Her biggest challenge since starting the business was changing her 15-year career into what it is today, but she has never looked back.

The business aims to join forces with AstraZeneca to launch an Africa-wide point of care breast screening solution and they are confident that this will impact thousands of women in rural and urban regions. Kathryn’s dream for the business is to become the Africa leader in equitable, diagnostic AI solutions for medical professionals.

13.5 STRUU ARTZZ ENTERTAINMENT – PROMISE NYALUNGU

Bugersfort-born entrepreneur, actor, writer and art activist, Promise Nyalungu, founded Struu Artzz Entertainment in 2017. The business is a media and entertainment company that focuses on giving opportunities to rural and township-based creatives.

Promise holds a Bachelor of Arts Degree in International Relations from the University of Venda and a certificate in International Business Administration and Leadership from Baden-Württemberg Cooperative State University, Germany. He is currently enrolled in a Bachelor of Arts Honours Degree in International Relations at the University of Venda and was recently appointed an Innovation Champion for Local Economic Development at the University of Venda in the Institute for Rural Development.

“Getting support and funds from SAB Foundation has been an enormous step toward realising my dreams. Asante Sana, Ria Livhuwa, Danko and a million thanks for believing in talent and looking forward to a long, fruitful relationship.”

- Promise Nyalungu, Founder of Struu Artz Entertainment.

Promise’s love for art was ignited in primary school when he was featured in a theatre play by a teacher named Mrs Montally of Bogwasha Primary School in Limpopo, and later when he enrolled at the University of Venda. Although he loved art growing up, the platforms to practice and showcase were not there.

“I went through my primary school and high school carrying with me this dream to be on stage, but due to underdevelopment in the areas I grew up in, that dream slowly faded until I went to varsity,” recalls Promise.

Before founding his business, Promise volunteered for two years as a director and writer for the University of Venda drama club and the University of Venda Arts society. Through this, he got support and incentives from the university to travel to national festivals and realised that the creative spaces in South Africa were not inclusive.





Struu Artzz was then founded, with an aim to implement an innovative and inclusive platform for rural and township creatives to promote diversity, equity, entrepreneurship, talent and inclusion of rural creatives.

In 2020, Promise was awarded the Student Entrepreneur of the Year award and the Existing Student Business with Social Impact Award, receiving R120 000 at the prestigious Entrepreneurship Development in Higher Education Entrepreneurship Awards, co-funded by the SAB Foundation.

Prior to this award, the business' average annual revenue was roughly R75 000 and had three employees. Currently, their income has increased by 108% and they employ twelve people.

They have developed the skills of over 150 youth by using theatre and the arts and, through incubations, exhibitions, road shows and festivals, they have created opportunities for them to realise their dreams and explore their talents.

The funding received helped them to scale up from simply being a theatre company, to growth into a media and entertainment company. With the funding, they were also able to purchase equipment for filming, photography and administration. In addition, the funding enabled them to afford subscriptions to video, music and photography software.

Promise's ongoing challenge is maintaining a stable cashflow. "The cost of staging a production is the biggest challenge, from getting the venue and casting young creatives, to making a good profit from investing in a show without sponsors who share the costs. Though we write to departments and institutions, we hardly get support," explains Promise.

The biggest highlights on his journey include being selected as one of The Talloires Network Next Generation Top 40 Global Leaders and being part of The Talloires Network Leaders Conference 2021 by Tufts University's Tisch College of Civic Life and the Institute of Politics at Harvard Kennedy School.

Additionally, he is also one of the creatives included in the 2022 Cultural Producers Programme presented by Business and Arts South Africa Common Purpose South Africa and Manchester International Festival, supported by the British Council Creative Economy Programme.

His dreams for the future include touring theatre productions for the youth in disadvantaged rural communities and other relevant places such as art festivals, both locally and internationally. He wishes to promote the exclusive indigenous talent of storytelling through performance arts, poetry, music, theatre and dance by giving a chance to creatives in the most deprived parts of South Africa.

14. CONCLUSION

Although the COVID-19 pandemic disrupted most entrepreneurs' businesses, we have started seeing some of the businesses start to recover. The COVID-19 Relief Funding we provided remains a critical instrument for entrepreneurs' recovery and growth. Pre COVID-19, the turnover increase percentage of entrepreneurs was 125%. During 2020, it dropped to 107%, but thankfully it has now recovered to 117%.

Additionally, we are encouraged to note that as per the previous years, the attrition rate of entrepreneurs compared to their baseline remains low, indicating that the majority (98%) of entrepreneurs continue to pursue their innovations despite the challenges that they encounter.

Lastly, over and above having a massive social and environmental impact, we are proud that entrepreneurs continue to run successful, value adding, growing and sustainable social enterprises.

We remain committed to measuring impact and sharing our impact reports because we believe that measuring impact continues to be of utmost importance. This is because we remain concerned about the amount of money in South Africa being channelled into entrepreneur support where no-one knows what impact it has, because it is not measured.

Through the ongoing mentorship and business support services offered through our programmes, we hope to continue to equip businesses and individuals to grow and be confident about their future.



APPENDIX 1: ANECDOTAL FEEDBACK FROM SAB FOUNDATION BENEFICIARIES AS TO THE IMPACT THEIR BUSINESSES HAVE HAD SINCE BENEFITTING FROM SAB FOUNDATION PROGRAMMES.

- 50ha of gardens planted using seed tape, 200 tonnes of garden produce harvested, and 17 million litres of water saved.
- 11 tonnes of waste on average diverted from landfill monthly.
- 678 990 rural patients treated through connecting healthcare workers with on-call experts via a mobile application.
- 38 000 patients able to collect chronic medication in under 22 seconds instead of waiting for two hours or more.
- 143 adult's hearing screened and fitted 19 with hearing aids.
- 255 waste pickers supported.
- 15 000 learners assisted to apply to post-schooling opportunities, with an admission rate of above 60% and a NSFAS success rate of above 80%.
- Over 500 learners from under-resourced schools and communities living in rural and peri-urban areas have access to portable solar computer lab-in-a-bag that can convert normal classrooms into temporary computer labs.
- About 500 persons with disabilities transported by a door-to-door transport service specifically designed to cater for people with disabilities over the past three years.
- 500% increase in part-time employment opportunities offered to students - tutor database increased from 50 student tutors to 302 student tutors, providing part-time working opportunities to senior students and recent graduates.
- 70% of students using tutoring from SimplyTutors reported to improve academic performance, with 94% of respondents said they would use the private tutoring again. This implies that even students that are unsure of the impact of tutoring, still find the tutoring experience valuable to their learning process.
- 65% on-time graduation rate of 65%, which is more than double the national average of 26%. 10% dropout rate, which is less than three times the national average of 30%.
- 91% average net promoter rating for mentors. This means that students find the engagements with mentors highly valuable for the academic and personal development.
- Over 80 000 kgs of carbon, 18 000 kgs of plastic waste and 12 million litres of wastewater saved. At least half of partner grocery store are in (or border) lower income areas throughout South Africa - these shops have never had the option to sell refill drinking water due to the high capital cost usually required by traditional suppliers.
- Fishers on the marketplace two months or longer move out of poverty
- 70 small scale cattle farmers assisted with funding, in turn creating over 500 jobs.
- Two shacks (informal structure) replaced with six formal durable units with sharing bathroom. The impact is creating a sustainable income for the homeowner and affordable and comfortable rental accommodation for tenants.
- 22 women and youth trained and employed during pilot project. The impact is the upskilling of women and youth, permanently employing three people and employing 12 other people on a contractual basis.
- Recyclable construction waste (builders' rubble) converted into interlocking eco-friendly bricks, diverting builders' rubble from landfills.
- Additional centres of the only neurological rehab centre being planning to open across South Africa as part of a plan to grow in line with qualified staff trained during internship programme.
- 109 placed jobseekers placed into permanent employment.
- 5 000 job seekers trained on CV building and skills endorsement through a series of CV workshops.
- 108 micro business opportunities created for people with disabilities and their families through an innovative clothing recycling ecosystem.
- 148 ECD centres provided with 123 ECD up-cycled kits, training and support.

APPENDIX 2: WHAT DID THE SAB FOUNDATION FUNDING ENABLE YOU TO ACHIEVE THAT YOU WOULD OTHERWISE NOT HAVE ACHIEVED?

BUSINESS SUSTAINABILITY/ GROWTH/ SCALING AND ACCESS TO MARKETS

- A total of 26% of the entrepreneurs identified business sustainability or growth and access to markets as something that the SAB Foundation enabled them to achieve, something that they would not have otherwise achieved on their own.
- This product is now fully tested, ready for marketing and production.
- We were able to expand from three communities in Gauteng to 73 communities across South Africa.
- We tested and rolled out our concept.
- We have managed to build core manufacturing infrastructure using the SAB Foundation assistance. We would not have been able to setup these operations if it was not for the SAB Foundation. The SAB Foundation also funded the development of a new product that helped us pivot during the COVID-19 crisis.
- Re-develop our entire platform. Run marketing campaigns.
- It allowed us to continue building the business and technology and taking it to market as we were on the verge of closing the business before the SAB Foundation awards.
- The funding has been instrumental in enabling us to continue to pursue the business.
- It enabled me to have more time to decide the best product to move forward. It gave me more time to rebrand and decide the right strategy for success. It helped to support myself through a salary, while the business wasn't making an income. It allowed me to test marketing and different business campaigns.
- Prototype has been developed. Market testing ready. Our systems are now fully automated and can service students in need of bursaries and bursary issuers without human intervention and thereby reducing working capital by about 30%. We have supported 20 students to date. We have designed a sustainable model, that will ensure our venture is self-sustainable. That's what is holding us back given the working capital.
- Professionalise my business, branding of product and company and revenue growth.
- The fund not only gave us access to great resources that help us leapfrog our idea to market, but it also gave us a chance to fail and reiterate.
- Considerable travelling to build up networks across the country. Making professional videos that were very effective in promoting the concept. Employing interns / coding evangelists who got roll the product out in schools and communities. Helped me to survive when one client did not pay after I had already rolled a programme. Develop new apps as part of our innovation. Develop coding kits for schools and presenting training online and physically.
- So far, the biggest challenges that we were facing is further platform developments, the funding has helped us be in a position where we can now continue with the next phase of development. For us, marketing is a crucial aspect of our business as we must constantly drive awareness, with the funding we will be able to start actively creating additional content so we can be well positioned as the industry thought leaders. Lastly, which is by far the most important impact, we will now be able to have an additional co-founder become permanent. This will help as we have seen the need for additional resources.
- Firstly, the money funding to develop our app. as its super expensive Secondly having Lindsey and her team from Further assist with contacts for other business needs
- The funding kept the doors of School in a Box open and allowed us time to strategise and approach new funders and for that we are forever grateful to the SAB Foundation as the impact we are now able to make would not have been possible if we had not survived that season.
- We had various plans to facilitate growth that I could not execute due to cash constraints, the funding has help us to take big steps forward in that regard. Specifically putting more funds towards marketing activities to grow brand awareness in effort to grow our market. Without the funding we would've had to allow for organic growth of the brand, which is far slower.
- The SAB Foundation, and in particular our discussion during Ms. Evans' site visit, gave me lots of advice that proved to be very helpful. I met with our partner, Botanica, to re-negotiate purchasing of seedlings, which was an enormous cost for scaling the project. The partner agreed that we should create a seedling bank. By doing so, we would save the organisation millions of rands.
- To develop our accessible and inclusive recycling model.

- We received R600 000 of support from the SAB Foundation in terms of prize money. Whilst this funding was 'drawdown against operational expenses', it effectively allowed us to ringfence a similar value for loan book funding. This has been used to fund business loans to ECD Centres to buy curriculum-based materials to improve their educational outcomes. Improved educational outcomes means the ECD Centres are able to attract more business and improve their earnings and sustainability. To date we have issued R40 ,000 of these loans and have ring-fenced the remaining R200 000 specifically for this sector which we expect to deploy by Q1 2022. We also received business support funding of R120 000. This has been used for marketing and mentorship support.
- Being awarded the SAB Foundation grant has allowed us to start planning our market expansion process. This is critical to the success of our business and the impact we intend to have.
- It enabled us to have a longer runway that resulted in us being able to employ additional resources and close more clients. We now continue to grow the business as we have been able to build up a health pipeline that we will continue to actively chase in the new year.
- We were able to procure/purchase debit cards stock which is a key and essential for sales to grow our business. Mental strength, guidance and patience to pursue the large corporate deal coming to fruition. We managed to refine our financial model thus leading to opportunities to remodel our pricing for the better.
- The opportunity to put aside fund-raising and focus more on delivering a working product in the market for at least 6 months.

- I have now installed 70 VoQoL systems for quadriplegic or paraplegic individuals, which has helped over 90 such individuals, because some of them share rooms at the care homes when the systems are installed. The SAB Foundation funding has been key in allowing me to reach this number of installations.
- Implement improvements in our sourcing, sorting and selling operation to improve quality of our products and revenue.
- The funding enabled us to devote capacity to this task. Without the funding we would not have had the technical resources or expertise necessary to produce a digital product.
- Pivoting our training to include virtual workshops (webinars) Increasing our clinic support programme with tools like the Clinic Coordinator Toolkit and training manual, webinars. Improving our data collection by over 50% and created a report system on Google Data Studio that provides real-time accurate monitoring More children have accessed treatment to reduce disability.
- We are in the process of kick-starting our hydroponics project which we believe will be a financial sustainable initiative for the organisation. We've had every intention to kick-off the project but didn't have the capital to fund it but now we have the investment capital which will assist us a long way. We've also been blessed with receiving further assistance from the SAB Foundation with regards to securing the land we are currently occupying which that has been a struggle for years of our operation. Having the financial and mentoring support from the SAB Foundation has truly been rewarding.

ADVANCE FROM CONCEPT/ IDEA/ PRE-PROTOTYPE PHASE TO BUSINESS START-UP/ PRODUCT DEVELOPMENT/ FINAL PROTOTYPE/ REGISTER INTELLECTUAL PROPERTY

Made it possible for me to do a proof-of-concept pilot with 100 households.

Build and test several prototypes.

The funding from SAB Foundation enabled us to perform further development on our product offerings in order to take it from an early prototype to a pre-production design.

Our SAB Foundation funding was used towards the development and scaling of our AI video otoscope solution. Having a complete solution enabled us to assist in communities and live out our company vision of giving access to affordable hearing, to everyone, everywhere.

We were able to do key experiments linked to how we could run a marketplace.

We have been able to build the MVP1 to test and assess our concept.

Release prototype of hardware, which is still powering a community centre in Delft, Cape Town.

The SAB Foundation helped us to prototype and launch our product and have allowed us to work with the Department of Education and scale and test the viability of the product not just here in South Africa but in Kenya and Botswana and we have received orders from customers in Nigeria, Ethiopia.

Complete our pilot project with six units and shared bathroom to prove our business model.

- We have conceptualised, designed and prototyped our MVP including an app for data collection.
- We have been able to register for our IP which is our trademarks and patent which has been granted as of 31 March 2021.
- We wouldn't have been able to cover the following legal needs: 1. Terms and conditions for website and app 2. POPI compliance 3. Service level agreements for taxi owners, driver and top up agents (spaza shops) 4. Trademark registration 5. Consultations with financial technology specialists, patent lawyer and regulation lawyer.
- The SAB Foundation funding helped us to test our business model assumptions and run experiments to help us attain product-market fit which are still on going. Besides the funding the name of the SAB Foundation as one of our sponsors has helped us to build a team to drive this innovation forward. We have been able to leverage that to attract talent.
- SAB Foundation funding enabled us to launch new products to market, create jobs in our business as well as used the funding to market our services to new users, through SAB Foundation support we were able to grow our users base to over 18 000 and created six jobs in the market and connected over R1 million worth of income generating opportunities to township entrepreneurs.
- We were able achieve doing a pilot with a very strategic business-to-business client. The funding also enabled us to keep the lights on while doing the pilot. The marketing material provided enabled us to have brand presence wherever we setup.
- We managed to update the app and have been able to get assistance with regards to ensuring that our business is financially compliant.

- The SAB Foundation funding has enabled us to move from prototype stage to actual implementation of the service for a wider audience, as we speak, we are getting member request on a daily for different locations across Soweto, so I believe the entity is ready to get started on fulfilling part of its mandate which is to cover Soweto by year end 2022.
- Partial prototype registration of business acquisition of laptop for coding.
- The SAB Foundation funding assisted us to bring the innovation to life by affording us an opportunity to upgrade the design and be in a position to roll it out through the organisation.
- Successfully completing first in man clinical trials of our device. This major milestone represents the true proof of concept for a medical device. The positive clinical trial results which are demonstrating efficacy outcomes superior to the current gold standard have de-risked the project and added huge value to the company.

PURCHASE EQUIPMENT/LAND

- The SAB Foundation funding enabled us to purchase the machinery we need to be eligible to submit a bid for the Checkers little garden campaign which we were ultimately awarded, and it has been a game changer for our business, catapulting us into a potentially huge international market.
- We were able to upscale our facility in order to produce a larger quantity of tests. We could build new assembly rooms and could run more than one product on the production lines at a time.
- Enabled us to purchase a bakkie that we still use to recover recyclable material till this very day.

- At the time we were able to acquire a manufacturing plant and manufacturing equipment, but we have since lost all that due to COVID-19. We were not able to keep up with the rentals for the manufacturing plant as the economy was closed and as a result, our equipment was auctioned as we had no place to keep it safe.
- SAB Foundation funding enabled us to purchase some critical components at the time of award to continue expanding into our market. Some of the funding enabled me to attend a founder accelerator in the US (Blackbox Connect) which helped us raise a seed round in 2018.
- Acquiring 2.1-hectare land to setup business operations and acquiring a 4-tonne truck to transport equipment and to increase production capacity.
- Bought two commercial vehicles and started an investment portfolio.
- We were able to acquire more equipment for the business.
- We have secured and setup land for farming for the benefit of the community and our technology development efforts.
- We are eternally grateful that we were able to build a working MVP which has been instrumental in refining our value proposition and also acquiring a B2B customer.

- It is no secret that financial backing allows an organisation to tap into spaces that were somehow limited if you didn't have funds. The funding has allowed us to realise one of the reasons we actually applied for the funding which is to acquire land and be able to have the funding to cultivate and run the business to its best of its ability. We had been fortunate to acquire that land, lease free for three years, through the funding were able to navigate the implementation of the project. We also had not used all the funds as we wanted to ensure that we made the right investments so that we can be proud of where our funding has been used for.

SURVIVE COVID-19 PANDEMIC/COVER OPERATIONAL COSTS/KEEP BUSSINESS AFLOAT

- SAB Foundation provided a loan facility to protect against cash flow challenges during COVID-19.
- I had considered walking away from everything we've worked on at Senso, from all the prototyping, patenting, customer development and starting up our work with an assembly line. The debts we had incurred while waiting for SPII at the DTI had spiralled out of control. Then the Social Innovation Fund came in to bridge the gap, provided the funding that the DTI was delaying to release, to an extent, killing us. Without the R333 000, I don't see how we would've survived that period, we may not have made it to where we are without that intervention.
- It has enabled us to keep operating even after the lockdown period as well as to take care of monthly operating costs whilst scaling the business.
- Cover operations cost, develop marketing material buy working equipment such as computers, WIFI router, printers, etc.

- With the COVID-19 grant, we were able to sustain the business and prevent closure, and even had the capacity to pivot into an even more scalable business model. With the portion of the Social Innovation Fund received so far, we were able to develop proper marketing collateral that we could never afford before, which will speed the process of generating and realising leads.
- Sustainability through the COVID-19 period.
- Helped buy stock, pay salaries and cover the business' overheads which was necessary for a new business at the time.
- The enterprise managed to pay employees during the hard lockdown whilst when no business was allowed to trade.
- We were able to scale our innovation, purchase machinery and we also used the funding to pay salaries during the Covid lockdown.
- The funding has assisted us in terms of being able to stay in business especially during the pandemic.
- Without support from the SAB Foundation, we would not have survived the COVID-19 pandemic. Their direct COVID-19 relief support ensured that we did not lose a single job as a result of the funding that had already been approved, we were able to fast track our central facility which allowed us to continue to operate after all our in-office sites closed.
- The COVID-19 relief funding assisted in that it supported the foundation in being sustainable during the COVID-19 period.

RECOGNITION/PUBLICITY/EXPOSURE/CREDIBILITY/VISIBILITY

- Helped me start the journey to finding more funding for the actual final prototype and product.
- Served as a point of entry into the AB -InBev Group to provide the solution to more farmers.
- We really made positive steps forward in growing brand awareness.
- Exposure, sampling, exploring additional avenues.
- Publicity - winning the SAB Foundation has created a huge credibility for our company.
- Media coverage and funding to travel and market my product.
- A community that goes beyond the one -year standard grant funding.
- Due to the mentorship not only have we been able to access recourses like computers, accounting, and marketing. We were directed to Sam Vos because of this mentorship, having access to these professionals (even though paid through a different fund) has been valuable and we did not have that network before.
- Being a SAB Foundation finalist was so encouraging it came at the right time and opened my eyes to social impact accelerators. I was part of an accelerator programme which was really wary of the taxi industry, and I didn't know where to turn to; I would not have been able to raise funds elsewhere. I will now be able pay for legal fees, operational costs and pilot the app.

- At this stage we have earmarked the funding to support the implementation of our innovation in underserved clinic pharmacies. While we have not yet implemented, the fact of this funding has opened doors to conversations with big independent pharmacy chains that need this support. The reality is just that the lead time on business development with these pharmacies is many months.

- Nationwide exposure of our business model.

JOB CREATION, JOB SUSTAINABILITY AND TRAINING EMPLOYEES

- Develop a range of training programmes which became a core part of our business model.
- Train and employ 22 women and youth in interlocking brick manufacturing and building.
- Having a dedicated co-ordinator for the project to ensure good management of vendors, venues and stock.
- Hiring a regional manager who is building farmer market readiness and hosted five sales: 95 farmers sold 201 livestock at an average price of R6 700 with total turnover for the business of R1.352 million.
- The ability to find true market fit, the ability to properly employ all our nannies legally. The ability to hire one person to help when we had success and needed to screen more nannies. The ability to keep the business alive after March 2020 COVID-19 hit.
- The ability to hire part-time sales agents to speed up our trader sign-ups.

- I have been able to open my own factory and employ the disabled ladies directly. The products I produce can now have the proper quality control needed. We have also been able to apply for SABS standard. None of this would have been possible without the funding.

APPENDIX 3: PLEASE SHARE ANY HIGHLIGHTS OR SUCCESSES OF YOUR SOCIAL INNOVATION SO FAR (SINCE BEING AWARDED AT THE SAB FOUNDATION SOCIAL INNOVATION AND DISABILITY EMPOWERMENT AWARDS).

- Many people live in remote rural areas and do not have direct access to roads or transport, so getting from the first mile to access transport is a serious barrier to accessing services. These are often cattle paths where carrying people down these in a blanket is dangerous, uncomfortable and humiliating. The other area where this is really useful is in informal settlements where shacks are so close together that cars cannot access the houses and wheelchairs get stuck in the sand. With the COVID-19 pandemic this need has been highlighted and exaggerated which is why government is now looking to prioritise this transporter concept. We have also made a version which can be used to push or pull people on the beach (soft sand) and down to the water. This is also a great product for emergency rescue on the beach in summer and is half the price of similar imported products. We have also designed a bracket that fits on the back of a taxi so these chairs can be used to collect people from their doors and bring them down to the taxi when they are sick or weak and unable to walk. Using this product to transport sick people to clinics would be a viable income opportunity for local entrepreneur and creates a much better solution than pushing people in wheelbarrows when transport is not available or too expensive.

- Hiring 156 previously unemployed mothers and giving them their first ever job, to produce 20 million little gardens for Checkers' Little Garden campaign.
- Helping improve COVID-19 related health systems: <https://www.vulamobile.com/news-media/vula-mobile-during-covid>. Selected as one of four Global Impact Ventures by the UNDP <https://www.vulamobile.com/news-media/top4finalist>.
- The pilot led to a reduction of murder rate by 9%, reduction of crime rate by 16%, and reduction of sexual assaults and GBV by 26% in Diepsloot, statistical year 2015. The impact was announced on national TV channels and newspapers. We are now in all the nine provinces and any project done always result in a decrease in overall crime. Thus, we are contributing to the realisation of the National NDP Goal of 2030, that no person in South Africa should live in fear of crime.
- Our malaria test has obtained World Health Organisation approval.
- Launched to company, expanded nationwide and we were able to build a brand that is recognised within the sector.
- Being the first to roll out a grocery delivery service to townships.
- We have managed to increase our asset base. We have purchased an eight-tonne truck for bigger recoveries (2018) and our waste facility in 2021.
- We purchased a factory in Chamdor and will be opening our first commercial bioconversion unit in January 202.

- The availability of our product commercially has been a success. We also had an opportunity to understand our technology much better including high speed production of our technology. This has allowed us to increase applications of our technology.
- In addition to the successes that we have mentioned in previous surveys (i.e. such as attending EdTechX Asia in Singapore, winning bronze at the EdTechX Europe 2019 Global Startup Super League, as well as being recognised by UNESCO as one of the most promising educational robotics start-ups from Africa), CRSP continued to create more impact in 2020 by participating as a curriculum developer in the Department of Basic Education's (DBE) new Coding and Robotics curriculum for Grades R-9. To facilitate this impact, CRSP dsgn established a non-profit arm (i.e. CRSP dsgn Foundation) and raised additional donor funding to run a pilot of the new curriculum in various provinces with the DBE.
- Our continued expansion into more resources and our partnership with the Western Cape Department of Education.
- Since 2016, we have impacted over 300 000 students with career guidance exposure on the platform, furthermore we have also assisted over 15 000 students to apply to post-schooling opportunities.
- In 2021 we managed to set up the hybrid structure; Set up the NPC and doing the tax exemption; Raised an addition R900 000 through the NPC structure to support growth; featured as on the growing organisations featured on Fast Company Magazine; and selected as the second-place winner at the BCX Social innovation Awards.
- Scaling the Development Model to four farms in Gauteng.
- We support 1 500 fishers.
- We have been able to work with many schools across the breath of South Africa. Many learners are proud to have had access to an innovative science lab that has helped them acquire quality STEM education they would never have dreamt of in normal ordinary public schools' circumstance in South Africa. We are proud to have contributed to the success of many previously disadvantaged learners from poor rural communities achieve their goals through the provision of our mobile science units and STEM learning resources that enabled them to achieve university entrance.
- We were named most successful business idea in 2019 by SME Magazine. We were selected as top 20 African Business Heroes for 2019 We were selected for the JP Morgan Digital Spaza programme.
- We have successfully prototyped the subscription food delivery model.
- We have made some gains in getting important clients like the Tshwane University of Technology on board, also the Free State Technical Schools Challenge. We are currently busy with a small pilot project in the United States of America with the view of entering that market.
- We have launched our E-school platform with MTN South Africa and already have over 250 000 paid subscribers. We have partnered with Huawei, who will market our apps to their 2 million customers in South Africa. We have launched with MTN Nigeria and currently have 4 000 paid subscribers.
- We have received global recognition on the novel idea that is aimed at social impact in financial inclusion.
- We recently purchased an app which we plan to launch early in 2022.
- We have taken 20 female students through university and received letter of gratitude from parents, students and that has kept us going. The ability to making a lasting change in young girls' lives. Our target is to support over 100 female students year on year.
- We built and delivered the first-of-its-kind chat-based approach to youth development and employment, globally. We delivered soft skills training to over 4 000 youth within just three weeks during the Covid-19 Lockdown, all via our WhatsApp chatbot and one support staff. We supported a Contact Centre to source and screen 10 000 jobseekers within three days (usually would take at least a month with several HR resources). An automotive company used our chatbot tools to recruit 30 interns. They were so impressed with the quality of candidates shortlisted that they made space for eight additional and employed 38. We supported 24 000 youth across South Africa during a 6-week period with CV building and interview skills training (all on with automated WhatsApp chatbots). We launched internationally with our first Indonesian client that used our tools to train their workers across rural areas on business skills. We reached a milestone of having supported 100 000 people (mid 2021).
- Business growth, brand recognition and revenue growth.
- The biggest success was being able to get clients outside South Africa and being to efficiently service them.
- Awards * Innovation and Engagement Awards at NMU * Falling Walls Winner (Berlin, Germany) * Invitation to UNESCO's Mobile Learning Week in Paris as Plenary Panelist Major Engagements * Reached 10 000 learners in October 2019 as part of Africa Code Week * Presented four Virtual Tournaments, reaching over 1 000 learners * Distributed 200 coding kits and 1 400 game packs during Mandela Month 2021 * Have just submitted a quote to Eastern Cape Education Dept for R7 million, reaching out to 260 schools.

- We are selling our honey at premium outlets.
- Looming partnership with Fruitspot.
- We have interest to start Medsol France Early 2022. We have interest from large Frankfurt listed company. We have interest from mining industry for Chest AI product. We have the most awesome digital marketing company, thanks to Further.
- We currently have 245 cases out across South Africa, Zambia and Zimbabwe. This increased from the 112 boxes in the beginning of 2021. Grow Smart has purchased 117 boxes, 27 ten tablet boxes and 90 five tablet boxes of which 20 are only for 2022. They are using our system as a delivery mechanism for their content and monthly school competition. The office has spent many hours on this project collaborating on new ways to use our programme within schools. Grow Smart and School in a Box are starting planning for 2022 later this month. This includes new pricing. We have had several returning customers such as Enel who have purchased a total of 17 trunks over the years from School in a Box. Education without Borders has purchased four trunks and has just placed an order for an additional six trunks. Learning Equality has funded a coding initiative of just under R100 000 using Raspberry Pis. This project is run at the local government school in Hout Bay, Kronendal Primary School.
- Just all the attention! We are finally going to be interviewed for Farmer's Weekly which came from hearing about us via the SAB Foundation supported media around the award.
- The main highlights so far have been expanding our marketing capacity by identifying and taking on a marketing agency, as well as growing the capacity of the internal marketing team. We have also initiated the IP application process for our product names (the brand was previously registered). Lastly, we have initiated a process of nutritional testing that will allow us to make specific health claims on the products themselves.
- We have been listed in 145 Pick n Pay stores as an SMME.
- Our sales increased and we have had companies buy our kits for rural schools.
- We are due to be published on two media outlets Isolezwe and Berea Mail.
- We have secured a major contract with a JSE listed company. We are also looking to expand to Cape Town and Durban.
- We have grown our product/developer team from five to eight, meaning we now have completed our team and will accelerate our product development. We are a part of the Google Black Founders Fund Accelerator which happened around the same time of the SAB Foundation awards. We completed a successful pilot of our fresh produce marketplace and are going into a more operational / live environment in the beginning of 2022. We became a third-party payments provider which will help us grow our business model and fintech offering.
- Replacing two shacks (informal structures) with six durable units with a shared bathroom. Training and employing 32 women and youth during the pilot project. and securing a contract with EXTENDA to build their project in Gauteng for 2022. Assets: Acquiring 2.1 hectares of land and a four-tonne truck. Awards: TIA GCIP award and Afrisam SAAIA award.
- We received an international award at Silicon Valley, California USA and exhibited our products at the award ceremony. Inducted as a lifetime fellow of the African Diaspora Network based in USA. Called to judge and guest speak at the GIBS SAB Foundation Festival of Ideas Competition 2021. Signed an MOU with CSIR in conducting strength tests and building moulds for various products. Earmarked by Gauteng Economic Development as one of five enterprises to be scaled up in 2022. Partnering with South African Black Hawkers and Informal Businesses Association and Capelli Sports in youth drug early intervention and prevention through various sporting codes in the program called Masithuthukeni Games scheduled for Youth Month of June 2022
- We have been invited by the DOE National office to present to the curriculum team. We are waiting to see if a possible collaboration can take place. The collaboration with the mining company.
- We have had various positive appraisals from community leaders including traditional councils showing interests in our proposal and innovation. We have also aligned with various farming forums and innovation platforms such as MLabs, Autodesk, SEDA, and the South African Innovation Summit. We have started talks with various stakeholder for the rollout of the MVP in different farms. Our patent was granted in March of 2021.
- We are currently building our new cloud platform with full ownership rights. We have onboarded a B2B customer. We are refining our revenue model and will be launching a legal marketplace in 2022.

- Learning about the role of the waste picker integrator and finding a person who could play it. Successfully integrating waste pickers into our model and seeing the innovation's impact on them. Winning the Green pitch challenge with GreenCape, the low-carbon awards with SEED and Driving force for change with DFFE.
- Media coverage with the following media houses would not have been possible: Newzroom Africa, Sedibeng FM, SAB Foundation media pages, Biznews, Bizcommunity, Channel Africa.
- Being on cover of Drum and Move magazine. Great marketing platform.
- The exposure we have now on a marketing level is really amazing from SAB Foundation. Also, there is increased interest in what we do from corporates, my hope is that we can join forces with some of these corporates.
- Secured approval from IDC for R4.6 million. Designed new business structure for a Meat Naturally Kruger subsidiary company and associated beneficiation Trust. Generated R1.352 million of revenue for farmers in the Kruger buffer that would have not otherwise been possible. Found a new business partner, Glasnost Innovations, to manage the meat production and distribution according to GAP standards.
- A highlight for us was the ability of the team to pivot the start-up when other experiments in pursuit of product-market fit failed. The process and application that was put when we met some challenges was excellent and a great response from the team.
- With SAB Foundation support we survived COVID-19 lockdown. Launched Job Booster Programme which created over 50 new jobs in the market. Launched online courses for SMMEs and now prototyping Home Maintenance Plan service.
- We have been able to prove the concept to the market, grew our production volumes and got into an agreement with selected Builders Warehouse and Build It stores.
- We have been selected as part of the Digital Africa 1 000 entrepreneurs and were part of the French South African Tech Labs seventh cohort. We are now part of the WOMEN and Africa Fellowship Network for the work we are doing.
- The fact that we are still going is my achievement. I made a six-month partnership deal with SweepSouth on their Connect App, and they have launched that on all their platforms. Great for our brand. I have the largest Airbnb Management company in CT and SA, +500 homes, sending out our information to all clients who book their villas and homes about our Child Care service.
- Closing a deal with Shoprite. Closing a deal with RSA. Growing growers' database
- We have seen a 20% month-on-month growth in our telemedicine service for the past four months. This was on the back of 12 months of stagnant growth. It is a function of six months of planning and meticulous execution across marketing, product and customer success.
- Our business was featured in multiple newspapers including The Sowetan, Berea Mail and Sunday World. We also won the Sunday World's *Unsung Heroes* Award.
- We managed to initiate our B2B2C sales strategy by selling to small businesses and signed up one small employer. We have attracted a partnership opportunity with a large corporate and are due to start a pilot with them soon. We have an opportunity to expand into Namibia. Have been having talks albeit not pursuing them actively.
- It's a very small highlight considering what is yet to come in the remainder of the 12-month programme but... We had our first official Interview on a podcast and another one on Tshwane FM, since then our Facebook Page has grown 86% and still counting.
- Since we were announced as the winners of the 2021 Social Innovation Awards, we have received a lot of emails and messages from large private companies and individuals looking at collaborating- Winning the award has provided much needed credibility.
- Being invited to present at the 2019 ZeroProject conference and the United Nations in Vienna, and then being offered the chance to launch WeSignIt globally at the 2022 edition of Zero Project, also in Vienna, Austria.
- We have successfully closed the loop on our industries' printer cartridge waste, with the manufacturing of laptop stands. Now we have recently gone into the collection of e-waste and hope to manufacture products using the recycled plastic from the e-waste, paving tiles (involving glass recycling) and compression moulded furniture made from plastic lumber (wood).
- We have increased sourcing of used clothes by 41%, increased sales since January 2021 by 192%. Secured an additional 17 stores for public recycling with Levis. Solidified success of 108 micro-businesses, 56 of whom are mothers of children with disabilities.
- It has taken almost 18 months, but we have now restarted and rebuilt our business to about 80% of our pre-COVID-19 level.
- There has been more interest to buy my product and media coverage.

- We now have a fantastic product that we have been able to produce ourselves. We are now able to bulk up on production and employ ladies directly. We have opened our own factory and employed five ladies, three of them are from Enkuthazweni disabled centre. We have sent the product for SABS certification and are waiting on the results. We have also broadened our horizons with Botswana and have interactions with government there.
- Receiving lots of orders from Gauteng.
- Visibility and public exposure.
- We have been able to upgrade the initial prototype to make it more user friendly.
- We are currently in the process of manufacturing 20 wheelchairs with 20 hand bikes and 20 free wheels. Five of these 3-in-1 sets will be exhibited and tested by community members at the TSP Solutions for people living with disabilities and Achievements of the DSI Med Add on 12 November 2021 at CUT Bloemfontein.
- We have pitched the innovation to potential partners which include: Netcare hospitals; IEC; College of Education; and three national departments.
- Our patient base in Rondebosch grew considerably on the past two years, with our subsidy programme grown as well. WWBF has restructured its board from having an executive committee to have board members with a CEO and management below. The board has restructured the business model between the foundation and the practitioners.
- We have been receiving calls from various stakeholders wanting to engage and know more about the project. We've had the opportunity of being interviewed by our local newspapers, Daily Dispatch and The Herald, which has drawn more interest in other organisations wanting to know more about the organisation and what it encompasses. It really is a highlight as we have been trying to make ourselves known in various avenues and now more platforms of support seem to be growing because of this award.
- The innovation was a finalist on South African Business Summit 2020 and five units have been sold in France since 2019.
- We represented South Africa in Finland at Slush and came second.
- I have already had phone calls and inquiries regarding the products since the advertising of the SABF Foundation awards. (It has only been three days so far.) I have also had emails from clients asking for more information.
- Having to acquire land rent free from IDZ, we had almost missed this opportunity as it has previously been taken since we didn't have the funds to start working. Having to get a contract with IDT for EPWP program allowing us to hire 87 unemployed people. Just the opportunity to provide integrated work opportunities for those with intellectual disabilities and those able is a highlight for us.
- The challenge, as always, is increasing sales. We now have an increased production capacity which we need to now sell. We are looking to the US market to increase demand.
- Retaining technical and specialised resources. Increasing sales purely remote working during COVID-19 waves.
- Government is very supportive in all the social innovation life cycle, financially and all, but when it comes to actually sourcing the innovation, they lack, in all aspects. They do not have social innovation tendering processes in place. Hence all these social innovations that could be making a huge impact in communities do not make way to government tendering, leaving the entrepreneur with only a few sales to make to those who can afford, and the private sector to partner with.
- A competitor (not based in South Africa) is able to make malaria tests a lot cheaper because they make most of the raw materials themselves, such as antibodies and nitrocellulose membranes. For this reason, we find it difficult to compete for price when it comes to tendering.
- At this stage our key challenge is to keep the business open until the tourism sector recovers.
- COVID-19 meant that we were not able to carry on.
- Market access which was amplified by COVID-19. We lost some work (potential and active) due to budget constraints faced by our clients as a result of COVID-19.

APPENDIX 4: CHALLENGES

- Although the products have been very successfully field trialled and are ready for sale, we have not yet been able to secure funding to market them and have therefore not put the products into production in any significant volumes.

- Our target audience requires us to have the capability to manufacture before they can make commitment in terms of orders. But for this capability, we actually need funding to build it and the funding we have access to requires orders and LOI. As such, we're moving extremely slowly as this has led our potential channel partners and sales partners to have these red tapes that are challenging to meet and get over. Our channel partners are struggling to commit with an order to an early-stage company that doesn't possess a manufacturing capability of its own product, and this has slowed us down and it's extremely challenging for us.
- There is still not a demand for completed ecobricks within the existing South African building industry despite the two highs mentioned above.
- COVID-19 has hit and access to schools is limited
- In 2020, the school closures caused by the COVID-19 crisis presented challenges to our original business model which was centred around classroom-based facilitation and group-based learning. With the sudden loss in demand and halt in operations, we lost a lot of key personnel, including our co-founder and CTO. The company went from six full-time employees down to two. In 2021, we attempted to pivot towards a digital focused business model by developing an MVP for a niche online software offering that is targeted towards the coding and robotics education market. We are considering the right approach to re-instate our hardware-based business with the LCERT offering. Support and guidance from the SAB Foundation would be greatly appreciated to help facilitate this. Furthermore, we require more resources to facilitate the growth and sustainability of its non-profit foundation.
- Our BEE score is not high enough for government to be a client of ours.
- Our challenges are mainly capacity related as we have a big team, over 50 people, and having the bandwidth to manage them and the business. As such it is important, we raise capital to source the right type of talent to accelerate the business.
- Fund raising for scale - impact investment on terms that supports growth instead of killing the business. Building competent management team and affordability for experienced management team. Resourcing for the growth plan outside of South Africa. Diversifying our revenue streams.
- COVID-19 still poses a big challenge, as our innovation is a high-touch solution.
- Adapting to COVID-19.
- We are almost back to the drawing board. We are struggling to get back to our feet as a result of challenges related to COVID-19. Since closing off the operations in March 2019, we lost our equipment and manufacturing plant as we could not keep up with monthly expenses. We need R360 000 to secure a permanent facility for manufacturing and another R250 000 for basic manufacturing equipment. This will secure our continuity even in difficult economic conditions as we will not have to worry about rental expense.
- Seeing as our innovation is impact driven and our business is a low margin; high volume type business it needs a large capital outlay in order to be impactful.
- We now want to add more partner-distributors.
- Cash flow remains a challenge.
- We just need to improve our cash flow, hire a world class team. It's also important for us to decrease our sales cycle, as it is quite long. We would also like to decrease our platform development costs.
- We have planned to accelerate our development and marketing efforts in 2022 as a result of the relaxation of lockdown restrictions. We are confident our plans will address the marketing and funding challenges.
- Accessing enough funding to make the investments we need to in further growing the brand.
- We are struggling to raise funding for our next round and have put together an innovative funding model to help accelerate fundraising in order to scale in South Africa. It has been difficult in the current post-COVID-19 landscape to attract the right type and size of investment in South Africa.
- Access to market and clients.
- Our business model is not sustainable, we are in need of R325 000 to ensure our model is self-sustainable. This challenge has slowed us down, media interviews have slowed down because of the downturn, the more students we support the higher our working capital and thus we are running at 20%. On a day-to-day basis the founders are funding the business minimum operations and business obligation with the hope of landing financial support.
- Access to networks or contacts within large organisations that employ large volumes of non-office-based workers (e.g. retail, manufacturing, mining, agriculture, construction). And to large non-profits or government initiatives that support large volumes of unemployed youth from digitally disconnected communities.

- Everything is going fairly well. We are just trying to execute on the business plan and trying to develop more scalable sales and technology development processes.
- I am currently actively raising capital to take the IP into Europe and/or Australia, on account of the inability to deal with Transnet.
- Market penetration and scaling up funding for production.
- The biggest challenge to date is the delicate balance before getting way too many clients that our small team cannot handle.
- My biggest challenge at the moment will be bridging finance if I get the contract with Education Department.
- We need more opportunities to market access.
- Currently looking for the ideal equipment/machinery to manufacture our product.
- Currently trying to secure an implementation partner.
- Marketing strategy and obtaining export certification.
- Biggest challenges include: Leadership capacity to execute well on available opportunities. This is in terms of current leadership time and the ability to source the appropriate additional leadership needed with the funding available. The lack of leadership capacity is leading to less context in handovers, resulting in the team not having full info to deliver within their function teams and individual roles. In addition, the continual need for the CEO to dive into operational matters is meaning less time for thinking and articulating key strategic goals and aligning teams and individuals towards them. Finally, product development is slow (often distracted by immediate features that need to be built for revenue at the expense of features need for long-term improvement in services delivered). The consequence is a distraction from pursuing the LT goals of the org.
- Employing a COO - not having enough logistics to cover our markets.
- We are short about R 250 000 to fully develop the app; we are hoping our current sales of the wireless probes might assist in 2022.
- Acquiring all the different components to build our boxes has been challenging. Suppliers have struggled to meet our orders and lead times are extensive.
- Feeling the pressure to make things happen now that everyone is aware, we have the resources, exciting, but stressful.
- Our primary challenge is around growing sales of an unknown brand and unknown ingredient in a small market. We are putting every effort towards finding the right solutions to address this in all aspects of the organisation, not only through marketing.
- Cashflow.
- Just the usual business challenges, especially in operations, managing stock, keeping up to date with books etc.
- We have partnered with a school's supplier in Togo who ordered two solar labs in a bag, but we haven't been able to fulfil the orders due to financial shortfall. Our biggest milestone is to set up a production/manufacturing assembly point that will enable us to outsource the large parts and assemble them internally to allow us to shorten our turnaround times and fulfil our orders on time.
- Access to market and more funding opportunities.
- At the moment I would like to hire the right management team, but those qualified people are not cheap. Expertise costs money but feel we will soon be in a position to hire more highly qualified staff.
- Enable the business to scale in order to have consistent revenue and cashflow. Putting together a pitch deck that talks to social investors locally and internationally to fund Series A of the business.
- Considering we have three business units, and a small team, we are constantly challenged with making difficult decisions around prioritising the most important focus areas. On product, hiring great talent within our budget has been a huge challenge. Other tech companies where talent is moving from have very long notice periods, and with our tight deadlines, getting talent fast to meet our targets has been challenging. Patience and taking a pilot approach have been personally challenging as we often want to launch big but getting product market fit is often more important which takes time.
- Setting up formal accounting system to enable accountants to compile audited financial statements. We are currently receiving support and assistance from the Innovation Hub who have assigned us a mentor with an accountant.

- *Supplier of resin, a product used to glue crushed glass to produce products has shut down due to COVID-19. Rehabilitation program of nyaope addicts is not yielding the desired results as we have a high relapse rate. There is no cooperation from SAPS in intervening shut down drug dens.*
- *With COVID-19 its challenging to conduct training in communities and schools especially when corona levels are high.*
- *We need to increase our technical capacity in terms of our engineering, research, and marketing team since this is an R&D intense project. Extra financing has been our greatest stumbling block since we also have not got to a position where we can show financial traction.*
- *Additional funding to recruit talent either on a freelance, fixed term or part time basis.*
- *At the moment the key challenges for us in making the social innovation a success are improving customer retention rates, reducing the cost of delivering the service, and testing the service offering in different socio-economic settings in the Western Cape so that we are able to scale more effectively.*
- *During harvest, we faced a number of challenges. Because we did not have a tractor to move the product from site to pick-up point, we were only able to harvest 2.4 tonnes of bulbine instead of four tonnes. After making arrangements with the local tractor guy, his tractor broke down on the day of the job. It had a negative impact on revenue.*
- *Getting more funding to scale and make the model sustainable.*
- *We only have QR code payments, there are other features that are important when launching in the taxi industry such as automated accounting system, receipt capture, split payments which increase the value proposition, but we don't have funds to create those features yet. We are launching the bus and taxi simultaneously as the bus can assist in generating funds that will keep us afloat in the meantime while gaining traction with taxis and to develop more features for the taxi platform.*
- *Access to market is still a challenge and lack of platforms.*
- *Access to government market in the form of tender presentation.*
- *Unlocking funds from the IDC even after approval has been a HUGE challenge. We are submitting our final proposal on Friday and hope this releases the R2.9 million required for the construction. But now we are in holiday period, and we are worried we may miss the best season for processing and sales in March. But we just keep pushing.*
- *We have matured significantly thanks to the support of the mentorship and other parallel processes, and we have to change our innovation significantly, but we see this as a positive.*
- *Our biggest challenge is increasing our sales, we intend to use the grant and mentorship support to overcome this.*
- *We have funding challenges currently.*
- *As a web-based application business we are always in need to update and improve our system, with limited working capital we are struggling to keep up with our well-funded competitors, currently we are looking for investors to invest working capital to allow us to deliver to our clients.*
- *We are struggling to raise funds for bigger machinery, we cannot collect a lot of plastic due to low-capacity machinery. Work at the factory is very manual which impacts productivity and general safety of the team. Our demand exceeds the number of bricks we are manufacturing.*
- *We are struggling with managing finances as the expenses are growing at a rapid pace but have embarked on another funds raising round.*
- *Scaling to other provinces and to break even.*
- *The biggest challenge right now is finding the highest quality individuals at a salary we can afford. There are some key product and leadership positions where this is proving to be a major barrier. The consequence is the team is burning the candle on both ends (and has been for some time now). This is not sustainable (nor enjoyable!)*
- *We are a business trying to break through into the business-to-business sector where we can acquire a lot of users much faster. By doing so we believe we can put ourselves on a path of great success.*
- *We have grown at an exponential rate in the last year, the organisation's structures, staff and resources are not able to keep up. We risk collapse.*
- *We have identified the need for further developments on the platform based on continued user feedback. As a result of this we now have to insource our tech team which is the next challenge that we are now faced with.*
- *The stock of cards that we have is finishing very quickly and we need to source more cards to continue the project.*
- *We require funding to scale up the business by purchasing equipment (truck and bakkie to help serve farmers).*

- Running costs, transportation, equipment, labour costs.
- Scaling and potential growth funding when the time comes. Hopefully our partnership with the corporate will assist with the scaling challenge.
- As this is the first outlet we are implementing, there are many lessons we are learning from the experience. This is of course the point of launching the first one, so the challenges are not unexpected.
- Our main challenge at the moment is establishing trust in the informal trader community. There's a level of distrust in adopting technologies for things that have to do with money. As cumbersome as it is for a trader to physically go buy stock themselves, it is still the safest way they now know to make sure that money goes where it's supposed to and stock actually gets delivered, and when it does get delivered it better be good quality. It will take some time to build this trust over legacy systems, but as we make our value proposition more visible, the more trusting they will become.
- The main challenge is securing meetings with the right stakeholders, i.e. basically presenting the business model to the right audience.
- Right now, one of the main challenges is acquiring additional annotated and verified radiological data to improve the current diagnostic model. I am however working very closely with a radiologist to annotate and verify the training data and have approached additional new radiology practices to speed up this process.
- The biggest challenge we are facing so far is to get the correct partnerships on board. Particularly getting a wholesale partner that we will pick orders from and use as a dispatch point. There is general scepticism amongst existing retailers and wholesalers to partner with us. They view us as competition instead of a service that complements their business.
- We are currently struggling with working capital and meeting the salaries and wages at month end.
- Working capital for cash flow.
- Funding. I need more funding, sadly. There are portals to be built, marketing material, travel requirements etc. which I don't have money for.
- Due to COVID-19, we are still working at 50% capacity, and we are receiving less waste material compared to prior COVID-19. We also require further funding to upscale and diversify.
- The COVID-19 lockdown has had a negative effect on cashflow during July 2021 and August 2021 as we were unable to source clothes from schools and the retail store sourcing from H&M stores was lower over those months. We have recovered from this.
- Our biggest challenge is capacity building and growing our business model. Before COVID-19 we focused on expanding our network of in-office cafes. Our future growth lies in becoming an accredited training provider for the deaf wishing to enter the hospitality industry and moving into manufacturing. We have the capacity to grow our coffee production to eight tonnes a month and to establish a food production facility. Both need to be meet industry standards i.e., health and safety. Hand in hand with our training facility we believe this would create employment for the deaf community at scale. Our biggest challenge is currently to define our short- and long-term strategy and secure the funding partners to achieve our goals.
- Market testing of current prototypes.
- Our challenge at the moment is to find ongoing bulk orders to sustain ourselves once the funding has finished. I feel we are ready for this, and we are going to start training staff in the new year to be able to achieve this.
- The big challenge is to have more profit from the business. I'm struggling to make the decision to reach more income.
- Signing up more government departments to use the innovation and thus increase revenue streams; standardising our app; and increased social media marketing.
- There is such a great need to train unemployed deaf people to become sign language Instructors, and deaf teachings assistants to become qualified teachers. This will help them to create employment, but also make South Africa accessible via sign language. Since the majority are unemployed, they do not have funds to pay for the training. Urgent funding is needed to subsidise the training that will be conducted nationally.
- Currently we are in the process of finding a small manufacturing site that we will have to equip with the necessary tools and employees to manufacture the wheelchairs. As me and my partner are both still fulltime employed, we need to sort out our current situation in order for us to commit fulltime to this venture.
- Human capacity is one of the recurring challenges with the innovation. The innovation is service orientated and as such, relies heavily on call agents who should, as a matter of business principle, be available 24/7 days a week. The overhead costs are astronomical without marked sign-ups by clients. It is a challenge that is not insurmountable. We have learnt that referrals are important in business, and the innovation needs a champion to create potential leads which we find challenging.

- *These are the challenges we are currently facing before we are to receive the award: Shortage of funds to retain employees, with consequently terminating their services. The three directors have taken on all activities and are extremely stretched with workload. Not giving adequate time to business development, and prospective clients and funding opportunities because need to also complete daily operational tasks - content development, financial admin, SARS compliance. Securing new business is tough when you are pioneering a new industry. We have to create awareness first and convince both the market and the industry of the need. We need support in getting to the right stakeholders and decision makers. We need more expertise to demonstrate the benefits of audio description and its impact in society. We need to improve work efficiencies, reduce costs and acquire key resources/equipment.*
- *We have a few challenges currently. Our biggest challenge at the moment is the land that we had been previously granted by the ELIDZ to use but we were not able to utilise for a while because we didn't have the financial capability to, seems not to materialise, however we are still trying to engage with the relevant parties to see what amicable resolution we can come up regarding this matter and also not having security on the land that we are currently working on but we are also engaging with the municipality in regards to that. Another challenge which is a bigger part of why we want the business aspect of the project to be viable, our employees get their stipends from EPWP, which is not always consistent. Our goal is to create employment for our beneficiaries, however their wages are not always certain hence we are trying to find a sustainable business venture.*
- *Pricing system as most of our clients are not financially well to pay for our service.*
- *COVID-19 has increased costs, funding is a challenge with more donors supporting COVID-19 projects Working in the public health sector with resource restrictions and a lack of motivation by government to be involved is a constant challenge to progress. Beneficiaries are poor and lack funds to access care, we support some with transport stipends but cannot reach all of them. This results in a patient dropout and recurrence which is strain on our partner clinics Lack of trained medical staff in all clinics, rural clinics lack doctors, main centre clinics are understaffed with a rehiring freeze. This puts strain on our clinic support programme.*
- *My challenges are being able to produce large quantities of product; producing a quality product at an affordable price; being able to market the product on a larger scale.*
- *We were supposed to have started with production at the new site, however due to internal logistics we have halted the project proceedings. We are, however, optimistic that the issues will be resolved so we can continue with the implementation of the project. We do have someone assisting us now with our social media presence and ensuring that we are moving ahead. Having the staff that realise and understand the vision of the organisation and ensuring that they run with it has been a challenge but day by day we are working towards ensuring that we all work together as a team for the growth of the organisation. We also had challenges with the IDT programme having to pay in time so that the people can get their wages but that is a logistical issue that is being resolved.*



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