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SAB FOUNDATION

SOCIAL INNOVATION - IMPACT REPORT

Compiled for the period 2011 - 2020



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1. ABOUT THIS REPORT

This impact study report is for the period 2011-2020.
The SAB Foundation impact team prepared this report.





2. A NOTE FROM BRIDGIT EVANS, SAB FOUNDATION DIRECTOR

We firmly believe that entrepreneurship is vital to drive employment in our country. The existing formal business sector alone will never solve the challenges that exist in society today. As a foundation we strive to invest in innovation that makes a tangible difference to the lives of our entrepreneurs and the communities in which they operate.

What is so inspiring about social innovation is that it not only creates many jobs, but it also provides scalable solutions to some of South Africa's most critical problems. By providing funding and tailored mentorship, we intend to scale the innovations so that they can provide more efficient ways of addressing critical issues, both in our country and beyond our borders.

To effectively measure the impact of our entrepreneurship programmes, each year we release an impact report that summarises the achievements of the businesses that we support. Drawing on information gathered from the participants of these programmes, we outline progress that they have made, as well as the areas for improvement.

We believe that transparency is important, and so this report is made available to the public. Through our reporting we also hope to encourage other organisations to do the same so that we can learn from them.

We are very pleased with the overall results of our latest impact report. Despite the challenges that business owners have recently faced, we have seen our entrepreneurs successfully manage and, in some cases, pivot their businesses to ensure growth.

I am constantly amazed by the innovations that we see come through our doors. These unique entrepreneurs show us what commitment, determination and hard work can achieve. As we look back at the past two years, we are inspired by the resilience shown by our entrepreneurs. We will continue to support them to ensure that they achieve their goals.

Through 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.

Bridgit Evans, SAB Foundation Director.

3. THE IMPACT OF THE SAB FOUNDATION SOCIAL INNOVATION PROGRAMMES

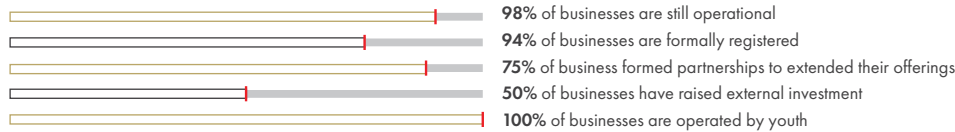
SAB FOUNDATION SOCIAL INNOVATION SUPPORT CONTINUUM

(As at December 2020)



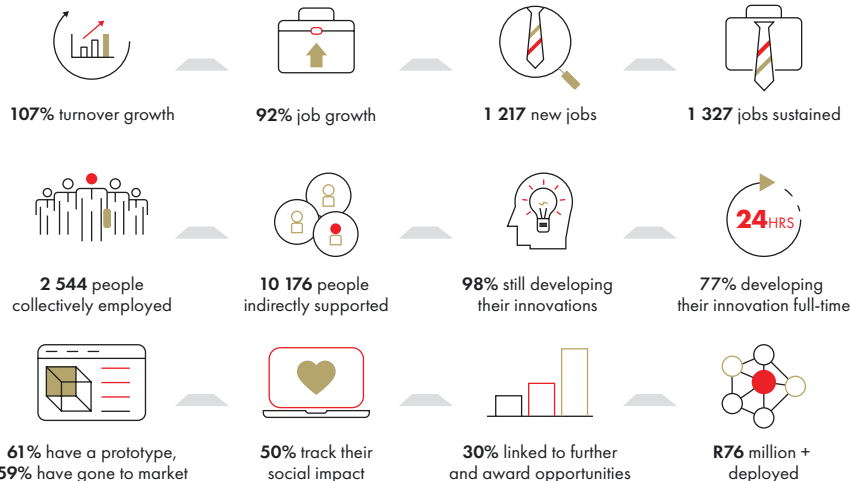
UNIVERSITY SEED FUND IMPACT

R2.4 million deployed to support 61 social innovators



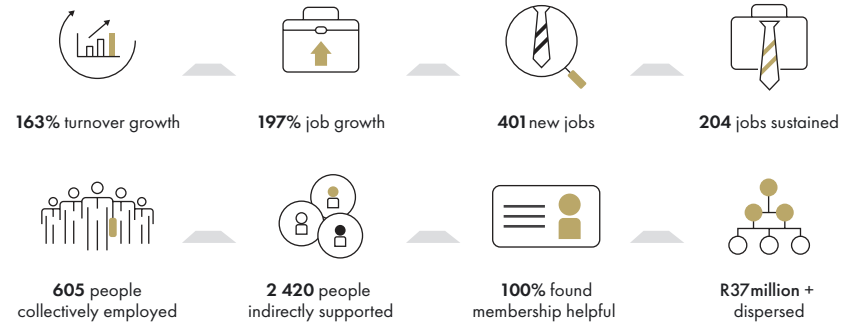
SOCIAL INNOVATION AND DISABILITY EMPOWERMENT AWARDS IMPACT

152 Social innovators supported



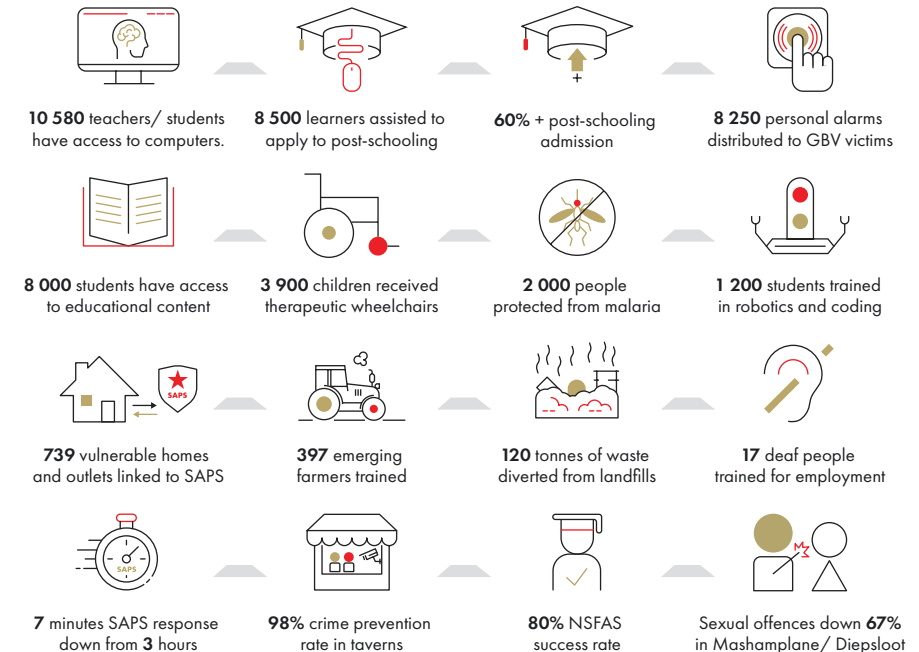
SOCIAL INNOVATION FUND AND ACCELERATOR PROGRAMME IMPACT

34 Social innovators supported



SOCIAL IMPACT EXAMPLES

Appendix 1 For full list see page 40



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 business people.

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. OUR DEVELOPMENT IMPACT



5.1. PROGRAMMES

5.1.1. UNIVERSITY SEED FUND

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, practitioners 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 2020, **43 projects to the value of R2.3 million have been funded.**

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

The SAB Foundation also partnered with Entrepreneurship Development in Higher Education to further social entrepreneurship in universities across the country. This is a new national competition that invites applications from all universities and universities of technology.

The University of Limpopo has had **six projects funded to the value of R69 000** under one cohort of student entrepreneurs. The University of Zululand has had **12 projects funded to the value of R110 000** under two cohorts of student entrepreneurs.

Since 2015, SAB Foundation has also partnered with the Gordon Institute of Business Science in hosting an annual competition, coaching and training event for social entrepreneurs called the Festival of Ideas. The different university initiatives have proven to be an excellent pipeline for the main Social Innovation Awards programme.

5.1.2. SOCIAL INNOVATION AND DISABILITY EMPOWERMENT AWARDS

SAB Foundation's Social Innovation Awards (SIA) are aimed at innovators, social entrepreneurs, institutions and social enterprises with prototypes or early-stage businesses that can solve social problems. These products, services, business models and processes directly address challenges faced by low-income women, youth, people living with disabilities, or people living in rural areas.

People living with disabilities are some of the most marginalised members of society with an unemployment rate estimated to be close to 91%¹. The SAB Foundation Disability Empowerment Awards (DEA) 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 people living with disabilities, while generating enough revenue to become sustainable over time.

Prizes range from R200 000 to R1.3 million and are used as an investment in the innovation. In addition to the prize money, the winners are assessed on a case-by-case basis and placed in a tailored programme with a suitable business mentor and coach. The programme is flexible and is adjusted to the needs of each winner, as mutually agreed upon by both the winner, their mentor and the SAB Foundation.

5.1.3. SOCIAL INNOVATION FUND AND ACCELERATOR PROGRAMME

The Social Innovation Fund and Accelerator Programme (SIF) was born out of the long-standing SIA and is open only to past winners of this awards programme. Our annual surveys have revealed that a lack of access to further finance, post SAB Foundation funding, is one of the biggest challenges that those innovators face when it comes to commercialisation.

Whilst over 94% of the businesses are still operational, many are struggling with growth. For this reason, the SAB Foundation established the SIF. This offers entrepreneurs the skills, knowledge, documentation and a combination of grants and interest free loans to assist with immediate growth needs. It is our intention that this also positions them for future rounds of funding from other investors.

¹ United Nations; Department of Economic and Social Affairs Disability



5.2. METHODOLOGY

This report reflects on the survey responses of 106 SIA and DEA entrepreneurs and 34 SIF entrepreneurs from when they first joined the SAB Foundation up to December 2020. 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; and
- Information on job creation and turnover.

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 2020, 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 2019 and 2020 survey results in depth. The insights gained from the survey responses will assist the SAB Foundation in understanding the value of the SIA, DEA and SIF 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 43 enterprises in the student seed fund portfolio, 16 provided in-depth feedback and lessons.²

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.

Similarly, the response rate was 65% compared to the previous year's response rate of 67%. The slight drop in feedback is disappointing, but understandable given that the survey period overlapped with the COVID-19 crisis and lockdown period, a very trying time for many small businesses. Of those enterprises who responded, all are still in operation, and the rest have shown growth and progress since the awarding of funds.

² Twenty-five social enterprises were not reachable by either email or phone or social media, despite multiple attempts to receive their feedback. One of the businesses did not end up using the Student Seed Fund funding, and as such did not respond to the survey. One other business indicated that they will not be using the outstanding balance as they are no longer in operation.

5.3. LIMITATIONS OF THE SURVEY

The major limitation of the survey is that the data collected is self-reported. There is belief that there are threats to the validity of self-reported data, which serve to weaken the intended substantive inferences to be drawn from the data. Self-reported answers may be exaggerated; various biases such as social desirability may affect the results; respondents may provide responses that make them look good or make them appear more distressed to receive promised services. We have tried to mitigate this risk in a few ways.

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

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

5.4. THE NATIONAL CONTEXT

The COVID-19 pandemic has transformed the world around us and highlights the need for continued innovation, especially in health care delivery. Social innovators, disruptors in the service of others in situations where traditional actors or the market have failed, are needed more than ever. This is especially true as the health and economic impacts hit the excluded, vulnerable and those in the informal economy the hardest.³ Despite this, there is a silver lining: the unprecedented learning opportunity before us as we work to not only respond, but build back a better, more inclusive, resilient, and sustainable society.⁴

This is where the SAB Foundation is a key player with our focus on identifying and funding new ideas and innovations, grooming entrepreneurs and providing business support services and mentorship aimed at solving social problems, while boosting social enterprises in South Africa.

Furthermore, the SAB Foundation contributes to the understanding and knowledge of social innovation in South Africa by initiating and participating in events to share knowledge, by participating in multiple research studies and by publishing its results.

The SAB Foundation's SIA, DEA, SIF and Student Seed Fund's impact also aligns to the United Nation's Global Sustainable Development Goals. Some of our programmes' contribution towards the United Nation's Global Sustainable Development Goals will be unpacked in detail in a later section.

³ World Economic Forum : <https://www.weforum.org/agenda/2020/03/how-social-innovators-are-responding-to-the-covid-19-pandemic/>

⁴ The Philanthropist Journal: Is social innovation a useful tool in a crisis? Lessons from COVID-19.



5.5. SOCIAL INNOVATION AWARDS, DISABILITY EMPOWERMENT AWARDS AND SOCIAL INNOVATION FUND PROGRAMME IMPACT

5.5.1. ABOUT THE ENTREPRENEURS

140 out of 152 (106 SIA and DEA, and 34 SIF) entrepreneurs responded to the survey questions, resulting in a 92% response rate. The SAB Foundation is satisfied with this response rate, as it is representative of the group.

Of the 140 entrepreneurs who responded to the questions about their innovation, 98% confirmed that they were still actively pursuing the innovation for which they received an award. 2% of the entrepreneurs had stopped pursuing their innovations because of various setbacks with deals falling through, as well as the political climate and state procurement processes acting as a barrier to further opportunities. As per the previous years, the attrition rate of entrepreneurs compared to their baseline remains low, indicating that the majority of entrepreneurs continue to pursue their innovations.

Of the entrepreneurs who are actively pursuing the innovation, 77% are doing so on a full-time basis and 21% on a part-time basis. Those who were working on a part-time basis reported that this was mainly due to the disruptions caused by the COVID-19 pandemic, particularly in the tourism and education sectors, the need to raise additional funds, having other commitments and having a full-time job.

Since being awarded at the SAB Foundation SIA and DEA, 2% have sold their intellectual property to investor or partner organisations, 61% confirmed to having developed a prototype, 59% have developed a product, and 55% have taken their innovation to market.

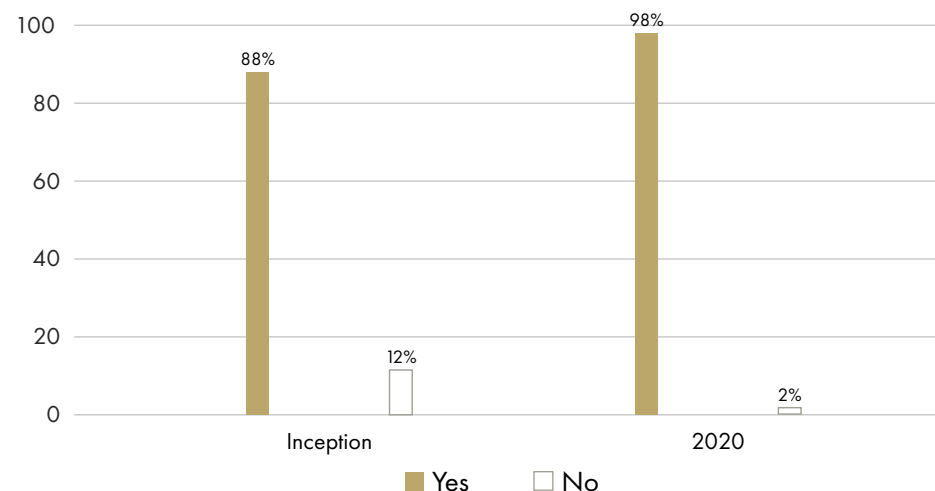
Of the entrepreneurs who responded positively to the above questions, over 86% went on to elaborate on the improvements they had made to their prototypes and products, and the markets they were able to access both nationally and internationally.

Of the 43 UCT Student Seed Fund businesses, 16 provided in-depth feedback resulting in a 65% response rate. Of the enterprises who responded, all are still in operation, with the majority having a track record of two to five years. 88% are formally registered as for-profit entities.

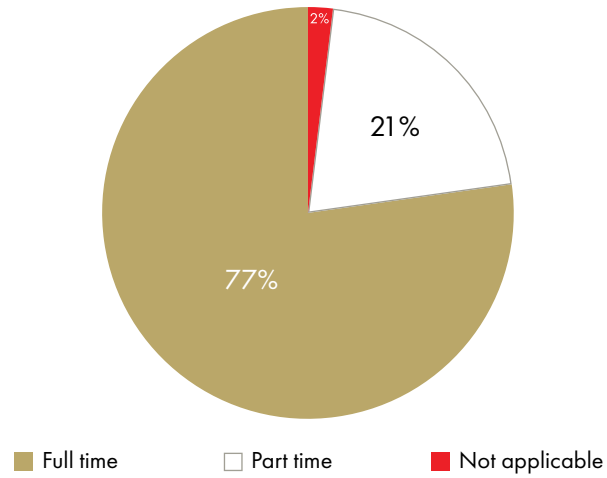
Since the Seed Fund explicitly seeks out sustainable businesses, it is encouraging to see that the entrepreneurs view their businesses as profit-generating, given that all have a strong social and/or environmental impact.



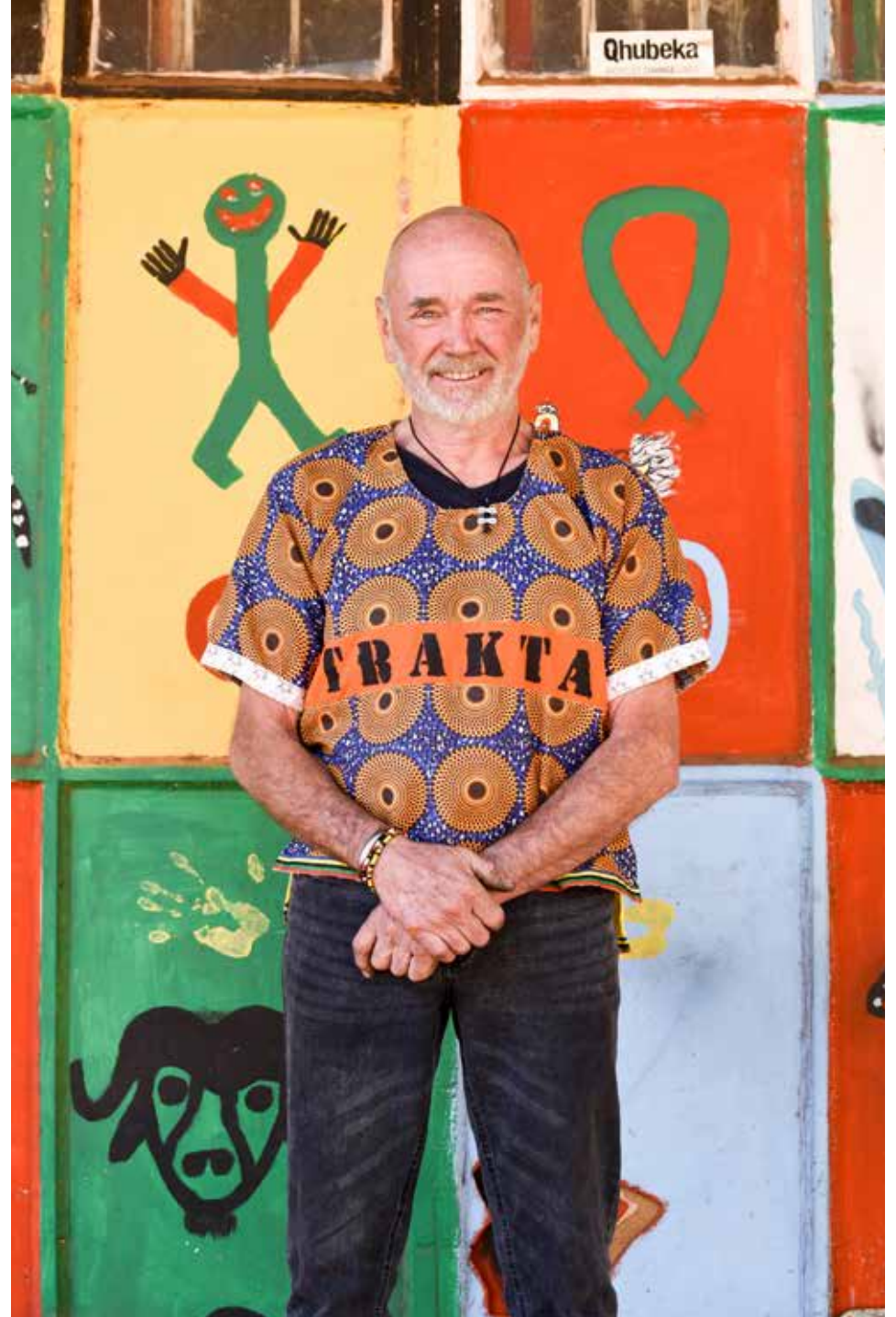
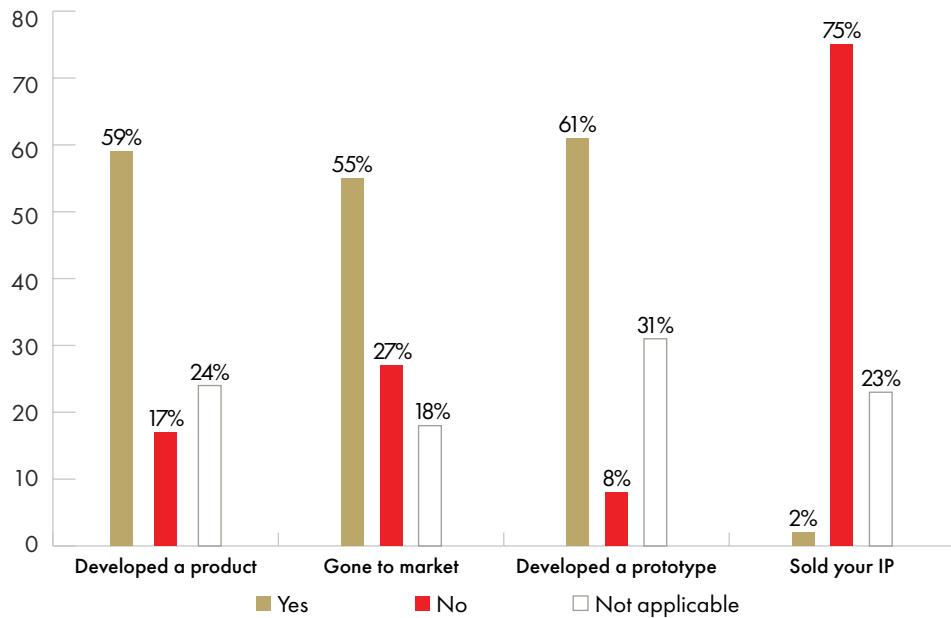
ARE YOU STILL PURSUING THE INNOVATION FOR WHICH YOU RECEIVED THE AWARD?



IN WHAT CAPACITY ARE YOU ACTIVELY PURSUING THE INNOVATION?



WHAT HAVE YOU DONE AFTER WINNING THE AWARD?





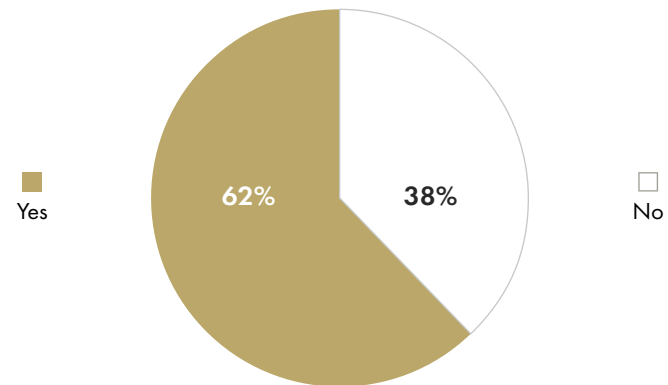
5.5.2. OTHER FUNDING OPPORTUNITIES ACCESSED

Of the respondents, 62% went on to win other competitions or receive funding from other organisations, with 50% reporting to having been linked to these opportunities through communication from the SAB Foundation. In 2019, 40% confirmed to have been linked to these opportunities through communication from the SAB Foundation. Therefore, as at 2020, we have noted a 10% increase and this improvement is pleasing because funding is critical for entrepreneurs' business growth in the longer term. Of the UCT Seed Fund entrepreneurs, 56% of awardees were able to raise grant funding elsewhere.

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. The criteria being used to access finance from formal finance 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.⁵ Given the snags associated with access to funding, it is therefore encouraging to note an overall appreciation of SAB Foundation's support among the entrepreneurs with the majority noting how helpful the service offering is.

HAVE YOU WON ANY OTHER COMPETITIONS OR RECEIVED ANY FUNDING AFTER ENTERING THE SAB FOUNDATION SOCIAL INNOVATION AWARDS?



⁵ The Entrepreneurial Ecosystem of South Africa: A strategy for global leadership 2017

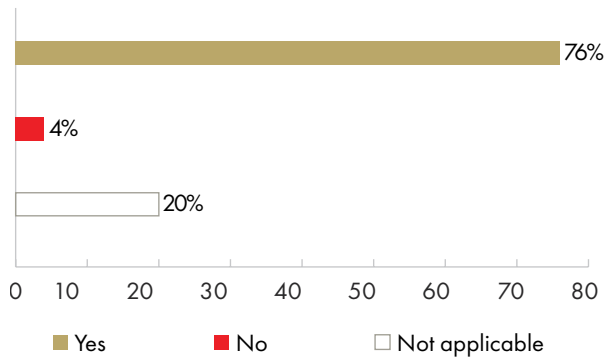
5.5.3. OTHER SUPPORT ACCESSED

With tailored business support and mentorship to entrepreneurs as part of the SIA, DEA, SIF, and the UCT Student Seed Fund, the SAB Foundation prides itself in constantly seeking ways to improve these offerings.

Some 76% of the SIA and DEA entrepreneurs who completed the survey felt that the additional business support they received from SAB Foundation assisted their personal and business growth.

The majority of entrepreneurs reported that the training received from the programme assisted them to understand their businesses better, re-look at their business models, provided them with invaluable insights and strategic planning guidelines, as well as given them the means to expand their businesses.

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



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

“The business support from SAB Foundation has given us the means to expand our business by employing more staff and has made us more efficient, as we had the funding to add more automated systems to streamline our processes.”

“The additional business support received from funding assisted me as a founder to grow in my personal capacity as a leader through the mentorship sessions facilitated by SAB Foundation, with GIBS. This was very significant in my personal and professional journey and has been a big factor in the progress of the project. We also received support from SAB Foundation in the form of relationships that were facilitated, and some of these relationships have yielded good corporate partners and potential customers. In particular, our relationship with the FutureFarmers Foundation will play a significant role in up-skilling and deploying local farm workers with technical skills. The Business Development Fund allowed us to travel across the country to meet with various stakeholders and participate in a number of industry events. One of these events was the Africa AgriTech Conference 2019, where we interacted with hundreds of farms present, and dozens of agricultural technology firms on the continent. The value derived from the interactions is priceless.”

“We attended the finalists’ three-day workshop which provided invaluable insights and strategic planning guidelines.”

“Personally, I had a better understanding of my business model, the value proposition and customer market. The business became more streamlined.”

“BDS fund was the most important fund for me as it was an opportunity for personal development and another chance at academic and scientific access to knowledge which helped my development as an entrepreneur.”

“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 more than just an NPO but as a business that is able to 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.”

“I knew nothing about personal development before receiving training from the SAB Foundation Social Innovation Awards. My personal attitude and behaviour was also problematic. I thought talent (being an innovator) alone would help me succeed in business but I was wrong. I am forever grateful for training received from the SAB Foundation and the discipline. Sending of business progress reports to the SAB Foundation was also helpful, because with the current funding we received, it is now easier to compile and submit these reports. I learned that the funding we received from SAB Foundation is someone's money, meaning how you use the funds is very important.”

5.5.4 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 54% of the entrepreneurs rated the mentorship support as being above average, 14% as being average, while 5% rated it as being below average. There has been a slight improvement, given that in 2019, 50% of the entrepreneurs rated the mentorship support as being above average.

The percentage of those entrepreneurs (5%) who rated the mentorship support as being below average remains the same for 2019 and 2020. Entrepreneurs reported that the reason why they rated the mentorship as below average was mainly because the allocated mentor's experience did not match their sector, therefore only general business advice was offered, instead of sector specific advice. The remainder (27%) of the entrepreneurs rated the mentorship offering as not applicable, mostly because they are part of the 2020 cohort and the mentorship offering was still in process at the time of the analysis.



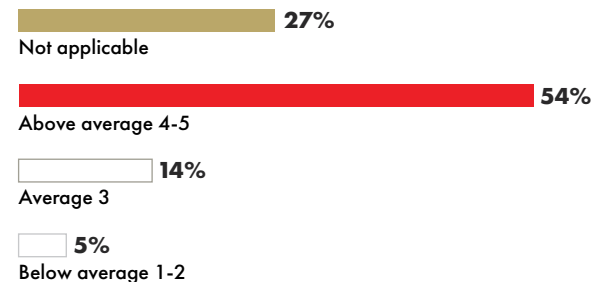
In the past, the Bertha Centre has seen mixed responses on the usefulness of mentorship across South Africa. In contrast, the Student Seed Fund awardees responded very positively to support from mentors. 69% of enterprises sought out mentorship, and of these, 56% found that this mentorship added value to their business. Mentorship came from a variety of sources, including Allan Gray Orbis Foundation, MasterCard business mentorship program, GSB Bertha Centre, UCT Solution Space Incubation Programme, Grindstone, and through other funders or supporters.

To gain a deeper understanding of the impact of our acceleration programme SIF, an analysis on their response regarding mentorship was also undertaken. All of the entrepreneurs 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. It also offers the opportunity to learn about pitfalls without failing, which often has a significant impact on an entrepreneur's confidence and motivation. The presence of a mentor aligned to the entrepreneur's business is a key success factor. Yet through a survey conducted by⁶ Seed Academy in 2019, 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 as a result of the entrepreneurs seeking out their own mentors. Therefore, it remains imperative that programmes like the SAB Foundation's SIA, DEA and SIF, 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.

⁶ The Real State of Entrepreneurship Survey 2019: Seed Academy

HOW DO YOU RATE THE TECHNICAL SUPPORT RECEIVED FROM MENTORS?





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

"My mentor has been great through his intervention and we managed to get a client during the pandemic."

"Mentorship from Anton Ressel is very useful. We engage sporadically (our choice) and when we do, he always leaves us with something of value. A connection, a thought, or an action to consider."

"The mentorship and other support we received has played a large role in our growth as entrepreneurs and we have learned to strategise."

"The business support in the form of a great mentor has helped a lot. I have someone who immediately gets the complexities of the business, to bounce ideas off, and get sound advice from. It really helps, as you know it can be a lonely journey, and you can get stuck in your own processes."

"The mentor provided for us and the legal support has been incredible - thank you!"

"Anton Ressel has been great in mentoring the team and myself. His strategies on how to approach certain aspects has and will always be invaluable to the project."

"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."

5.5.5. 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 their supply base and increase stability and profits. Therefore, a comparison of the annual income reported by the entrepreneurs from inception to December 2020 was undertaken to determine any income growth that the businesses had experienced.

The trends observed revealed a turnover growth of 107% with a collective income growth from R112 million at inception to R232 million at the end of 2020. Compared to 2019, the turnover showed a substantial decrease in 2020 of 121% from a 228% turnover growth in the previous year. This decrease is not surprising given the major challenges and uncertainty that the COVID-19 pandemic brought about. In an online survey conducted by Ipsos South Africa in September 2020, 55% of SMME business owners stated that they experienced greater uncertainty around the sustainability of their businesses due to the COVID-19 pandemic.

The tenet was no different for our social innovation entrepreneurs because although innovative by design, the businesses in our programme did not escape the commercial challenges created by COVID-19 in 2020. Many of the businesses could not trade for extended periods of time, lost customers, and some unfortunately stopped trading completely. Others were forced to reconceive their business models and core services, which often meant developing new products and services that are still being tried and tested.

In many cases it is unclear if these changes will be enough to ensure growth and, in some cases, business survival. The COVID-19 relief funding SAB Foundation provided however, was a critical instrument to support the short-term working capital requirements businesses had and it enabled many to endure the extremely challenging trading conditions within which they were functioning.

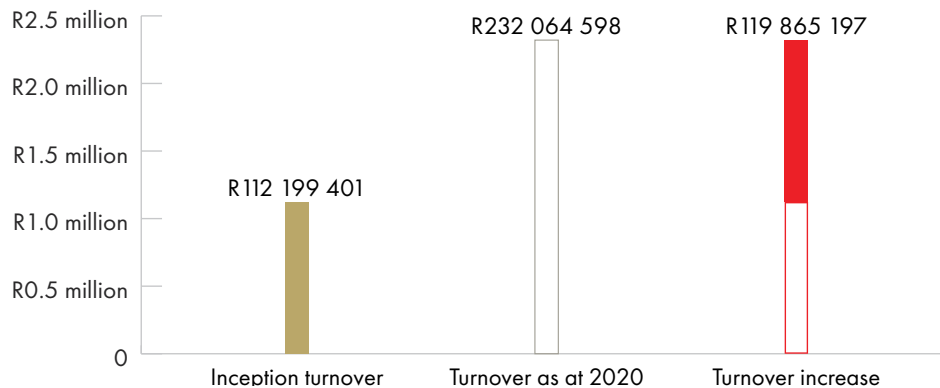
Despite the recorded decrease in turnover growth, a 107% growth still shows a good return on investment, given that roughly R75 million has been invested by SAB Foundation to date and the fact that entrepreneurs had to endure extremely challenging trading conditions. A further comparison of the annual income reported by the entrepreneurs from the SIF 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 163% turnover growth from R34.2 million at inception to R90 million at the end of 2020. Compared to 2019, the analysis again showed a notable annual income decrease from 195% growth in 2019. This decrease is again not surprising because of the aforementioned reasons that the COVID-19 pandemic brought about.

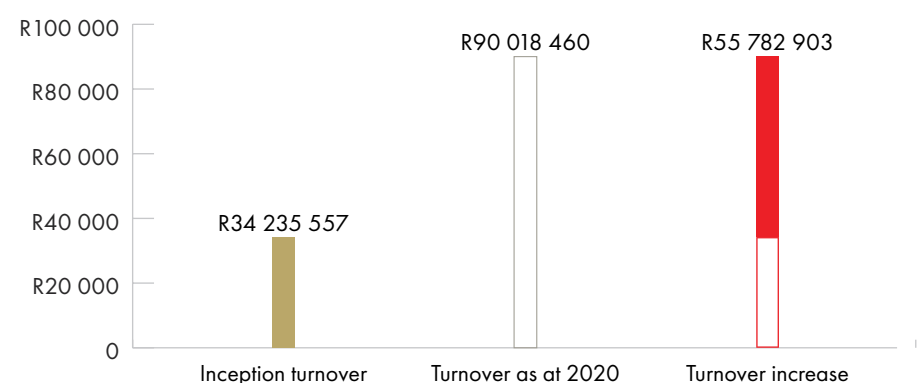
Despite the recorded decrease, this still shows a good return on investment given that roughly R37 million has been invested in these entrepreneurs by the SAB Foundation to date.

The 2020 cohort of entrepreneurs have recently joined the programme and will therefore only be able to report on their progress at the end of 2021.

**SOCIAL INNOVATION AND DISABILITY EMPOWERMENT AWARDS:
BENEFICIARIES' COLLECTIVE ANNUAL TURNOVER**



**SOCIAL INNOVATION FUND AND ACCELERATOR:
BENEFICIARIES' COLLECTIVE ANNUAL TURNOVER**





5.5.6. MONTHLY INCOME VS MONTHLY EXPENSES

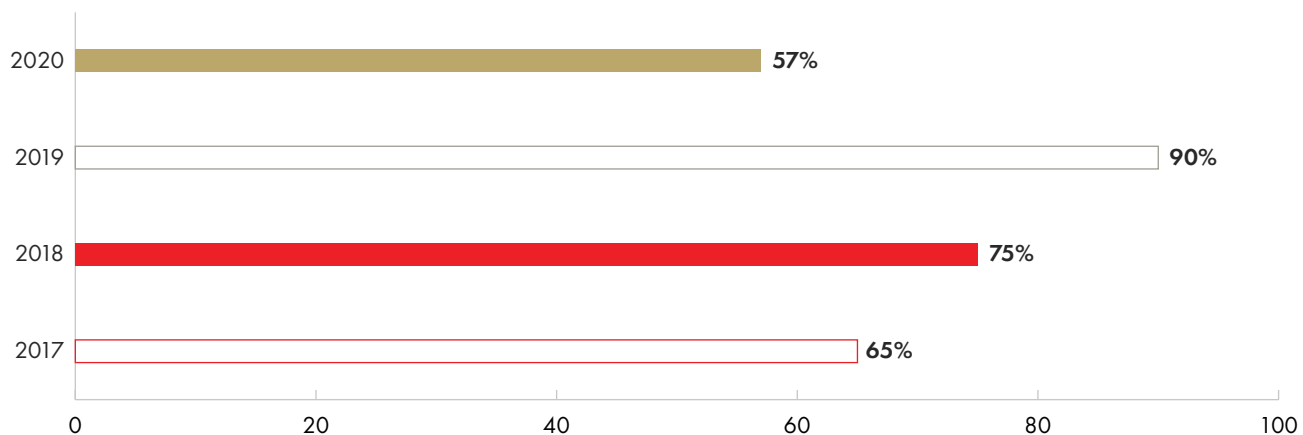
A comparison between 2019 and 2020 monthly expenses vs monthly income was undertaken. The analysis of the figures revealed that in 2019, 90% of the entrepreneurs had a monthly income that was greater than their monthly expenses. At the end of 2020, only 57% of the entrepreneurs had a monthly income that was greater than their monthly expenses. This resulted in a 33% decrease compared to the previous report, meaning that entrepreneurs were barely able to cover their operational costs and keep their businesses afloat.

This decrease could again be attributed to the previously mentioned reasons pertaining to the effects of the COVID-19 pandemic on SMMEs. This saw some of our entrepreneurs not being able to trade for extended periods of time, losing customers, and some unfortunately stopping trading completely.

The University of Cape Town Student Seed Fund reported a positive monthly revenue for 56% of the businesses ranging from under R5 000 to over R250 000. Compared to the previous year, there has been a decrease of 7 percentage points in those businesses that reported a positive monthly income.

Despite this decrease, innovative ways of revenue generation are coming to the fore amidst the impact of COVID-19. In the previous report, we mentioned that one of the businesses was currently testing online sales by creating a quick 'Small Business Menu'. The business has now launched an online store to boost cash flow and opened a coffee shop and deli, which was then launched on Uber-Eats along with servicing 35 wholesale clients.

INCOME GREATER THAN EXPENSES



5.5.7. JOB CREATION

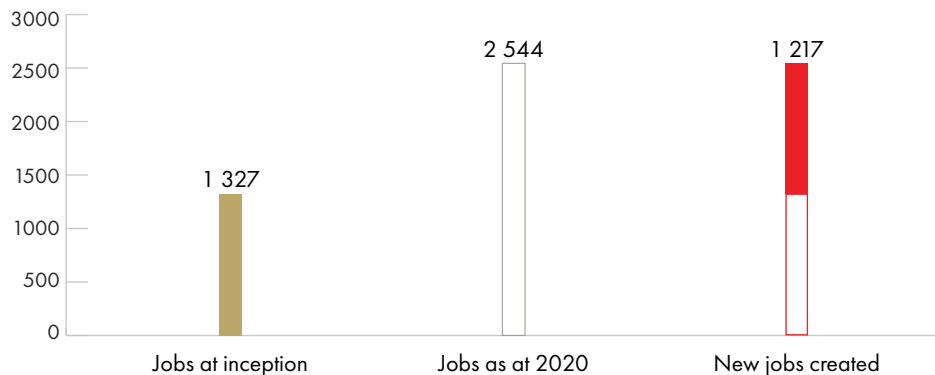
A comparison of the number of people who have been employed by entrepreneurs since their inception into the programme until 2020 was undertaken. The comparison revealed that, as at December 2020, entrepreneurs collectively employed 2 544 people, as compared to 1 327 people at inception, resulting in 1 217 new jobs. This is a growth of 92% in job numbers and it is an improvement of four percentage points compared to the previous year. Although slight, the increase in job growth is still worth mentioning given the extremely challenging trading conditions within which the businesses are functioning.

A further analysis was undertaken to document the impact of the SIF on job creation. The analysis revealed that as at December 2020, the SIF entrepreneurs collectively employed 605 people as compared to a 204 people at inception, resulting in 401 new jobs. This is a job growth of 197% and it is an improvement of 77% compared to the previous year.

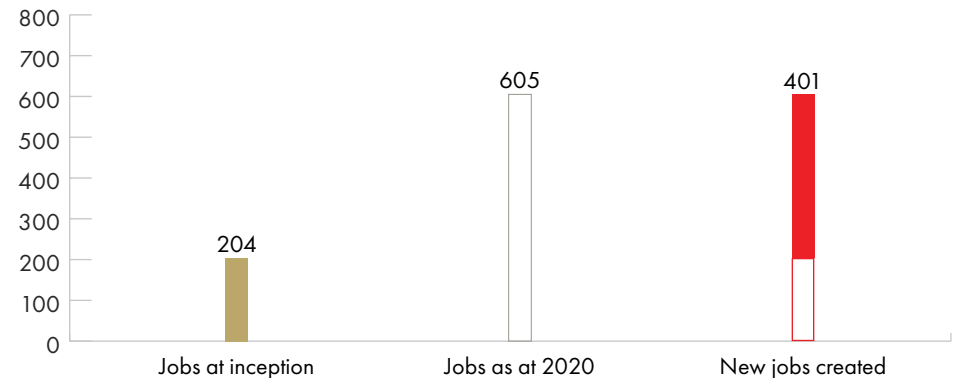
The above is evidence that the SIF really does accelerate businesses by offering entrepreneurs the skills, knowledge, documentation and funding required for immediate success. It is worth mentioning that a number of SIF entrepreneurs were among some of the entrepreneurs that were able to respond to the issues created by the COVID-19 pandemic by developing new products and services and they could therefore afford to employ additional staff. The 2020 cohort of entrepreneurs have given a baseline indication of job numbers currently in their businesses, and a comparison will be made at the end of the reporting period for 2020.



**SOCIAL INNOVATION AND DISABILITY EMPOWERMENT AWARDS:
NUMBER OF JOBS CREATED**



**SOCIAL INNOVATION FUND:
NUMBER OF JOBS CREATED PER COHORT**



5.5.8. SOCIAL IMPACT

A cornerstone 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 people 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.

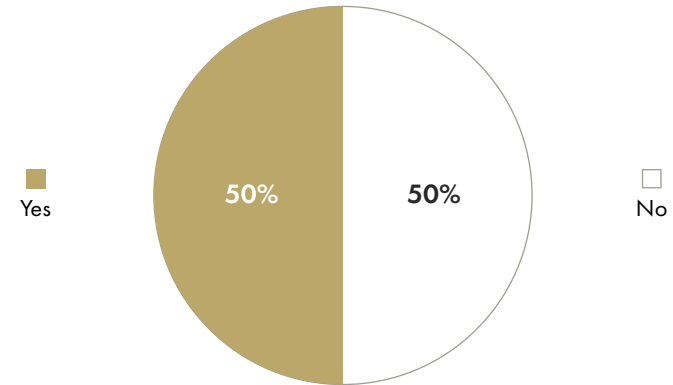
The 2020 analysis revealed that, 50% of the entrepreneurs track their social and/or environmental impact. Of the 50% who reported to tracking their social and environmental impact, 9% have been tracking their impact for less than a year; 20% between one and three years; 19% between three to five years and 4% for more than five years.

The other 50% of entrepreneurs who reported that they were not actively tracking their social and/or environmental impact are able to articulate the perceived impact that their innovations have had from a social and/or environmental perspective. The entrepreneurs are also able to identify, and list indicators used to track impact clearly, and are able to report the impact that they are having on their intended beneficiaries.

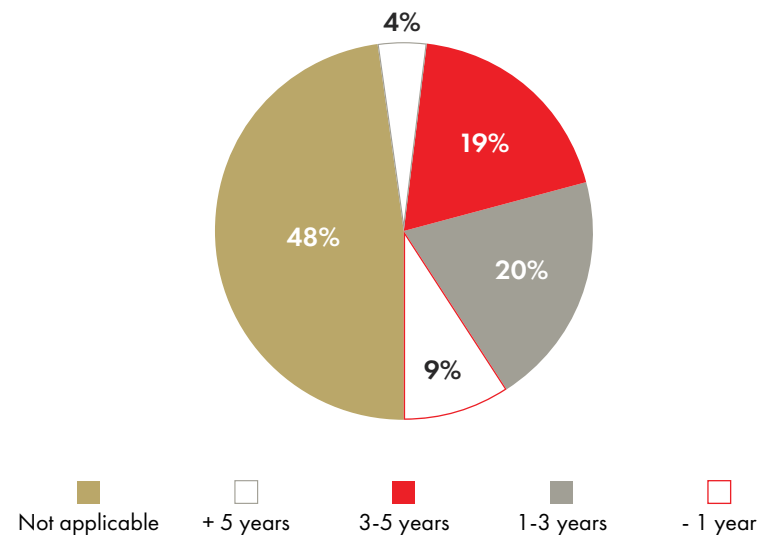
From the above analysis, it is clear that a lot of work still needs to be done in the impact measurement space, not only from the SAB Foundation’s perspective but also by all the key stakeholders involved. The SAB Foundation positions itself as a thought leader in this space as we continue to learn more effective ways of measuring impact and we hope that other foundations and corporates follow suit.

In an effort to help entrepreneurs understand the importance of tracking impact, in 2019 the SAB Foundation introduced training on social impact for all SIA and DEA finalists and impact key performance indicators in the SIF. We are still working on establishing ways of reporting impact in a more consolidated way. As can be seen over the next few pages, currently we are only recording qualitative feedback and much of it is outputs and not impact.

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



HOW LONG HAVE YOU TRACKED YOUR SOCIAL AND/OR ENVIRONMENTAL IMPACT?



5.6. CONTRIBUTION TOWARDS THE UNITED NATIONS' GLOBAL SUSTAINABLE DEVELOPMENT GOALS

All 218 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.

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

United Nations Sustainable Development Goal #3: Good Health and Wellbeing

- 2 000 people protected from malaria.
- 3 900 customised chairs provided to children with disabilities, allowing them to sit independently and learn new skills.
- 23 972 patients were able to collect chronic medication in under 22 seconds instead of waiting for two hours or more.
- 40 742 people reached using a low cost, user-friendly smartphone-based otoscope used to diagnose ear disease.
- 300 000+ rural patients treated through connecting healthcare workers with on-call experts via a mobile application.

United Nations Sustainable Development Goal #4: Quality Education

- 40+ facilitators trained to present coding workshops to learners, delivered coding workshops to over 20 000 learners and distributed over 200 coding school kits and games to different schools.
- 1 200 students trained in robotics and coding.
- 8 000 students had access to enhanced educational content.
- 8 500 learners assisted to apply to post-schooling opportunities, with an admission rate of above 60% and a NSFAS success rate of above 80%.
- 10 580 teachers and students 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.

United Nations Sustainable Development Goal #5: Gender Equality

- 67% reduction in sexual offences in Mashamplane and Diepsloot.
- 8 250 personal alarms distributed to vulnerable gender-based violence victims and the elderly.

United Nations Sustainable Development Goal #8: Decent Work and Economic Growth

- 17 deaf people trained for employment.
- 397 small farmers trained.
- 8 040 people directly impacted, and 23 000 people indirectly impacted through using a carbon-saving, ecological, organic, income-generating vegetable growing system which provides a platform to market vegetables grown by grassroots farmers in South Africa.

United Nations Sustainable Development Goal #11: Sustainable Cities and Communities

- 739 vulnerable homes and outlets linked to SAPS through a community policing alarm system.
- 4 000 school gardens planted and over 20 million units of seed tape manufactured.
- 14 000 kg reduction in use of single-use plastics.
- 174 224 kg recyclables diverted from landfill.
- 180 497 kg carbon emissions diverted from entering the atmosphere.

United Nations Sustainable Development Goal #16: Peace and Justice Strong Institutions

- South African Police Services response time came down from three hours to seven minutes.
- 98% crime prevention rate in taverns.

6. 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.

6.1. BUSINESS SUSTAINABILITY/ GROWTH/ SCALING AND ACCESS TO MARKETS

30% 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.

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

"Support for our marketing campaigns for 2021, so that we could reach out to private and former Model C matriculants and their parents early, put us in a great position for profitability and fund raising."

"It freed up resources that allowed us to invest in other areas that were critical for growth and sustainability of the organisation - marketing and web development for instance."

"[We were able to] expand our operation to more households, to build a team capable of implementing the expansion and to focus fully on solving the problem and creating our vision without having to constantly worry about money."

"SAB Foundation funding has been the pillar for our growth, without this funding I believe we might have not survived. It allowed us to develop and improve our services and also acted as a safeguard for the team to remain dedicated to the project."





6.2. ADVANCE FROM CONCEPT/ IDEA/ PRE-PROTOTYPE PHASE TO BUSINESS START-UP/ PRODUCT DEVELOPMENT/ FINAL PROTOTYPE

Another 30% of the entrepreneurs said that the funding enabled them to advance from a concept or idea phase to building or further developing a prototype or product.

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

"The funding enabled our business to move from an idea to solution that is being used in multiple communities across Gauteng. We managed to move from a concept to a commercial solution operating in a real clinic. It enabled me to focus on building for value instead of building just for innovation. The last funding from SIF has enabled us to raise co-funding of R1.5 million to match the SIF contribution to gear up the amount of money to reach more communities. I now have confidence that our business will reach a 100 clinics by the end of 2021 with a patient reach of over 80 000 patients using our service per month."

"Most of what we have achieved so far was unlocked from the SAB Foundation funding, and business development support. This includes the development of technical prototypes, the interaction with stakeholders and potential customers across the country, and the initial development of early business processes. Our initial CAPEX requirements were high because of the R&D requirements and stringent regulatory environment, and the funding gave enough momentum to confront these."

"The SAB Foundation funding was used towards the development and scaling of our product. Having a complete solution enabled us to assist in communities and living out our company vision of giving access to affordable hearing, to everyone, everywhere."

6.3 PURCHASE EQUIPMENT

Some 18% of the entrepreneurs mentioned that the SAB Foundation funding enabled them to purchase much needed equipment for their businesses.

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

“The funding enabled us to purchase much needed training support equipment and aids that have bolstered our talent department. These would otherwise have been items we would have had to do without. As a result, training and facilitation are being executed more effectively and efficiently, making training-based outcomes and deliverables so much easier to achieve the training KPAs. The funding ensures the talent department runs better with the new acquired equipment and aids.”

“Most importantly, the funding enabled me to help others. It allowed me to acquire equipment which I am still using today to manufacture wheelchairs and related products. It allowed me to plan a future for my project and work toward that future.”

“We bought a cattle truck. This truck we have since converted and are now using it to deliver our grass beef meat. The balance of the funding enabled us to keep the company afloat and buy laptops and pay other suppliers.”

“It has played a critical role in acquiring assets. We work with the COVID-19 positive students who are not able to share equipment. The SAB Foundation grant enabled us to get more laptops and other key assets which have allowed us to continue working in the midst of the challenge.”





6.4 SURVIVE COVID-19 PANDEMIC AND COVER OPERATIONAL COSTS

Some of the entrepreneurs (9%) 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:

"Without the support of the SAB Foundation we would not have survived the pandemic. The funding we received prior to and during lockdown allowed us to relocate our entire operation to our central hub in Claremont. Despite eight corporate cafes closing we were able to retain all of our jobs. The COVID-19 relief funding we also received has given us the window to pivot our business into manufacturing and allow us time to strategise our business model."

"The funding ensured that we kept our doors open during the pandemic and enabled us to build long term partnerships. We could grow the business under difficult circumstances and created new revenue streams. We also set up a manufacturing facility and rolled out product enhancements."

6.5. RECOGNITION/PUBLICITY/EXPOSURE/ CREDIBILITY

8% 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 one of the entrepreneurs had to say:

"In launching our latest project, the SAB Foundation award has credentialised Coral Tech as an organisation. It has been very valuable when introducing our company to new potential clients and provides evidence that we are a legitimate organisation and capable of developing serious solutions and applications for the market."

"They helped me to make my dream a reality. Assisting and providing affordable mobility to poor and disadvantaged people living with disabilities would never have been possible without the help of SAB Foundation. Not only did the prize money helped to open doors to more possibilities, it also attracted new investors who wanted to get on board with the project. The ongoing support from the SAB Foundation enabled me to pursue my dream whilst I am still working full time."

6.6 JOB CREATION, JOB SUSTAINABILITY AND TRAINING EMPLOYEES

4% of the entrepreneurs mentioned that the SAB Foundation funding enabled them to hire more employees.

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

“The prize money allowed to cover the salaries of four part-time employees, two of which are living with a disability. We could market the brand and grow our following. The prize money assisted us to develop new prototypes.”

“The funding allowed us to take on more risk, learn and employ a resource to assist improve administrative efficiency. Most importantly as a team we have developed a fully operational Beta model.”





7. HIGHLIGHTS AND SUCCESSES

Awardees were asked about their highlights and successes since winning the SAB Foundation award. Entrepreneurs mentioned a number of highlights and successes specific to their innovations.

On the top of this list this year was winning different awards that were innovation specific and some of the awards won included winning a certain amount of money to assist the innovation further.

Secondly, entrepreneurs reported to have had gained credibility and exposure through being associated with SAB Foundation, where many were featured in different media and were invited to be guest speakers at conferences nationally and internationally.

Some mentioned being able to survive the COVID-19 pandemic and acquiring new clients or customers amidst the pandemic, as well as enhancing their products and/or prototypes as their business highlights and successes since winning the SAB Foundation award.

The word cloud below summarises what the entrepreneurs alluded to as their highlights and successes since winning the SAB Foundation award.

PARTNERSHIPS
AWARD WINNER
CREDIBILITY VISIBILITY
MEDIA EXPOSURE
GROWING CLIENT BASE
HIGHLIGHTS AND SUCCESSES
GONE TO MARKET
MARKET ACCESS
PARTNERSHIPS
EXPANSION

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:

"Being listed top 30 African Innovations at the African Innovation Summit in Rwanda. Being invited at the Eureka Innovation week in Sweden. Being invited as a participant at the Pioneers Festival in Austria. Being invited to The Venture Leaders in Switzerland. Exhibited at the International Telecommunication Union in South Africa and won a best exhibition stand by Standard Bank."

"The exposure really did help. It gave us the credibility that came with the title so we could negotiate our needs confidently with service providers."

"We were awarded the Google Impact Challenge award for \$250 000. We were able to build a commercial relationship with Nedbank. We were able to survive COVID-19 and through it, come out stronger than we came in. We were able to secure a great long-term contract with MSDF, that is unique to the South African education environment."

"We've be chosen as a winner for 'The Driving Force For Change Youth Pilot Initiative In The Waste Category' with the Department of Environment, Forestry and Fisheries and we currently have 1 200 households who signed up for our free service."

"We now manage a portfolio of R100 million of assets under management. We earn a commission of approximately 5% for our work managing people's cows and facilitating the sale of the meat from those cows. We have been featured extensively on local and international media. We have been supplying large retailers such as Woolworths with free range meat. I was recently invited by TED Global to give a TED Talk."



8. CHALLENGES

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

On top of the list this year pertaining to the biggest challenge(s) encountered by entrepreneurs were the different challenges brought about by the COVID-19 pandemic. The majority of entrepreneurs could not trade for extended periods of time, lost customers, and some unfortunately stopped trading completely. Others were forced to reconceive their business models and core services, which often meant developing new products and services.

Another major challenge that entrepreneurs mentioned was lack of funding for growth and/or scaling. This is not surprising, as numerous studies conducted on SMMEs have identified funding as a key challenge that entrepreneurs are faced with in regard to making their businesses a success.

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

The word cloud below summarises entrepreneurs' challenges.



The following statements are what some of the entrepreneurs had to say. For detailed feedback on entrepreneurs' highlights and successes, please see Appendix 4:

"The pandemic has been very bad for the informal trading sector and we have been negatively impacted. Revenues have declined 80% year-on-year, and growth is difficult as we've emerged from hard lockdown. We are broadening our offering to other sectors and trying to find new markets whilst informal trading recovers."

"The pandemic has created a huge challenge for us in paying salaries, purchasing raw materials and possibly threatening our business continuity. We are having cancelled orders, therefore placing full reliance on the grant funding for daily operations. Our company is not sustainability growing as a result of the economic impact of the virus."

"COVID-19 has prevented us from recruiting further patients into our clinical trial. We are hoping to be able to kick the trial off again in March 2021. Funding limitations have prevented us from optimising our design to improve the risk benefit profile for patients. We are aiming to apply for further funding in 2021."

"Challenges of working in the public health sector have increased with COVID-19. There are limited staff and clinics are under-resourced. Patient families have socio-economic challenges which affect adherence to treatment. Rural clinics have a higher risk of patient drop out. Constant staff changes in partner clinics mean that we are responsible for maintaining quality patient care. Superstition and ignorance of the condition results in late diagnosis which is a burden on clinics."

"COVID-19 has been our biggest challenge; this has limited our potential to reach more people and most potential clients that planned to work with us in 2020 cancelled our programmes."



9. SUGGESTED IMPROVEMENTS TO THE PROGRAMME

Awardees were asked for suggestions on how the SAB Foundation could improve the SIA and DEA. Overall, all the entrepreneurs reported that they were happy with how the programme is run. Entrepreneurs felt that the programme was well structured, efficiently administered, has clear strict terms, offers generous grants and tracks them carefully.

However, entrepreneurs had a few suggestions listed below:

- 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.
- Constant personalised follow-ups with businesses to better understand what is happening with entrepreneurs' businesses.
- Create a network of experts in various fields, where businesses can find mentors in the areas that they are weak in, particularly, technical experts.

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, SAB Foundation has done the following:

- In 2017 the SAB Foundation launched the SIF to address a lack of access to further finance, post SAB Foundation funding.
- The foundation changed the mentoring process to better serve the needs of entrepreneurs.
- In 2019, the SAB Foundation introduced training on social impact for all SIA and DEA finalists and impact key performance indicators in the SIF.

10. CASE STUDIES OF IMPACTFUL BUSINESSES

10.1 REEL GARDENING, FOUNDED BY CLAIRE REID

Reel Gardening is a South African social enterprise that manufactures a patented, biodegradable seed tape. This enables anyone from the expert gardener to those with little knowledge or resources to grow top quality, non-GMO vegetables and herbs easily, economically, and with significantly less water.

The Reel Gardening Seed Tape holds seeds at the correct distance apart and anchors seeds at the correct depth in the soil for optimum germination. Gardeners just need to make a furrow in the soil, plant the seed strip so that the coloured area is visible above the soil, water daily and watch their vegetables grow.

Their story started in 2006 when 16-year-old Claire Reid found herself sitting in her vegetable garden with a tape measure between her knees and centimetre marks drawn on her fingers. She knew that she wanted to grow vegetables to sell to her parents for extra pocket money, however she soon became frustrated by the wastage of seed and fertiliser and her inability to get the seed to stay in the soil at the correct depth and distance apart.

“Reel Gardening would not be the thriving social enterprise it is today without the support it received from the SAB Foundation Social Innovation Awards. The prize money came at such a critical make or break moment and it enabled us to continue to grow.”

– Claire Reid, Founder of Reel Gardening.

A seed was planted. She asked her nanny, Meggi, to help her with this overwhelming task by holding the seed packet and passing her seeds while explaining the instructions on the back of the packaging. Meggi was unable to instruct Claire on how to plant the seed as the instructions were only in English and contained mathematical language that Meggi was not able to understand. It was at this point that Claire decided she needed to create a way to both plant and keep the seeds and nutrients in the soil at the correct depth and distance apart, a form of planting that needed no mathematical or English education to understand. It needed to be a form of planting that was simple, effective and easy to do in a short period of time and Reel Gardening was the solution.



Claire began to make seed strips with newspaper and encased the seed using a paste made from flour and liquid fertiliser. This craft-type project was entered into the Eskom Expo for Young Scientists in 2002 to gain some extra marks for Grade 10 Science. The public response to the simple idea was overwhelming and Ronnie Kasrils, the then Minister of Water Affairs and Forestry, requested information on the water saving abilities of this new form of planting.

Claire conducted tests with the help of the University of Pretoria and was able to conclude that Reel Gardening was able to save up to 80% of the water consumed during the germination phase.

Subsequently she went on to win the International Stockholm Junior Water Prize for South Africa. A number of awards followed, including Woman in Water for Scientific Research below the age of 35 and The United Nations Environmental SEED award.

Reel Gardening is designed to be handmade by previously unemployed mothers, so they are able to make positive social impact not only through the use of their product, but also through the creation of it.

Once these simple hand powered machines were created, Reel Gardening opened its doors for business on 12 February 2010 and now sells its products both locally and internationally. Reel Gardening has a strong focus on giving back and considers itself a social enterprise that is passionate about kick starting a planting revolution with a focus on getting people grounded.

In 2011, Reel Gardening was the overall winner at the SAB Foundation Social Innovation and Disability Empowerment Awards, receiving R1 million in funding.

This funding enabled them to purchase a vehicle to do deliveries, develop their School Garden in a Box project where school gardens are set-up with the assistance of the Reel Gardening team, as well as pay off their existing debt.



To further assist this innovation, Reel Gardening was loaned R946 000 in 2017 under the Social Innovation and Accelerator Fund, which is open to all previous winners of the awards and allows social innovators to access business accelerator and further funding to enable them to grow. The business used the funds to fund the development of a machine which automatically makes their seed tape in the large volumes that they now require.

Prior to joining SAB Foundation, Reel Gardening employed about five employees and was making a loss, however the business now employs 17 people permanently and in 2020 alone they hired 156 casual employees. Their turnover has also grown tremendously.

Since joining SAB Foundation, the business has begun setting up agri-hubs nationally to enable income generation from the household gardens. They have also developed a household

garden in a box which costs R250 and will feed a family of four for a whole year. Furthermore, Reel Gardening has distributed over 300 000 household gardens, 4 500 school gardens and manufactured 20 million little gardens for the Checkers campaign in 2020.

Some of Claire's greatest highlights since winning the award were being selected as one of the BBC Top 100 women of 2015; being featured on the front cover of Forbes Women Magazine; being a speaker alongside Richard Branson at the Next Decade Event in London UK; being a speaker at the TED X in Johannesburg; being a closing speaker alongside Bill Gates and Secretary of the State Rex Tillerson; attending Grand Challenges 2017 in Washington DC; as well as being a speaker for World Intellectual Property Day at United Nations in New York City.

10.2 KUBA, FOUNDED BY JACQUES SIBOMANA

Jacques Sibomama is a serial entrepreneur who started his first business in 1999 while he was still in Grade 7. After matriculating in 2004, he started another business, selling sunglasses and beachwear at local beaches, and from this revenue he was able to enrol at the University of The Western Cape to study Bachelor of Arts.

Throughout his days at university, Jacques was always interested in local businesses, but the idea of connecting these businesses sparked when he worked for NICRO (The National Institute for Crime Prevention and the Reintegration of Offenders). While attending a court hearing with social workers, he witnessed a woman being sentenced for shoplifting a pair of school shoes for her daughter who was starting school. The woman was unemployed, and she had previous warnings for shoplifting other household items.

“Kuba received R127 000 from SAB Foundation COVID-19 Relief Fund. When we received this funding all of our operations had come to a standstill.

However, with the funding, we were able to pivot and enter the e-learning space, where we developed content for our users and were able to revive our operations and marketing.

With the grant we were able to secure our first ever international clients and this resulted in over 350 small business owner’s access our online courses. With the new clients we were able to run a Job Booster Program Pilot with 50 candidates who went to create over 15 new jobs in their businesses.”

- Jacques Sibomana, Founder of Kuba.

This reminded him of the times he was trading to cover his university fees and although his businesses were informal, he was able to employ people. He started thinking of ways he could get other small businesses to create jobs in their communities so that people, like the woman sentenced, could find a job and support her family.





In 2017, after two years of extensive research, Kuba, a multi-award-winning software programme was developed with the aim of empowering small informal business. Kuba works with and develops small business owners, that have the potential to build sustainable businesses and create job opportunities. These business owners often have the necessary skills and experience to compete in the formal economy, but lack administrative and support services such as invoicing and project management tools.

This acts as a limiting factor in the growth of these businesses and often relegates them to the informal market. Kuba addresses this problem by facilitating trading between the formal and informal markets. The platform encapsulates the whole transaction to ensure that a high standard of service is delivered, and transparency is maintained.

It also serves as a supply-chain management tool for corporate companies that want to work with small business owners to manage decentralised procurement needs.

In 2018, Kuba won R100 000 in the Social Innovation Student competition held by UCTGSB and sponsored by the SAB Foundation. Through this funding, they were able to run a pilot of connecting township entrepreneurs to Stellenbosch businesses. In 2019 Kuba was awarded R200 000 in the SAB Foundation's annual Social Innovation and Disability Empowerment Awards.

The funds enabled them to expand their platform and open Kuba up to all metros around South Africa. Additionally, they were further able to develop their platform, improve their security and user experience, and saw their platform grow from less than 500 users to over 3 000 active monthly users.

To help the business cope during the time of COVID-19, the SAB Foundation awarded Kuba a relief grant of R127 000. Kuba used the funds to introduce an e-learning offering to their users and were able to revive their operations that had come to a standstill during the lockdown. Furthermore, through the funds, the business was able to secure their first international clients and saw over 350 small business owners accessing their online courses. Kuba was also able to run a Job Booster Programme Pilot with 50 candidates who went on to create over 15 new jobs in their businesses.

Before joining the SAB Foundation, Kuba had two permanent employees and three casual agents. Even though they faced major challenges during the COVID-19 lockdown in 2020, Kuba now employs six permanent and four casual agents. Over the last two years, Kuba grew its annual turnover by 157%.

After receiving support from SAB Foundation, Kuba has seen their base grow to over 18 000 clients using the system to access new markets, make use of the digital tools available to improve their businesses, access the learning material for self-growth, and most importantly creating jobs in their communities through the new customers that Kuba is connecting them to. Although the pandemic negatively affected most of their users' businesses, Kuba is seeing most of them coming back and accessing their support structure.

Kuba was selected to be part of the 25 start-ups for the Westerwelle Young Founders Programme in Berlin Germany 2020 and they have begun working with other start-ups and companies outside of South Africa.

10.3 PLASTIBRICK, FOUNDED BY KEDIBONE AND KEKELETSO TSILOANE

PlastiBrick was founded in 2016 by two sisters, Kedibone and Kekeletso Tsiloane, who are both passionate about living in an environment free from pollution and waste. Their business idea sparked through a conversation with an elderly waste picker, who explained that collecting plastic waste from households and landfills allowed her to feed her grandchildren and purchase medication.

PlastiBrick uses plastic waste, bought from waste pickers, in the manufacturing of durable and fire-retardant bricks, which are stronger than the well-known conventional bricks.

In the production of the PlastiBricks, the recycled plastic is not burnt, but through technologically advanced machinery, heat pressure systems are used to melt the plastic and use it as a bonding, which is then moulded with other additives into the stock brick shape.

"We have opened the country's first plastic brick manufacturing plant which would not be possible if it was not for the funding. We have also been invited on several occasions to media platforms, engagements with the Presidency and growth of the green economy in South Africa.

We truly are a grateful and successful product of the SAB Foundation."

– Kedibone Tsiloane, Co-Founder of PlastiBrick.





In 2019, PlastiBrick was awarded R900 000 at the SAB Foundation Social Innovation and Disability Awards. Through this funding, they were able to purchase machinery that saw them going from manufacturing 500 bricks to manufacturing over 10 000 bricks per day. The funding was also used to undertake critical product testing as well as operational costs.

The business had their PlastiBrick tested by an independent laboratory and the brick was found to have:

1. A comprehensive strength of 10.1 MpA. This entails that the structural integrity of a building is high.
2. Water absorption rate of 1.1 and a high-density rate, with a low absorption rate. This means that there will be less cracks and a longer lifespan of the building.

Before winning the award, the business had been operating from home, but with the SAB Foundation support, the Tsiloane sisters have opened the country's first plastic brick manufacturing plant.

They have also been asked to take part in engagements with the Presidency and contribute to the growth of the green economy in South Africa.

Funding from the SAB Foundation Social Innovation Awards has helped the business grow their staff complement from two permanent employees to eight and they now work with 150 waste collectors, 100 more than before.

The business has also grown their turnover by 400% since winning the award and recycled over 5 000 tonnes of plastic.



10.4 LIVESTOCK WEALTH, FOUNDED BY NTUTHUKO SHEZI

Ntuthuko Shezi, founder of Livestock Wealth, describes himself as a Cow Executive Officer. He grew up in Ndwedwe, KwaZulu-Natal, a village with a strong farming culture. Early on in his career, Ntuthuko recognised how difficult it is for ordinary people to get into the agricultural sector and created a platform that would enable people to invest in agricultural assets.

Livestock Wealth is a crowd-farming platform or marketplace that connects farmers to funding from public investors. Investors invest in assets such as free-range cows, pregnant cows, macadamia trees or connected gardens. Farmers, such as rural and communal farmers, who otherwise would not receive funding from traditional financing institutions for various reasons, receive funding from these investments. In 2017, Livestock Wealth was the overall winner at the SAB Foundation Social Innovation and Disability Empowerment Awards, receiving R1.3 million in funding. Through this funding, they were able to purchase a cattle truck to assist with transportation of livestock, grow their farms by purchasing additional cattle from smallholder farmers, and improve operational processes.

Since winning the award, the business has expanded and in October 2020, the Farmers Club was established to create a market for the grass-fed beef that their free-range cattle farmers are growing. Grass-fed beef is the ethical alternative to beef production where cattle are raised in humane facilities until they are ready to market as beef. The final product is grass-fed, hormone and antibiotic free beef.

The beef is conveniently delivered to people's homes and is up to 20% cheaper than similar meat products from retailers. To help farmers, Livestock Wealth's primary business model is based on customers subscribing to buy meat from the farmers monthly, thus helping create a predictable flow of income for the farmer.

Prior to the launch of Farmers Club, Livestock Wealth had been and continues to run and manage farms where the free-range cows are grown. Leveraging on the technology that they have at Livestock Wealth, the business can pinpoint the farm the beef was grown on and the health of the animal. The transparency in their supply chain produces free-range meat that can be traced from the fork back to the farm.

The Farmers Club entity currently employs 10 people consisting of drivers, farm managers and assistants, and a logistics coordinator who ensures that customers get their deliveries correctly, and on time. This is in addition to the Livestock Wealth staff complement of sales, farmer relations and operations. The Farmers Club expects to reach a monthly turnover of about R3 million by October 2021. This growth will come from growing their distribution networks to facilitate delivery to other geographies beyond Gauteng, KwaZulu-Natal and Pietermaritzburg, as well as improving the e-commerce technology in use.





Livestock Wealth has purchased cattle from smallholder farmers to the estimated value of more than R12 million. This has benefitted approximately 300 farmers, and over 70 partner farmers. Through the Farmers Club, the business has over 100 active subscribers, buying meat on a subscription basis, while helping to create a model that will benefit smallholder farmers with a predictable source of income.

One of Ntuthuko's greatest highlights since winning the award was seeing fully grown weaners bought from small scale farmers in Babanango, KwaZulu Natal being loaded to supply Woolworths's free-range programme. "That moment made all the hard work worth it" he said. This work of linking small scale farmers to market resulted in him being invited to give his second TED Talk, titled "This crowd-farming stock market has legs" which has over 15 000 views on YouTube.

"The development of Grassbeef, now launched as Farmers Club has been in the works since 2017 when we won the grand prize of R1.3 million at the SAB Foundation Social Innovation Awards."

– Ntuthuko Shezi, Founder of Livestock Wealth.

10.5 WALKING WITH BRANDON FOUNDATION, FOUNDED BY THE BEACK FAMILY

In 2012, 16-year-old Brandon Beack, was left paralysed after a tragic gymnastic accident. After being discharged from hospital and sent home after eight weeks of in-patient rehabilitation at Vincent Pallotti, the Beack family found there were no advanced out-patient rehabilitation programmes available in Cape Town or anywhere in South Africa.

Brandon's parents sent him to the Shepherd Centre in Atlanta, Georgia, USA, where he attended their advanced rehabilitation programme for three hours a day for six weeks and found that his recovery was much greater than it had been in the past 18 months. Brandon's family immediately set about bringing what he had experienced in the USA back to South Africa and the Walking with Brandon Foundation was established.



Through extensive fundraising, the Beack family purchased a robotic exoskeleton known as the EKSO BIONICS robotic walking suit, and also purchased other equipment that would help continue Brandon's recovery back home in Cape Town and offer a similar service to others in the country.

The Walking with Brandon Foundation, through its Therapy and Beyond Centre, provides highly effective and high-tech neurological rehabilitation in sub-Saharan Africa. It aims to keep prices as affordable as possible so that it may also provide access to treatment for individuals from low-income communities in addition to their commercial model. The Walking with Brandon Foundation mainly serves individuals with neurological and orthopaedic disabilities.





"The SAB Foundation has helped us realise our dream of making our world class rehabilitation programme available to many more South Africans who need it , more than just our son, Brandon. They assisted us with creating a self-sustainable model, which includes a comprehensive media and marketing programme.

They have also assisted us in developing our website to promote the work that we do to a broader target audience. We have an amazing mentor in the form of Anton Ressel who has stood by our side as we moved forward and implemented our strategy for growth."

- Mark Beck, Founder of Walking with Brandon Foundation

In 2018, the Walking with Brandon Foundation was awarded R350 000 at the SAB Foundation's Social Innovation and Disability Empowerment Awards. This funding enabled them to set up their independent practice, at Riverside Mall in Rondebosch, Cape Town.

Since winning the award, the organisation has become a standalone, self-sustainable practice, breaking away from its partnership with Sports Science Institute of South Africa. With the help of their mentor, Anton Ressel, they have been able to implement a strategy for growth which will see them replicating their Therapy and Beyond Centres in other parts of the Western Cape, and eventually the country. They have also embarked on an extension media campaign.

In 2020, the Walking with Brandon Foundation was one of the many businesses that were negatively affected by the COVID-19 pandemic and to alleviate some pressure on the business the SAB Foundation awarded the organisation a further R300 000 in relief funding. These funds were used for operational costs to sustain the practice and ensure they remained open and available to their patients.

Before joining the SAB Foundation, the Walking with Brandon Foundation employed 12 people and had an annual turnover of R180 000. By December 2020, the organisation increased their number of employees to 16, thereby creating four new employment opportunities. Their annual turnover increased by 236%. Walking with Brandon Foundation has over 220 patients covered by their medical aids and 44 patients on their subsidised programme.

The Chris Burger/Petro Jackson Player's Fund have teamed up with the organisation to refer patients onto the Walking with Brandon programme as well as subsidise the programme to help patients on their road to recovery. They currently have six patients on this program.

Brandon has started up a Peer-to-Peer support programme, which he runs himself. They meet every fortnight to discuss common issues relating to their disability and their day-to-day life. Brandon is the catalyst in the Walking with Brandon Foundation, inspiring all the patients to work hard, be positive and never to give up just as he approaches his life and rehabilitation as a disabled person.

11. CONCLUSION

The COVID-19 pandemic has seen the majority of SAB Foundation's entrepreneurs trading under extremely challenging conditions, where many of the businesses could not trade for extended periods of time, lost customers, and some unfortunately stopped trading completely.

Others were forced to reconceive their business models and core services, which often meant developing new products and services that are still being tried and tested. In many cases it is unclear if these changes will be enough to ensure growth and, in some cases, business survival.

The COVID-19 Relief Funding the SAB Foundation provided however, was a critical instrument to support the short-term working capital requirements businesses had and it enabled many to endure the extremely challenging trading conditions they were functioning within.

It is therefore encouraging to note that 98% of the businesses are still pursuing the innovation for which they received the award. In addition, as social businesses, our social innovators have a strong focus on social and environmental impact with a commitment to a diverse range of impact themes that are aligned to the United Nation's Global Sustainable Development Goals. This includes, but is not limited to, quality education, good health and well-being, sustainable agriculture, water, energy and sanitation, and support for people living with disabilities.

Despite the aforementioned challenges that businesses encountered in the year of this reporting, they still managed to grow job numbers by 97% and grew their annual turnover by 107%.

The SAB Foundation recognises the challenges that the entrepreneurs are facing and keeps working on finding new ways to assist entrepreneurs to run successful and sustainable social enterprises.



12. APPENDICES

APPENDIX 1: Anecdotal feedback from SAB Foundation beneficiaries as to the impact their businesses have had since benefitting from SAB Foundation programmes.

- 1 700 farmers trained in goat combing, weaving, spinning and knitting with cashmere blends.
- 10 more seasonal workers employed, despite the impact of COVID-19.
- Helped spaza shops save time and money by getting goods cheaper as well as delivering these to them, and employed youth that live in the communities that we service.
- Reduced water wastage by 10 million litres, reduced carbon emissions by 65 000 kgs and reduced single-use plastic use by 14 000 kgs.
- We have created an estimate 500 new jobs in the last five years.
- We managed to reduce the number of accidents on the N18 between Taung and Dryharts, where we handed out our sprays to the community, according to stats from the Greater Taung traffic department.
- Supplied over 200 food parcels since April to people living with intellectual disability and staff whose households have experienced job losses.
- Approximately 10 580 teachers and students 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.
- 8 040 people directly impacted and 23 000 people indirectly impacted through using a carbon-saving, ecological, organic, income-generating vegetable-growing system which provides a platform to market vegetables grown by grassroots farmers in South Africa.
- Trained over 40 facilitators to present coding workshops to learners, delivered coding workshops to over 20 000 learners and distributed over 200 coding school kits and games to different schools.
- Created 25 new jobs and reached 40 742 people using a low cost, user-friendly smartphone-based otoscope used to diagnose ear disease.
- Supplied 500 tonnes of beef to Woolworths and to Farmers Club
- Planted 3 000 macadamia trees, offsetting carbon emissions.
- Integrated four people living with disabilities into full time employment
- Recycled over 85 tonnes of post-consumer textile waste over last the 12 months.
- 5 000 job seekers trained on CV building and skills endorsement through a series of CV workshops.
- Provided livestock sale services to 2 400 farmers of which 30% are women and have supported rangeland and livestock management on 320 000 hectares.

APPENDIX 2: What did the SAB Foundation funding enable you to achieve that you would otherwise not have achieved?

1. BUSINESS SUSTAINABILITY/GROWTH/ SCALING AND ACCESS TO MARKETS

- Scaling to retail.
- Allowed us to invest in capital investments on our platform.
- Patenting and documentation of intellectual property and being able to survive the COVID-19 fallout.
- I was able to purchase branding material that I use for marketing activities and was also able to attend exhibitions which a lot of our clients attend.
- Support our marketing campaigns for 2021, so that we can reach out to private and Model C matriculants and their parents early to put us in a great position for profitability and fundraising.
- It enabled us to expand our customer base and also to make improvements to our mobile app.
- Develop our skills training programmes which became a reliable source of financing. It also assisted us with some improvements to our flagship project - Penguins Preschool (which is currently under construction) as well as educational courses for our team members.
- It helped us to continue scaling our solution across South Africa while we concluded negotiations with a private investor who was supposed to fund I-Drop's expansion for the next 1-2 years following our SAB Foundation Award.

- It gave me a start. As an NPO, JK has restricted funding that is for the mandate. It does not allow me to think about business or real development. SAB Foundation funding gave me more freedom to think and put new plans in place.
- It freed up resources that allowed us to invest in other areas that were critical for growth and sustainability of the organisation, such as marketing and web development for instance.
- Marketing and we were able to improve the quality of our products, which led us to selling in retail and convenience stores.
- It gave us the kickstart we needed to establish our marketplace and our revenue generation model.
- Expand our operation to more households, to build a team capable of implementing that expansion and to focus fully on solving the problem and creating our vision without having to constantly worry about money.
- The main funding grant afforded our foundation the opportunity of breaking away from SSISA and started operating on our own, since being independent and sustainable we have shown growth in all our programs.
- 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.

- We are in the process of kickstarting our hydroponics project which we believe will be a financial sustainable initiative for the organisation. We've had every intention to start up the project but didn't have the capital to fund it. We now have the investment capital which will assist us. We've also been blessed with receiving further assistance from SAB Foundation to secure the land that we are currently occupying which that has been a struggle for years of our operation. Having the financial and mentoring support from SAB Foundation has truly been rewarding.
- I suddenly had cash and mentorship available, allowing me to get the best resources and advice to make my business grow in leaps and bounds.
- The development of the Valimai process management, the OnRoute online process and the establishment of the 123ECD toy factory. This has helped us increase capacity and now have three stronger impact areas with the relative revenue streams. This has increased our impact, income and diversity of services we provide.
- Making the business operational, getting a team, paying for all the licensing we need to develop our platform and launching our second iteration of the platform.
- Marketing, brand identity and IP development.
- I will be receiving access to proper business networks and market accessibility.
- Increased our clinic support programme to 36 clinics. Distributed clubfoot braces to clinics with no access to procurement. Developed virtual training materials for health care professionals which has expanded knowledge and improved morale. We have improved our internal process and systems and our team has the tools they need to provide the best service to our beneficiaries.

- The funding has been the pillar for our growth, without it, I believe we might have not survived. Not only did the funding allowed us to develop and improve our services but it also acted as a safeguard for the team to remain dedicated to the project.

2. ADVANCE FROM CONCEPT/IDEA/PRE-PROTOTYPE PHASE TO BUSINESS START-UP/ PRODUCT DEVELOPMENT/ FINAL PROTOTYPE (30%)

- The redesign process of our modular range was extended to include the introduction of lateral side supports (for which we won a global innovation award through Accelovate) and the redesign of our side positioners and standing frames. We have been able to strengthen our relationship with Stanford University as design collaborators and become founding members of the International Society of Wheelchair Professionals. Together with ISWP we have developed a local test bed for wheelchairs suitable to low resource environments.
- It helped launch our final prototype. A milestone today: 333 333 patients have benefitted.
- To produce proof of concept and filed a patent in the South African Patent and Trademark Office.
- We took our business from idea to a business that generates revenue and impact within South Africa.

- Enabled our business to move from an idea to solution that is being used in multiple communities across Gauteng. We managed to move from a concept to a commercial solution operating in a real clinic. Enabled us to focus on building for value instead of building just for innovation. The funding from SIF has enabled us to raise co-funding of R 1.5 million to match the SIF contribution to gear up the amount of money to reach more communities. I now have confidence that our business will reach a 100 clinics by the end of 2021 with a patient reach of over 80 000 using our service per month.
- The funding from SAB Foundation enabled CRSP design to perform further development on its product offerings in order to take it from an early prototype to a pre-production design.
- It has helped accelerate my knowledge foremost and helped us finish piloting of the NH1-MSsp water security system. As well as helped develop most of the previous directors and team members' skills and uplift some of them from investments made.
- To move from prototype to manufacturing.
- Get most of the prototyping finalised.
- Most of what we have achieved so far was unlocked from the SAB Foundation funding, and business development support. This includes the development of technical prototypes, the interaction with stakeholders and potential customers across the country, and the initial development of early business processes. Our initial CAPEX requirements were high because of the R&D requirements and stringent regulatory environment, and the funding from SAB Foundation gave enough momentum to confront these.
- We have been able to finalise the product prototype and to start plans for the design of the online platform.
- Through the support we have been able to implement our product and test its sustainability and scalability.
- Our funding was used towards the development and scaling of our product. Having a complete solution enabled us to assist in communities and living out our company vision of giving access to affordable hearing, to everyone, everywhere.
- Through the funds we have been able to register our IP in terms of securing trademarks for the brand and applying for full RSA patent in January of 2020. We have managed to secure land and to start a farming operation at Tshimbupfe village Limpopo. This operation is for the creation of opportunities for villagers and research purposes for the further development of our technology.
- Further development for our product, marketing and networking.
- 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 have to 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.
- Enabled the implementation of our model.
- Successfully completing the first 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.
- The funding has enabled us to take our innovation further and the coaching has helped us navigate some complex situations as well as provided us with good direction on how to bill corporate customers.
- To proceed with the innovation, enhance the prototype and to install and roll out the unit in our two care centres (under way and planned for 2021 as building and renovations were delayed due to the pandemic).
- The idea of democratising justice through technology sounds crazy. With the support of the SAB Foundation we have been able to prove otherwise through the development of an intelligent chatbot that has the capacity to converse with real people about the law and its processes. Without the support we would never have been in the position to show that it is possible to automate basic information about the law and how it works.
- We developed a range of products and took it to market, with the result of over 20 000 youth provided with work readiness and/or job application support over the last two years.
- We managed to upgrade the app and had it not been for the lockdown we would have managed to attend the Seedstars Bootcamp in Switzerland. We did however manage to attend the virtual summit which enabled us to speak to investors from all over the world. The app upgrade enabled us to reduce our costs for the devices.

3. PURCHASE EQUIPMENT

- The loan was used to purchase a machine to manufacture our seed tape for a large project.
- The funding enabled us to purchase much needed training support equipment and aids that have bolstered our talent department. These would otherwise have been items we would have had to do without, now training and facilitation are being executed more effectively and efficiently, making training-based outcomes and deliverables so much easier to achieve the training KPAs. The funding ensures the talent department runs better with the new acquired equipment and aids.
- Most importantly the funding enabled me to help others. It also allowed me to acquire equipment which I am still using today to manufacture wheelchairs and related products. It allowed me to plan a future for my project.
- Purchase of equipment hiring of niche skills and travel to conferences internationally.
- Purchase of bulk wool at record low prices, upgrades of crucial machinery to speed up our processes.
- Our funding helped us to acquire our first waste vehicle (KIA bakkie) which is still with us till today for our waste collections.
- Media coverage, purchasing machinery for our factory and paying for my fees to study.
- Purchased essential hardware needed for our development programme.

- The possibility of collapsing and closing down was very real. SAB Foundation funding came in just in time to keep operations afloat. They also provided capital to buy new equipment to improve our production efficiency. They also provided seed capital to develop new products that will improve revenue inflows.
- We bought a cattle truck. This truck we have since converted and are now using it to deliver our grass beef meat. The balance of the winnings enabled us to keep the company afloat and buy laptops and pay suppliers.
- We were able to further develop our technology and invest in high performance computers that enabled us to train our models.
- It has played a critical role in acquiring assets. We work with schools with COVID-19 positive students who are not able to share equipment. The SAB Foundation grant enabled us to get more laptops and other key assets which have allowed us to continue working in the midst of the challenge.
- It helped us tremendously as we were able to purchase machinery, test our technology and create permanent direct and indirect employment.
- Acquiring 2.1 hectares of land to set up business operations and purchasing a truck to transport equipment and to increase production capacity.

4. SURVIVE COVID-19 PANDEMIC/ COVER OPERATIONAL COSTS (9%)

- Without the support of the SAB Foundation we would not have survived the pandemic. The funding we had received prior to and during the lockdown period allowed us to relocate our entire operation to our central hub in Claremont. Despite eight corporate cafes closing we were able to retain all our jobs. The relief funding we received has given us the window to pivot our business into manufacturing and allow us time to restructure our business model.
- Keeping our doors open during the pandemic and building long term partnerships; growing the business under difficult circumstances; finding new revenue streams; setting up a manufacturing facility and product enhancements.
- The prize money was crucial in helping us cover operational costs and further development costs.
- Develop new lesson plans; extend our apps to adapt for the COVID-19 lockdown situation; assist with rent during early lockdown; exhibit at a career expo and advertise to home schools.
- It has allowed me to spend money on key salary expenses, contracts, and allow the business to survive even though it is in pre-revenue stage. The SAB Foundation also allows us to use its name which further provides social proof of the business.
- The funding allowed us to employ 20 more people once the lockdown restrictions were eased. It allowed us to keep the business running while business was halted during the lockdown period of 2020.

- The funding enabled us to continue with our business. It helped us with the marketing, paying operational expenses (telecoms especially as this is mode of engagement with clients), keeping compliant as funding paid for compliance consultation.

5. RECOGNITION/ PUBLICITY/ EXPOSURE/ CREDIBILITY

- In launching our latest project, the SAB Foundation award has credentialised Coral Tech as an organisation. It has been very valuable when introducing our company to new potential clients and provides evidence that we are a legitimate organisation and capable of developing serious solutions and applications for the market.
- Market or industry recognition. The minute the potential customers find out that you have been funded by the SAB Foundation they begin to give you an audience. Without this, it would be almost impossible for the key decision makers to listen to you or be convinced of what you are selling.
- Exposure and we managed to get few companies who contacted us.
- We got a lot of exposure, we learned about our specific markets, marketing techniques and we were also able to have samples made.
- They helped me to make my dream a reality. Assisting and providing affordable mobility to poor and disadvantaged people living with disabilities. This would never have been possible without the help of the SAB Foundation. Not only did the prize money help to open doors to more possibilities, it also attracted new investors who wanted to get on board the project. The ongoing support from SAB Foundation enabled me to pursue my dream whilst still working full time.

- Publicity: winning the SAB Foundation has created a huge credibility for our company.

6. JOB CREATION, JOB SUSTAINABILITY AND TRAINING EMPLOYEES

- The prize money allowed to cover the salaries of four part-time employees, two of which are living with a disability. We could market the brand and grow our following. The prize money also assisted us to develop new prototypes.
- The funding allowed us to take on more risk, learn and employ a resource to assist improve administrative efficiency. Most importantly as a team we have developed a fully operational Beta model.
- Having a dedicated co-ordinator for the project to ensure good management of vendors, venues and stock. And also, to be able to focus on creative solutions to the challenges being thrown up each day especially during the pandemic.

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).

- We have introduced ISO 9001 and have achieved a successful audit since we were certified. We have crash tested a number of devices internationally with a view to CE registration. Prior to the pandemic we aimed to introduce remote training for clinical therapists, caregivers and parents of children living with disabilities. This remote training was piloted during lockdown and has had significantly positive feedback. We are now poised for scale both nationally and internationally. This training will supplement the range of posture support products to deliver on our purpose of inclusion of all children living with disabilities and access to the appropriate clinical devices suitable to their physical and social needs.

- Further developing our product and being able to successfully deliver the Checkers Little Garden 2 campaign of 20 million units.

- Assistance with National COVID-19 response. 333 333 patients have been helped as at 1 December 2020.

- I have gone to retail.

- Being listed in the top 30 African Innovations at the African Innovation Summit in Rwanda. Being invited at the Eureka Innovation week in Sweden. Being invited as a participant at the Pioneers Festival in Austria. Being invited to The Venture Leaders in Switzerland. Exhibited at the International Telecommunication Union in South Africa and won a best exhibition stand by Standard Bank.

- These are the following highlights: Launch an MVP and set up in a few communities in Gauteng.

- Our innovation was featured in Time Magazine's 100 Best Inventions for 2019 (November 2019). This is a global platform that looks at all the inventions in that year. Our innovation won the 2019 SITA Digital Public Service Awards for Digital Social Transformation (October 2019) Additionally our innovation was the first South African social innovation to win the Africa Prize for Engineering Innovation in 2019. Due to COVID-19 in 2020, our focus has been on growing the number of clients exclusively and significantly grew our revenue base. We are now reaching over 24 000 patients per month using our network of lockers and are fast approaching 25 000 patients. We are nearing our break-even point but some new costs that were not anticipated have crept up.

- In addition to the successes that we have mentioned in previous SIA 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), we continued to create more impact in 2020 by participating as a curriculum developer in the Department of Basic Education's new Coding and Robotics curriculum for Grades R to 9. To facilitate this impact, we established a non-profit arm and raised additional donor funding to run a pilot of the new curriculum in various provinces with the DBE.
- There are schools today who are grateful that our mobile lab is changing the science learning in their schools, results are improving, and many learners are able to enrol into engineering related courses at universities, all because of improved science results.
- The exposure really did help and also the credibility that came with the title, hence we could negotiate our needs confidently with service providers.
- We were awarded the Google Impact Challenge award for \$250 000; we were able to build a commercial relationship with Nedbank; we were to survive COVID-19 and through it come out stronger than we came in; we were able to secure a great long-term contract with MSDP that is unique to the South African education environment.
- A major highlight for me was my development of sanitising wheelchair push rims which even though unsuccessful as an entry for the 2020 SIF Awards may find its funding from SEFA. I am currently pursuing this as I feel it is something that no-one has thought about and would be a benefit to all wheelchair users. Another highlight was the development of my shower buddy which is an all-in-one solution that will allow a disabled individual full range of motion while in the shower.
- Award winner at ZeroProject 2019 in Vienna Austria. 10 000 active users. Various media mentions (TV, radio and print).
- Being able to increase capacity of production.
- Was selected as one of the top 20 African Business Heroes for 2019 in the Africa Netpreneur Prize by Jack Ma.
- Winning this award meant that we could continue developing and launching skills training programs in multiple communities. We also gained traction within the construction industry.
- We recently had our flagship product featured in the recent Ellen MacArthur Upstream Innovations publication on practical solutions to the global plastic pollution crisis.
- The non-profit has managed to keep over 100 kids supplied with equipment and in 2020 we helped 21 Jumping Kids with educational bursaries. Four of our kids have been accepted to top schools in Gauteng in 2021. We will now have kids on bursaries at Pretoria Boys, Pretoria Girls, Affies, KES, Hope School and a range of primary schools.
- We launched operations in Gauteng where we continue to operate.
- We recently bought our own warehouse in Germiston which will allow to increase our operational capacity and help us in accommodating additional waste volumes.
- Recognised by The Africa Agriculture Technology Founder as a partner for the broad agricultural mechanisation efforts in sub-Saharan Africa and Startup Bootcamp Afritech as top 22 scalable start-ups, Africa, 2019.
- Our work was recognised by Sir Richard Branson and we were selected as a case study to relaunch the Branson Centre of Entrepreneurship in South Africa.
- Getting an alternative nanoparticle as an immunosorbent.
- The employment of adults with intellectual disability has grown by at least 38 and 40 unemployed youth interns with a minimum of Grade 11 have done work readiness training at Oasis while working alongside hundreds of people living with intellectual disabilities as 'companion' workers. Our trading has grown in shops, bakeries and recycling projects. A lot of time and resources of funders has been invested in training staff, interns and workers living with intellectual disabilities. The goodwill of funders, supporters, and donors has been overwhelming with COVID-19 relief.
- The highlight was to close the loop on our industries printer cartridge waste, with the release of the laptop stand.
- We have identified multiple IPs on the cable theft prevention system. We refined our business model and have interest from local municipalities and Transnet to deploy our solution. We have also been advised by IP Lawyers to first secure IP Protection and its management before any further engagements with the potential customers so as to protect the interests of the business.
- We have been able to showcase our products to different stakeholders.
- We were part of a group of 10 South African social entrepreneurs who went to Belgium to learn and also share our skills and knowledge with other social entrepreneurs.
- We have developed a further e-learning solution for technical education and have secured our first clients for this.
- Global recognition from 1776 based in Washington DC. We also represented South Africa at the Portugal Web Summit.

- We sold a few of the products which were distributed at hospitals in need. We were able to supply Montagu Hospital with six months of stock and also supplied Tygerberg Hospital with Balambies which were donated by PEP South Africa.
- We have managed to grow the business and its impact annually. We were awarded with a heroes award for young person of the year by the BCM Municipality, awarded with the Youth in ICT Award, part of the Red Bull Amaphiko academy and the 15 young social entrepreneurs to be part of spark international Accelerator. We won the Gordon Institute of Business Studies Festival of Ideas competition for the innovation of the Solar lab in a bag. We also won the Engen Pitch and Polish.
- We received our first sales figures from our retailer and the figures are encouraging.
- We have managed to upskill the team to drive the innovation forward. Considering the complexity of our innovation having a strong team was important and it was very difficult to do. It took us longer than we thought. Since being awarded the award we have managed to reach a problem-solution fit for both the students and publishers. We have formed relationships with local publishers from whom we received valuable feedback. We have formed a relationship with Fundi with regards a business model that involves their education loans products and our offering. This is an exciting opportunity we look forward to exploring further in 2021 for us.
- Distributed over 50 Coding School Kits to schools before the pandemic; Invited to UNESCO's Mobile Learning Week as a plenary speaker in Paris. Three very successful virtual coding tournaments reaching 1 000+ learners from around 200 schools. Total corporate incentives involved was about R170 000. Invited to speak at various conferences and other forums. Regular coverage in printed media as well as radio and television.
- Due to the fact that only prototypes have been issued to community members the only feedback was from them, but very positive feedback was received. Those community members as still using the prototypes. The fact that interest from a local manufacturer has been receive, makes it very exciting to know that the product may be in full production next year.
- We've been chosen as a winner for 'The Driving Force For Change Youth Pilot Initiative In The Waste Category' with the Department of Environment, Forestry and Fisheries and we currently have 1 200 households who signed up for our free service.
- We have managed to validate most of our business assumptions and found a working solution.
- According to our social impact report, our foundation has created 25 new jobs and reached 40 742 reached since 2018.
- We became part of the Autodesk Software impact programme which donated design software to us for all our inhouse design needs for the period of three years. Through our engagements with different prospective future partners we have secured letters of intents for implementing farmru with different farmers upon roll out.
- We have grown from strength to strength and we have grown services offered within our rehab centre, we are now offering Neurological Biokinetics, Neurological Physiotherapy, Neurological Speech Therapy, Neurological Occupational Therapy. We are in the process of expanding our footprint into offering our patients and their families life coaching in being able to accept their situation and how to cope with life.
- We now manage a portfolio of R100 million of assets under management. We earn a commission of approximately 5% for our work managing people's cows and facilitating the sale of the meat from those cows; we have been featured extensively on local and international media; we have been supplying large retailers such as Woolworths with free range meat; I was recently invited by TED Global to give a TED Talk.
- Providing transport to over 400 persons living with a disability over the past three years. Securing funding from TIA for research and development of our Software Signing a five-year agreement with the National Council of and for Persons with Disabilities.
- 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.
- I was able to optimise the pre-clinical proof-of-concept at a lab in Italy. We are now planning to test the optimised pre-clinical proof-of-concept prior to in vivo xenograft experiments.

- Moving to a fully digitised format of our resources was always going to be a big risk. The work required has been enormous. However, we are just seeing the end of the road now. We have also generated a lot more real interest among partners. 2021 is set to be a successful year.
- We have been named one of South Africa's top inventions in the past decade.
- The biggest highlight and success are the fact that we bought a vehicle, increased revenue by over 500% and created nine jobs in the midst of a pandemic whilst other businesses, big and small, had their doors shut. We managed to mitigate the negative effects of power supply resulting from load-shedding and load reduction by Eskom by installing solar system for business continuity.
- We have 112 boxes out on the field, making an impact on over 6 000 learners.
- We have provided our content for MTN for the MTN Shorts Platform; we have partnered with Momentum Multiply to provide one of our partners as a reward member; we have provided our content for free to School in a Box to be made available to their 50 centres; we are working with a partner to launch in MTN Ghana and Nigeria in February 2021.
- The SAB Foundation award has allowed us to empower 108 micro-businesses (56 of whom are mothers of children living with disabilities); we were able to launch the toy factory to up-cycle waste into toys and developed the 123ECD kit currently impacting 148 ECD centres in Diepsloot serving over 7 700 children (i.e. including +/- 500 children with disabilities); we also launched the OnRoute life skills and supported employment programme for people living with disabilities; we secured an OnRoute inclusion contract with H&M; we also expanded into shoe shredding and clothing de-branding and secured a contract with Barloworld Nike in SA. We are now working with the University of Pretoria to do more research and development in inclusion of people living with disabilities in work and Early Childhood Development. The funding also led to the development of the Internet-of-Things integrated Valimai process management system to create more inclusion for people living with disabilities into our recycling process from sourcing clothes, sorting clothes, up-cycling clothes and selling clothes. We have recycled over 100 tonnes of clothes since winning the SAB Foundation award. This including working the University of KZN to complete research and development in post-consumer textile recycling. The SAB Foundation SIA has helped us grow and sustain the social enterprise and grow the impact work.
- Thanks to the funding we received, we were able to formalise the business and the employment we offer to the nannies. We created a payroll system and employed our nannies as of November 2020 and pay UIF and tax for them as and when they work. After we applied for TERS UIF they were all able to receive almost all the pay-outs, bar one that we are still waiting for.
- Using the same space saving concept as our winning African ECD Classroom on Wheels, we have since developed a whole range of mobile learning tools including a STEM Classroom on Wheels and a Basic Hygiene Classroom on Wheels.
- We were awarded the Gauteng Accelerator Programme award.
- I have now been able to buy the necessary tools I need.
- The exposure we have now on a marketing level is really amazing from the SAB Foundation. Also, there is increased interest in what we do from corporates. My hope is that we can join forces with some of them.
- Looming partnership with Fruitspot.
- Visibility and public exposure.
- We presented at Africa Accelerator Programme in November online in Senegal; we presented at the South Africa Innovation Summit and we finished an accelerator programme in Silicon Valley.
- We have successfully implemented the complete model at three farm sites. Another success is working with large retailers such as Pick n Pay and Woolworths.
- There has been interest to buy my product and media coverage.
- I have already had phone calls and queries regarding the products since the advertising of the SAB Foundation awards. (It has only been three days so far!) I have also had emails from clients asking for more information.
- We are due to be published on two media outlets Isolezwe and Berea Mail.
- We have been able to hire several people for the organisation; tech team (three people on a part-time basis), full-time customer services, two data scientist interns and 10 field-based agents.

- Market credibility, business continuity, employment creation, media access.
- Significant achievements since March despite lockdown, we have kept going! Firstly: Despite not being able to sell books during hard lockdown, the enormous goodwill which the project has generated allowed all vendors to remain in shelters through online book sales, partnerships, donations and free accommodation which was offered to five of our vendors. Secondly: one of our greatest achievements is that none of our vendors are living rough anymore, all have access to independent shelters, and some rent their own places. Thirdly: our hosts "Order of St John" have continue to host us, providing space, a storage facility, meeting rooms and infrastructure for free. We continue to have a steady stream of books. There are still many non-viable books (cannot be easily sold) which are a challenge to manage but we also have regular donors giving us good sellable books. We continue to have spaces to trade with lockdown it has been exceedingly challenging and frustrating; and we are still frustrated and disappointed with venues who won't commit to long term support - but we do have some ongoing good venue partners. Since March, three vendors who left our programme of their own choosing left because better opportunities presented themselves. One has gone from living rough to staying in a shelter, to affording a bed-sit and leaving the project. I consider it as graduating from the project. He fell on hard times over lockdown, we gave him a space and an opportunity for him to find his feet again, and he has left the project and is pursuing other interests, preferring to go it alone, rather than being part of a project which defined him as previously homeless.
- Clinical trial results have shown that our product reduced patients' average eye pressures from 41 mmHg to between 11 and 15 mmHg over the course of six months. This equates to around 70% reduction in pressure which is more effective than the current gold standard Tube-Shunt devices. This means less need for patients to use multiple medications, and less need for repeated clinic visits, laser procedures and surgeries to prevent blindness. These outcomes demonstrate that the product has the potential to become the most clinically effective, cost saving and quality of life improving device on the market.
- One strategic alliance partnership with Centre for Excellence in Mining Innovation based in Canada and a working partnership with Norcat.
- Our innovation landed us as a first prize winner at the Donors Den in the Trialogue 2020 Business in Society Conference. This year's topic was on innovation means of measurement an evaluation of youth development programs.
- The first two series of this Resource hub (10 SASL books in Afrikaans and 10 SASL books in English) were developed and a pilot was done to improve functionality on the second series. The Resource hub will be launched when the website of NID is ready to accommodate the requirements of the Resource hub. The implementation plan of series 3 is ready for execution. The majority of development is done by deaf specialists, so that they can accommodate the unique needs of the beneficiaries.
- 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.
- An enhanced prototype which will be installed within the next four months.
- Since our launch we have over 4 000 unique users on the platform engaging with our legal content. We have also attracted the attention of Law for All one of South Africa's largest legal insurance service providers who have since signed on to white label our chatbot for their website in a bit to increase access to legal information. They have also officially become our legal service provider for the provision of access to a lawyer for paid consultations and legal services.
- In FY 2020 our revenue was R2.3 million.
- I have a bus operator (188 buses) who will be launching my app as a way of introducing our services and QR code payments in the transport industry. We will then roll out to the taxi industry.
- 1. Replacing two shacks (informal structures) with six durable units with a shared bathroom. 2. Training and employing 22 women and youth during the pilot project. 3. Acquiring assets: 2.1 hectares of land and a truck. 4. Awards: Seed 2019 and Chivas Venture 2020.

- We have pivoted to virtual training, developed material for our first clinic coordinator webinar which will be held in February 2020. We developed a clinic coordinator 'tool-kit' with all materials required for support - parent Education, clinic management, data capture, stock control. This has standardised the patient-centred care for our 36 partner clinics in South Africa. We held a virtual fundraising event in September 2020 that increased awareness of clubfoot and raised funds for our programme. We have automated our data capture at clinics, with improved real time data that is submitted weekly and analysed monthly. We have a national clinic coordinator that has greatly improved our coordination and communication with 36 partner clinics. We produced three videos for parents and health care professionals that have been extremely useful during the pandemic, with clinics operating at lower levels. We have finished preparation for the Clubfoot Africa Conference that is the first of its kind in Africa, to be held in November 2021 in Cape Town. Interest from 34 countries, the majority are African. Seven international speakers are confirmed.
- 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 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 (this would 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.
- Since we were awarded the SAB Foundation funding, we have grown our users, improved our sales and customer reach, and developed better products for our users.

- The app now covers the entire foundation phase and we are busy with a fund-raising drive. We have also increased the number of brand ambassadors from two to four.

Appendix 4: Please provide information on any challenges you are facing currently with regards to making your social innovation a success.

- Our new personal respirator has been designed to support inclusion of people living with disabilities, their caregivers, those with co-morbidities and individuals who are in close contact (health workers, caregivers and teachers). This is an innovative, locally produced, affordable and repairable device, however we are struggling with the appropriate testing for certification needed to scale this product. COVID-19 has also prevented outreach clinic which results in users and those in need of assistive technology unable to receive the assessments and prescriptions for the devices they need. This will have a significant knock on effect on sales in 2021/22 with the resultant concerns about cash flow.
- A challenge has been working with government as a non-black owned business.
- COVID-19 has impacted the income through funding for community safety projects dramatically, thus impacting cash flow and sustainability.
- Focus on commercial activities.
- Ongoing CSI support from corporates and support from government.

- It's the fact that with the kind of the solution we've developed, it's difficult to produce an MVP because the product has to pass statutory approvals and have an assembly line up for it and for us to make sales. Our market requires a product that has gone through these processes. So, we've had a situation where investors require us to demonstrate demand but for us to do this, we need investments in order to do this and eventually have our market validation.
- The pandemic has impacted our sector and has brought our revenue to zero. At this stage we are looking to pivot in order to focus on domestic tourism.
- Our rapid growth in 2020 has meant that we have passed our internal capacity, and we spend too much time focusing on growing the number of sites without growing the core team. We have had to work more hours, our communication with clients has started to decline and our overall quality is starting to take a knock. To address this, we need hire more people. Since we get paid per patient per month, growing the volume of patients has created enough room on cashflow to hire some short-term labour to help. But we need build up the core team that can continue to support the growth. Since we managed to raise the R3 million (50% SAB Foundation and 50% match funding) to expand the network of lockers we now need to raise another R500 000 to stabilise working capital for monthly operations. Additionally, we have to gear up for the major fund raising of R 12 million to R 16 million for the aggressive expansion of our service into 200 sites. Additionally, we plan to introduction a new innovation and service that will help diversify our revenue. We need to raise an additional amount of R 12 million to fund our growth plan otherwise, we remain stuck in one stage as a business. It is important for us to find a way to reach over 50 communities in the next six months then drive towards 200 sites. We are nearing our breakeven point with 120 sites if we are able to onboard 50 more sites.

- 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 co-founder and CTO. The company went from six full-time employees down to two (i.e. one paid employee, and one unpaid founder) over the lockdown period. Since then, we have 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 hope to regain operational capability through the release of this digital offering, while it awaits the appropriate time and strategy to re-instate its hardware-based business with the LCERT offering.
- Partnering with new partners seemed more challenging than what we initially thought it would be. Securing quality products and to try and maintain our market segmentation is another challenge to overcome, whilst product can be readily sourced it is the ideal sought-after product we would like to buy and to do so, at such a cost to enable us to keep it at an affordable selling price point to our customers.
- Initially, in my consultation with Impact Amplifier, I had requested that the working capital be used to purchase a factory that was within the loan application, but they advised otherwise. Now, because of rental obligations, we had to close our factory, the equipment was auctioned as we had no space to keep it. Had we purchased the factory building for the R68 000 the owners were looking for at the time, we would have just locked our building and when the time is right, re-open our factory once again. But this is not the case right now.
- Everything is going well. We are just trying to execute our business plan.
- COVID-19 slowdown has reduced our client pool.
- The pandemic has greatly affected so many industries which are connected to our business, hence the effects have spread much further than anticipated. It's for that reason it is necessary to diversify our product range. Social distancing affects the number of people our business interacts with therefore limiting revenue even though it is necessary.
- Our challenge is Nedbank being a significant revenue contributor to the business with terms that are not favourable for us. These include terms such as exclusivity, out of scope work, and projects which have very little from a profit margin standpoint. We need to remove Nedbank as a client as they limit our ability to focus on being independent as an organisation and grow our profit base by selling our core products.
- Funding. This will alleviate a lot of pressure currently experienced. The ability to expand on items side-lined as funds have had to be re-directed to facilitate manufacturing and development.
- Access to key market players; affordability within the SA consumer market and current economic conditions.
- The system to source raw material from farmers needs further investment now that the production capacity has increased. The increase in capacity means that we need to source more raw material from farmers. We need to further scale this up to achieve economies of scale.
- In all honesty it has been personal issues causing delays and cashflow problems during and before lockdown. The company was on schedule to officially re-launch the brand, but I am working on slowly understanding my niche target markets and rebuilding. Hiring incompetent staff which resulted in me doing all of the work.
- Still struggling to get sustainable adoption of the technology.
- Access to markets. It has been difficult to get developers and property owners to order and buy into the Eco brick concept. 2020 was a good year as the V&A Waterfront ordered 13 000 bricks for a new commercial building, making it a world first.
- We have just come through a difficult time due to a misalignment with the 2018 lead investor that we brought onboard following the SAB Foundation award. It caused a lot of damage to the company, but we have come out the other side with more ownership of the company and a better product. We are fundraising now to re-inject capital into the business and start expanding once again.
- Without the ability to train and employ our own prosthetic staff we cannot begin to build the systems required for a Mobility Centre of Excellence. Many funders in the prosthetics space want what we talk about, but they want us to build it and then get involved. As a small non-profit, this hasn't been possible to achieve.
- We've lacked the right technology to scale but have hired someone into the team to assist with this in 2021.
- The biggest chunk of our revenue comes from glass sales. We buy glass from informal glass recyclers and sell to Consol. But because Consol has put quotas in terms how much we can supply to them our volumes and sales have consequently dropped. As a result, our staff don't work the full month. Some of the work that was scheduled for this year has been frozen due to the pandemic. We are currently reaching out to few identified corporates who might be in need of our services especially with the upcoming EPR legislation. There is a project we have been working on with ABI which requires additional capacity. We are hoping that our current, pending funding application will be successful so we can acquire an additional truck to better service the brewer.

- A VoQoL installation is relatively expensive to install and many paraplegic and quadriplegic individuals simply don't have the funds to afford it - although virtually all of them would welcome it. So, we rely on funding from different sources. Care homes have enormous pressure on their budgets, and so VoQoL is not their highest priority. So, we continue to need to source funding from other places to continue our VoQoL work. The 2020 pandemic has made such sourcing so much harder - for everyone in the social services industry. It's one of the reasons we developed the NPOconnect product - to allow NPOs to more effectively engage with their stakeholders and community at a very affordable cost.
- Local governments are just about all under administration and they do not have budget.
- The biggest barrier to entry we faced was the regulatory requirements for the drone industry in South Africa, and this delayed our commercialisation significantly, as we could not trade until having a provision for compliance. This has however been resolved through a partnership with an industry player, under the provisions of a managed RPAS Operational Certificate .
- We had based our model on a corporate cafe rollout. In the post-Covid world this rollout is uncertain. We are working on our manufacturing processes including health and safety audits which is a steep learning curve. We have also focused our business on training and training accreditation. The biggest challenge is spending the remaining funding on items that will have the biggest impact on our new direction.
- Accessing the market is my main challenge and commercialising my product.
- Sales took a big knock during lockdown, so this is why we shifted our focus on the social events and training. We also had to let go of our part-time staff as we could no longer cover their salaries.
- The COVID-19 lockdown has decimated our trading and we remain short by approximately R500 000 per month on the total income for the organisation. We are not out of the woods and have many months of hard work ahead of us to be able to say we have survived.
- Developing business systems and processes or quality management systems and my other main challenge is setting up the project steering committee or board of advisors.
- Our innovation requires a lot of funding which will assist us to get more qualified or skilled personnel.
- We have difficulty in finding workspace and also fully recording our social impact.
- The pandemic has set us back as some important marketing events where we were going to be able to introduce our solution to key customers were cancelled. This has set us back 12 months.
- Financial constraints to finalise platform design and start with the product development.
- We tried the private market, but we found that people who could buy 'baby beds' preferred a camping cot. We had meetings with many organisations, and they were all interested, but found that distribution and the 'buy-in' from specific hospitals were a challenge. Although safe sleeping is a very important health intervention, there are many other needs which are prioritised. We also had to deal with the different cultures where it is widely accepted to sleep together with the parents in a bed. Distribution to various areas are also challenging. An organisation would make a donation but to get the products distributed to areas or hospitals where the products would be used were challenging.
- We had the ceiling fall in and had a lot of security issues in our previous youth centre. We are currently trying to set up a new place to operate from and decided to use a container. We are still trying to finalise everything before the schools re-open on 15 February.
- Growth funding and strategy hence us applying to SIF COVID-19. Challenges include uncertainties in the restaurant industry.
- Cost of renewable energy and a weak South African economy have made imports more expensive. The pandemic has also played a big role in a negative 2020.
- Lockdown has restricted physical meetings so we currently cannot make physical presentation of our products to buyers. This has slowed down our rate of scale up.

- One of the challenges we have been facing in trying to solve the high cost of textbooks has been finding a business model that works for both the publishers and students. The monthly subscription business model which we had proposed was deemed unviable from the point of view of the publishers, but the students loved it. Since we received the award we have been trying to develop a business model that works for both sides. By conducting customer discovery interviews we have pivoted countless times to this point in which we have a strong business model that works for both sides. It has taken longer than we expected.
- I am currently looking for R8 million for a factory expansion.
- My current challenge is lack of finance to scale and repackage the product so that it could be foldable and packaged for sales overseas from where I have received numerous enquiries.
- Because of lockdown, schools are not very interested in interactive workshops. So that part of the project is on "suspension" at the moment.
- Currently a suitable manufacturing site needs to be finalised and start-up cashflow to help us over the first few months. Tests still need to be conducted in Cape Town.
- Currently our biggest block is getting access to the land spaces in the communities to place our Local Hubs (decentralised containers) to service households. We have access to collectors and tricycles and households have already signed up, however it takes a long time for the ward councillors and sub-council managers to give the go ahead to place the containers.
- We are facing record numbers of students seeking funding, mainly because of the economic strain. This is a nice problem for us because we are in the business of helping university students with tuition. However, although we have validated most of our business assumptions and found a working solution, we have no grant capital to move forward.
- COVID-19 has been a big challenge as our innovation is a high-touch solution.
- The main challenge I would say we have is the lack of a proper start-up ecosystem within rural areas where founders, directors, and managers can link for further networking purposes and create further opportunities. The lack of such an ecosystem causes a lot of missed opportunities since most this happen in the metros. Due to the pandemic, we can only contact them via the internet or on social media, and without physical presence the engagements are not as fruitful.
- The only challenges we are facing is the lack of safe and reliable transport for our patients to have access to.
- We require additional funding in order to accelerate our growth. The farmers we support need additional skills and material support that we do not have capacity of providing. We want to expand the delivery of meat through a franchise model but are unable to fund this expansion from our operations.
- Not having our own vehicles and depending on contract vehicles. Lack of funding (finance institutions reluctant to fund vehicles as they are viewed as high risk). Not having our own vehicle depot for safekeeping vehicles.
- Our biggest challenge is increasing our sales, we intend to use the grant and mentorship support to overcome this.
- We currently have a few challenges. Our biggest challenge is the land that we had been previously granted by the ELIDZ to use but we were not able to utilise it because we didn't have the financial capability to. We are still trying to engage with the relevant parties to see what amicable resolution we can come up regarding this matter. We also do not have security on the land that we are currently working on, but we are engaging with the municipality about this. 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.
- Lack of communication among directors.
- COVID-19 restrictions have hampered my plans to go to the lab in Italy to further test the optimised structures for their biological activities.
- The demand for education interventions is far below the need. We have struggled to generate interest and get support. Investors and sponsors appear more interested in projects that have short term impacts such as feeding schemes, building a library, etc. It takes time for an education program to be accepted and to show results. It involves changing behaviour, which is a tough thing to do.
- The only challenge we do not have access to government and multi-nationals. Our product is market ready and stock is available to save lives.
- We are yet to realise any success on our rehabilitation of nyaope addicts who are at the centre of our innovation.
- We need a wider network for more sales and operational funds.

- *Technical and manufacturing expertise remains a great challenge. Finding affordable suppliers and service providers has greatly affected the achievement of our product milestones. Another big challenge is the limited working capital. The nature of our business requires various skills, such as firmware developer, app developer, curriculum developer, graphics designer, etc. We have used student interns who need a lot of guidance. Additionally, the limited working capital has meant that we could only afford to employ people for 10 hours per week. This has resulted in the very slow progress of our product development.*
- *While we have now slowly started getting customers, we need to execute more sales. Additional income will be required to develop our education platform.*
- *We are waiting for a busy tourist season, which will start later in the year than usual for international clients and the B2B hotel business we wish to grow. We have requests from repeat high spend international clients for January and February 2021 bookings which is positive. We are trying different marketing strategies to see what will reach new clients.*
- *I wish I could have someone who could share the office and administration work, leaving me to work on the development of my new products.*
- *We have not been able to secure further funding to commercialise our product.*
- *Looking for people to help me in the business, some employees - especially people living with disabilities.*
- *Access to government markets in the form of tender presentation.*
- *Employing a COO and not having enough logistics to cover our markets.*
- *We have grown at an exponential rate in the last year, however the organisation's structures, staff and resources are not able to keep up. We risk collapse.*
- *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.*
- *Signing up more government departments to use the innovation and thus increase revenue streams; standardising our app; and increased social media marketing.*
- *We need more opportunities to market access.*
- *Creating a stable product.*
- *Scaling production requires further funds, and this has not been achieved yet.*
- *Currently with COVID19 impact the future project pipeline finalisation is the biggest challenge.*
- *Market testing of current prototypes.*
- *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. Another big challenge is business development of our product to major corporations, without access to the appropriate level of decision-maker. 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 organisation.*
- *My challenges are: being able to produce large quantities of product; producing a quality product at an affordable price and being able to market the product on a larger scale.*
- *Access to market and more funding opportunities.*
- *The pandemic has had a very bad impact on the informal trading sector. Revenues have declined 80% year-on-year, and growth is difficult as we've emerged from hard lockdown. We are broadening our offering to other sectors and trying to find new markets whilst informal trading recovers.*
- *The COVID-19 pandemic has created a huge challenge for us in paying salaries, purchasing raw material and possibly threatening our business continuity. We are having cancelled orders therefore placing full reliance on the grant funding for daily operations. Our company is not sustainably growing as a result of the economic impact of the virus.*

- We are not sufficiently self-sustaining to manage without funding support for the facilitator, marketing collateral and items necessary to trade (tables, cloths, sanitiser etc). Insufficient long term committed venue partners with sufficient feet traffic to make it a viable option for vendors. Book donors give us both fabulous and viable books but also an enormous amount of non-viable books which is labour and time intensive to sort and manage. One tricky incident involved the discovery that one of our senior vendors had been stealing large amounts of books from the project and unfortunately was released from the project after a formal disciplinary hearing. His partner, a junior vendor, left the project too.
- COVID-19 has prevented us from recruiting further patients into our clinical trial. We are hoping to be able to kick the trial off again in March 2021. Funding limitations have prevented us from optimising our design to improve the risk benefit profile for patients. We are aiming to apply for further funding in 2021.
- Developing standards to test the product against regulatory bodies.
- Market uncertainty as a result of the pandemic has been a massive challenge. We've had to rework our growth strategy and have started our own NPO in order to raise tax deductive funding for our own projects. We are finding more interest from funders wanting to fund our initiative in communities versus organisations wanting to bring us into their existing work (due to budget cuts and uncertainty). Many funders want the funding to go to a PBO, so we created one and will start running our own projects from 2021 as a short-term growth strategy. This will give us new content and success stories to grow our impact and market our platform.
- The download of images requires a lot of band width, and often leads to a delay in the download speed which impacts the modality of play and learn. We are currently exploring alternative options to host the file or to develop an app to eliminate these challenges.
- Feeling the pressure to make things happen now that everyone is aware of our product. We have the resources and it is exciting, but stressful.
- A time delay due to the lockdown restrictions due to the pandemic, which has delayed upgrades and renovations planned to roll out the improved unit into the rest of the facilities (as phase A), following which plans will commence to roll out this unit beyond the boundaries of our facilities.
- The cost of developing an innovative platform can be prohibitive, particularly when additional development such as language or adding WhatsApp as an additional channel could contribute to increased access for the intended beneficiary. We are also struggling with developing a structured growth strategy which focuses on the unit economics. Lastly access to market, similar to Govchat we believe that our chatbot could be a game changer if it was able to collaborate and partner with government. This would ensure that citizens could have access to a portal providing information on the law and its processes in a language of their choice, while enabling government to automate backend legal processes which would provide lawyers, paralegals, court officials working for the state with more time to focus on high value work. E.g., the ability to automate the process (completing the forms, service of the sheriff) of claiming maintenance or claiming from the small claims court. The Department of Justice is already considering the automation of such services and we would be perfectly positioned to be an implementing partner.
- The need to always put money towards advertising. We spend about R8 000 to R10 000 a month on advertising.
- I only have QR code payments, there are other features that are important when launching in the taxi industry such as an automated accounting system, receipt capture, split payments which increase the value proposition, but I don't have funds to create those features yet.
- The stock of cards that we have is finishing very quickly and we need to source more cards to continue the project.
- Challenges of working in the public health sector have increased with COVID-19. There are limited staff and clinics are under-resourced. Families of patients have socio-economic challenges which affect adherence to treatment. Rural clinics have a higher risk of patient drop out. Constant staff changes in partner clinics mean that we are responsible for maintaining quality patient care. Superstition and ignorance of the condition results in late diagnosis which is a burden on clinics.
- We are seeking growth funding and international partners in order to scale our SE globally.
- COVID-19 has been our biggest challenge; this has limited our potential to reach more people and most potential clients that planned to work with us in 2020 cancelled our programs.
- The lockdown was a major obstacle but enabled us to get time to upgrade the app.



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