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YOUTH
ENTERPRISE
DEVELOPMENT
PROGRAMME

*IMPACT
ANALYSIS AND
REPORT*

JUNIOR
ACHIEVEMENT
SOUTH
AFRICA



JA South Africa

A Member of JA Worldwide

Introduction

“Junior Achievement South Africa (JASA) provides engaging entrepreneurial programmes, which foster confident and empowered young people who are possibility seekers and creators of opportunities. Through these programmes, JASA aims to contribute to meaningful economic participation by nurturing entrepreneurial thinking among young people.”

Over the course of several months, participants in the JASA programme in South Africa were exposed to programmes aimed at training them on the basics of conducting various small business enterprises in the Gauteng Province. *During the Youth Enterprise Development Programme - a 20 session incubator style programme spanning three months - students are required to start up and run a business that will be sustainable, through on-going support, mentorship, and financing upon programme completion. The programme includes site visits, case studies, guest speakers, and an introduction to micro finance.*¹

One hundred fifteen (n-115) different small business enterprises were followed to determine the challenges and successes experienced unique to each. The growth of each entrepreneurial team was tracked during a series of follow-up phone calls over 6-month post-exposure periods (July - December 2013; September 2013 - March 2014), which was then disaggregated into individual indicators such as financial profit and loss, contextual challenges unique to each team, loss of original team members (attrition), changes in marketing strategies, changes in business plans and ideas, and overall promise for future successes.

Analytical Approach & Methods

The programmatic impacts for the purposes of this analysis were measured by dividing the report into two distinct sections. First, an individual enterprise review was completed for each participating entrepreneur group. These data and findings were used to inform a second, high-level review of the overall trends relative to successes and challenges experienced by the participants.

¹ Taken from www.jasa.org.za

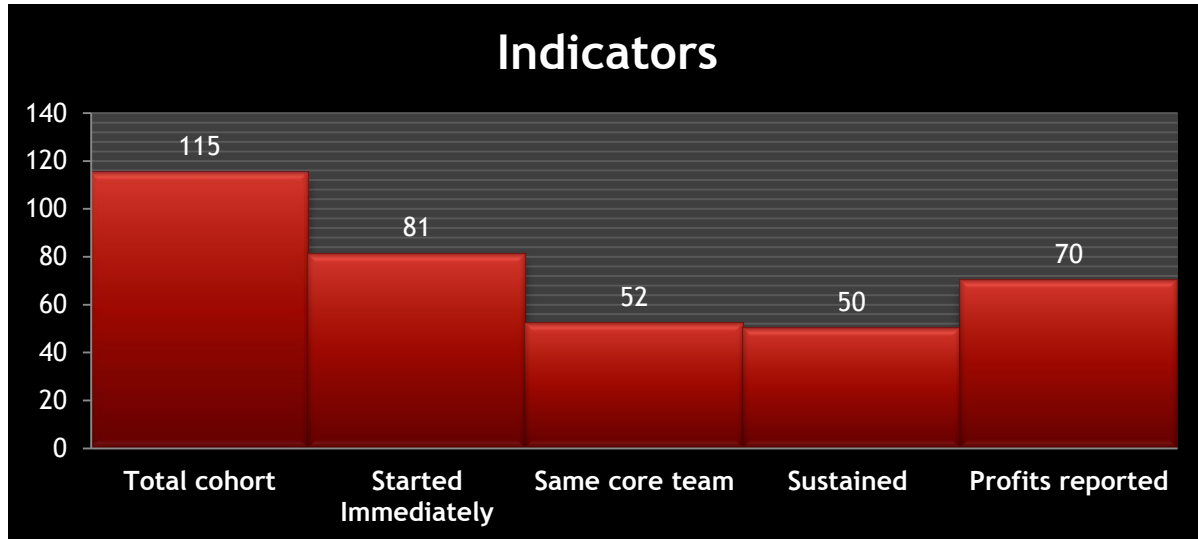
To measure the individual-level impacts, the cumulative scores for seven variables were considered. These were then assessed in total to determine the efficacy of the programme and related outcomes and outputs. Below is the list of variables analysed:

- 1) Business started after the 6th JASA programme session (Score 0 = No, Score 1 = Yes);
- 2) Business running by original team (Score 0 = No, Score 1 = Yes);
- 3) Business sustained through analysis period (Score 0 = No, Score 1 = Yes);
- 4) New business started (Score 0 = No, Score 1 = Yes);
- 5) Employing staff (Score 0 = No, Score 1 = Yes together with # of staff);
- 6) Accessed business finance (Score 0 = No, Score 1 = Yes); and
- 7) Making profit (Score 0 = No, Score 1 = Yes, together with highest monthly self-reported profit)



High Level Review: Overall Findings Summary

Of the 115 teams surveyed, 81 (70,4%) had an operational business immediately following the completion of the JASA programme. Of those, 52 maintained their original team members (64,2%) and 50 sustained their businesses throughout the six period of review (61,7%). New business enterprises that emerged during the analysis totaled 21. Those businesses that factored included offshoots to existing businesses or new concepts that departed completely from the original business ideas expressed at the end of the JASA training.



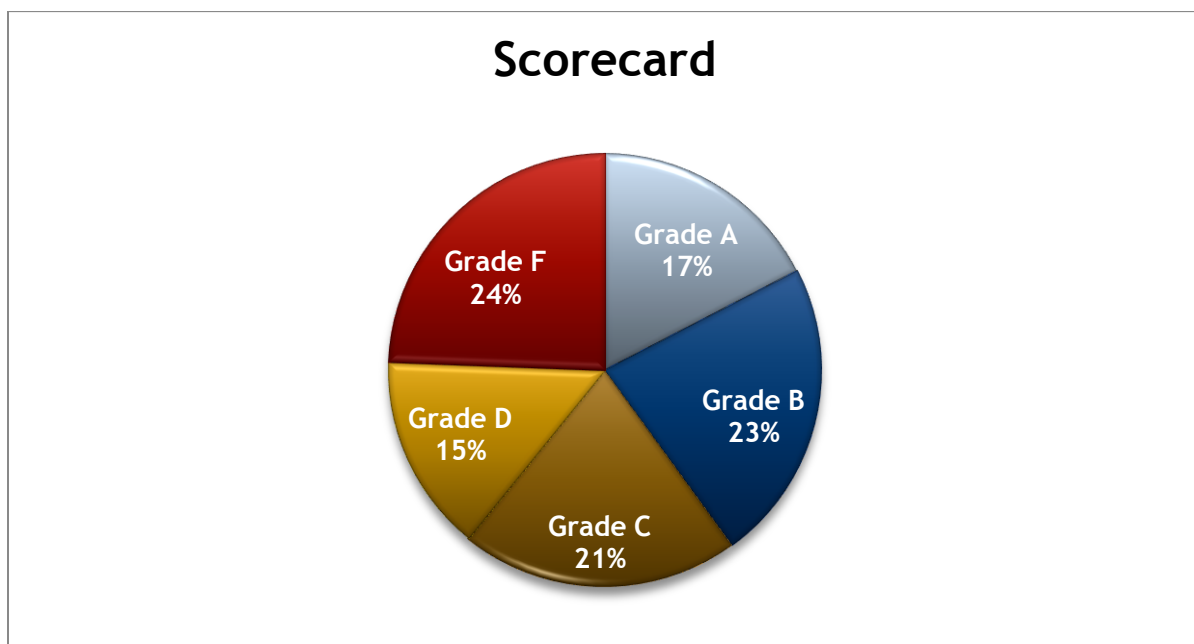
A very impressive 70 businesses reported profits during their periods of operation (86,4%) with a range of income between R 100 and R 13 000,00 per month. On average, participants in the programme reported modest income between R 400 - 800 monthly. A small number of businesses reported financial losses owing to creditors or mismanagement of profits and failure to save.

Only one business received bank financing with a handful of others reporting that they anticipated income from another source, such a youth development fund or government programme. Much of the advice offered to the young enterprise owners centred on savings, appropriate management of existing business funds in separate bank accounts, and the importance of diligently monitoring income versus expenditure.

The final benchmark for achievement was contingent upon an entrepreneur's growth and their ability to employ others. Since the assessment period was relatively short following the completion of the programme, only four businesses reported hiring outside their original team (4,9%).

When accounting for each of the above factors, each individual enterprise was assigned a score aligned with their performance. Score were ranked on a scale from "A" - meaning the business is completely operation, viable and sustainable - to "F" - meaning the business was either never started or has no prospects for continuation.

Twenty businesses (17,4%) scored a “A” on the scale. Another twenty-six (22,6%) scored a “B.” Twenty-four ranked an average “C” while seventeen received a “D” mark (20,9% and 14,8%, respectively). Business enterprises with no chance of functioning or success in receipt of an “F” totaled 28, or 24,4%. This was the largest single-scoring group from the entire cohort. Despite this, roughly 80% of small businesses fail within the first five years of operation,² which paints an optimistic picture relative to the outcomes of the JASA programme.



Challenges

There were some overarching themes that emerged from the research undertaken. First, team members often expressed frustration at group dynamics and the inability to agree on a business strategy. Second to this was the issue of securing funds for the development and growth of their businesses. Third was the need to complete a school programme or seek an additional degree. Fourth was the compelling desire to provide money in what was perceived to be a more secure manner, for example by taking on part- or full-time work. Finally, a number of female participants became pregnant during or following the completion of the programme, which resulted in a redirection of their priorities.

² Source: Small Business South Africa

Individual Enterprise Review

The following is an in-depth review of each enterprise followed during the JASA post-programme exposure periods with associated scorecard (total n=115):

| Enterprise Name: TNT Snack Bar (Tshepo Snack Bar) | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2300 pm) |
| NOTES: Original team disbanded; now a solo operation. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Freggies | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2600 pm) |
| NOTES: All original team members have opened solo enterprises. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Delicious Cookies | Score |
|------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 670 pm) |
| NOTES: Team disbanded, profits small, leader "taking a break" | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Rise and Shine | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1900 pm) |
| NOTES: Business still running, but with interruptions. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: BF Enterprise | Score |
|-----------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1200 pm) |
| NOTES: Team split midway through analysis period. Still sustained with original member. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Sibusiso's Product | Score |
|--------------------------------------------------------------------------------|------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 6200) |
| NOTES: Very progressive business model and agile growth noted. Very promising. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Three Spark | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Profit margins very small and some losses reported. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Beauty Salon | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Lead member still trying to make it work. Slow starter. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Gaulo Galoo | Score |
|------------------------------------------------------------------|-----------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 650) |
| NOTES: Business closed. Unsustainable. Made one month of profit. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Cherry Blossom Jewelry | Score |
|------------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Team leader had a baby. Never started the business and has no intention to do so. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Successful Management Company | Score |
|--------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Team disbanded. Stock sold. Never launched and never made profit. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Rixaka Trading Enterprise & Projects | Score |
|--------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2900 pm) |
| NOTES: Despite challenges, this team has stayed together and outlook positive. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: TC's Trading & Trading Unlimited Services | Score |
|---------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Business showed strong start and fell apart despite encouragement to continue. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Freedom Mini Market | Score |
|-----------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1800 pm) |
| NOTES: Appears to be growing over the course of the follow-up period. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Young Entrepreneurs | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Non-starter. Hoping to try again. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Tswelopele CC | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Decision taken to return to FET. Non-starter. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Accessories of Junior Achievement | Score |
|--------------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 1 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1000 pm) |
| NOTES: Need additional funds to sustain business plan. Starting a savings plan to restart. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Hare Thusaneng CC | Score |
|--------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Business closed shortly after starting. No plans to resume. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Women Empowerment | Score |
|-----------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 530 pm) |
| NOTES: Team disbanded quickly. Lead member decided to "take a break." | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Loxion Flavour | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2000 pm) |
| NOTES: Both team members going strong. Starting second business. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: House of Bling | Score |
|------------------------------------------------------------------------------|------------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 1 (Not reported) |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 7500) |
| NOTES: Business growing and adding new product lines. Very positive outlook. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Super Clean Household | Score |
|---------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Members undecided on what to do from the start. Some returned to school. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Leather Works | Score |
|------------------------------------------------------------------|--------------------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (Figures not reported) |
| NOTES: Business growing. Reviewer was a satisfied client. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: BSKT Car Wash | Score |
|--------------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Business required draw on personal finance. Not sustainable. Team no longer intact. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Elegant Minds | Score |
|------------------------------------------------------------------|--------------------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (Figures not reported) |
| NOTES: Marketing strategy in place. Moving forward. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Sibuphiwe Co-ordinators | Score |
|-------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2600 pm) |
| NOTES: Review of costing undertaken and new systems being put in place. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Xolani Enterprise | Score |
|--------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 4500 pm) |
| NOTES: Started late, but has a positive trajectory and business plan in place. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Soft Scent Distribution | Score |
|--------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Switched to stock market training without adequate training to succeed. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Kasi Cuisine Caterers | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Team disbanded after exams period. No plans to restart | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Strikers | Score |
|-------------------------------------------------------------------------------|-------------------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 1 (1) |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (Figure not reported) |
| NOTES: Sister running business while he continues schooling. Plans to resume. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Food Castle Take Away | Score |
|------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Team disbanded immediately due to disagreements. Principal member pregnant. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Diva Bakery | Score |
|-------------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 800 pm) |
| NOTES: Team disbanded. One member selling ice cream and doing well. Have new ideas. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Pure Monate | Score |
|------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 850 pm) |
| NOTES: Business shows signs of steady growth. Original team disbanded. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Touch of Heaven | Score |
|-------------------------------------------------------------------------------|--------------------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (Figures not reported) |
| NOTES: Smart plan to work in present area of work while growing the business. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Galaxy Entertainment | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1050 pm) |
| NOTES: Slow growth with initial partners. Positive outlook. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Monate Fast Food | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Team members required ongoing income so took jobs. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Selling Take Away Food and Cakes | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1250 pm) |
| NOTES: Moderate growth over analysis period. Good attitude. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Anything Goes | Score |
|----------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Sole member of original team remains. Saving money to start own business. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Selling Handbags | Score |
|--------------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 350 pm) |
| NOTES: Up and down. Decided to "take a rest" and then started again. Not consistent. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Freestyle Collaboration | Score |
|--------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1560 pm) |
| NOTES: Inconsistent. One team member forging ahead with different ideas. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Maintenance Service Provider | Score |
|-----------------------------------------------------------------------------------|------------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 1 (Not reported) |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 970 pm) |
| NOTES: Registered with CIPRO, has tax clearance. Moderate growth. Very promising. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Studio Elite | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Lacks focus. A number of small non-starter ideas. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Safe and Clean Products | Score |
|------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1900 pm) |
| NOTES: Split into three new businesses that operate solo. All moving ahead slowly. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Nicholas Take Away | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Non-starter. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Thembo's Catering | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Non-starter. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Tirisano Fabulous Shoes | Score |
|----------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 800 pm) |
| NOTES: Team broke apart; one member forged ahead without others. Growing slowly. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Kasi Hustlers | Score |
|----------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1900 pm) |
| NOTES: All members split but each runs their own small business now. Going well. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: We Can Car Wash | Score |
|--------------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Took jobs (one teaching). Express satisfaction with lives despite business failure. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Kasi Culture | Score |
|---------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Team failed to meet again. One member tried to forge ahead. Non-starter. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Bottle Ba Africa | Score |
|----------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1800 pm) |
| NOTES: Some considering return to mainstream workforce but others moving onward. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Glowbal Base Catering | Score |
|-----------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2000 pm) |
| NOTES: Business suddenly disbanded at end of analysis period. Odd choice - was working. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Sadimatho Trading Technowise Cafe | Score |
|-----------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 965 pm) |
| NOTES: One member forged ahead with own ideas. She is successfully growing. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Royalty Fast Foods | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Trying to save for a new business venture. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Your Choice Property Letting | Score |
|------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Original team split. Only one remains, but started completely new business. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Mzamo Properties | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2696 pm) |
| NOTES: Doing well since split with the original team. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Chisa Nyama Waya Waya | Score |
|--------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 4500 pm) |
| NOTES: Business growing nicely. Making large profits and very eager to expand. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Hamba Mobile Achaar | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1500 pm) |
| NOTES: Very pleased with business growth. May add new products. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Desired Fragrances | Score |
|------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 3900 pm) |
| NOTES: This business has shown steady growth highlighted by holiday sales' season. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Lovers Rock | Score |
|-------------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2850 pm) |
| NOTES: Principal member had a baby. Changed to new business selling chickens. Doing well. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Amor | Score |
|-------------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1500 pm) |
| NOTES: On and off again business. Switched to a volunteer position. Unsure of next steps. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Jabu's Place Tavern | Score |
|------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 5600 pm) |
| NOTES: Business going well. Question the licenses needed to operate however. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Taxi Family Business | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Returning to school to pursue nursing. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: T & S Caterers | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: No commitment to initial plan. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Duduza Photo Studio | Score |
|-------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: No strategy in place. Began with a debt. Not sustainable without directions. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Duduza Bakery | Score |
|--------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Team disbanded almost immediately. Looking at new angles independently. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Koppanelo Atchar | Score |
|---------------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 650 pm) |
| NOTES: Only two members of the team were still focussed on projects. Minimal profits. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Outcast Creation | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Non-starter. All members looking for other work. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: B ZTAR Co-Operation | Score |
|--------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1650 pm) |
| NOTES: Allegations of member misuse of funds. Bankrupted. Looking for work in mines. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Ithuteng Humanity | Score |
|-----------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 5400 pm) |
| NOTES: One of the highest-grossing businesses among the graduates. Excellent prospects. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Innovative Minds | Score |
|------------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 4690 pm) |
| NOTES: Started very strong; then pregnancy and financial insecurity lead to job-hunting. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: GoNeLe - ThaGood Manufacturing | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: No movement. Team disagreements. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Cut - War Unique Branz | Score |
|----------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Looking for volunteer opportunities as potential links to business. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: H-Lifestyle | Score |
|-----------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 3495 pm) |
| NOTES: Selling items that are in demand. Team works well both alone and together. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Fashion Tech | Score |
|---------------------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 900 pm) |
| NOTES: Business started nicely and quickly collapsed due to cash flow issues. Still trying. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Siko - Molemo | Score |
|--------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2700 pm) |
| NOTES: Business on hold. Experienced fast growth followed by a complete stall. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Bio - Components | Score |
|-----------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1800 pm) |
| NOTES: Switched business plan to sell in the DRC. Growth slow by promising. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Raphusa | Score |
|-----------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 800 pm) |
| NOTES: Team completely separated. Doing own ventures but one member moving ahead. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: The Confectioner's City | Score |
|--------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 900 pm) |
| NOTES: Growing slowly. Has a solid business plan. Expanding into new services. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Endaweni Chisanyama | Score |
|-------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2740 pm) |
| NOTES: Growing business with good prospects. Good financial management. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Sihle Mathe - Tshepo Thabethe | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1900 pm) |
| NOTES: Business discontinued due to fighting within the team. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Mzwakhe Mngomezulu | Score |
|------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1200 pm) |
| NOTES: Business on and off again. Looking for new sales opportunities. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Eleanor Philips | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 3000 pm) |
| NOTES: Looking at a merger opportunity. Moving along nicely. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Kgomotso Ndlovu - Virginia Mukwevho | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Non-starter. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Khanyisile Nxumalo-Pertunia-Lebogang Tjale | Score |
|----------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Non-starter. School and other financial obligations presented challenges. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Nicholas Madida - Henny Mahanye | Score |
|--------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Business running but no profits indicated. Unsure of their plans. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Norman Ditira | Score |
|-------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Trying to save funds unsuccessfully to start the business. Outlook not good. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Choice Zungu - Bathanda Tini - NomvelisoTshipha | Score |
|------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 760 pm) |
| NOTES: Team is disjointed in different small businesses. Profits poor. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Julius Ramate - Kgadi Monethe - Edwin Mamogwane | Score |
|-------------------------------------------------------------------------------------------|------------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (Not reported) |
| NOTES: Team unraveled due to pregnancy. Still going onward with business plans, but slow. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Jimmy Chuene - G. Phala - L. Shilabye - Z. Maselela | Score |
|----------------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 390 pm) |
| NOTES: Small profits but the business is sustained. Some attrition from original team. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Refiwe Maifo - Z. Magamatho - B. Mahlangu | Score |
|------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 350 pm) |
| NOTES: Small profits but team still intact. Promising future. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Martin Butsi - Tebogo Shabangu - P. Sadike | Score |
|---------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 3400 pm) |
| NOTES: One member is outshining the rest. Each report discrepant results. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Karabo Chuene - B. Moagi - S. Maseko - V. Moropane | Score |
|---------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 900 pm) |
| NOTES: Disjointed team but core members moving ahead. Profits increasing. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Anikie Madire - K. Makama - O. Davids | Score |
|---------------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 120 pm) |
| NOTES: Some theft of profits among team members. Moving forward but need to reassess. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Zanele Zuma | Score |
|-----------------------------------------------------------------------------|-----------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 13 000 pm) |
| NOTES: Rapid growth with obvious ambition and strong prospects for success. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Bongekile Zuma | Score |
|---------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2650 pm) |
| NOTES: Moved into niche market selling airtime. Profits increasing with slow periods. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Nonjabulo Mkhize | Score |
|------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1200 pm) |
| NOTES: Having issues with stock resulted in them closing down. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | F |

| Enterprise Name: Sanele Sibisi | Score |
|---------------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 500 pm) |
| NOTES: Working with sibling to grow business and share skills. Small profits to date. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Minenhle Zuma | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Looking for a job. Not started a business but still keen. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Thilile Mtalane | Score |
|----------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1600 pm) |
| NOTES: Periodic spurts of growth but consistent income. Promising outlook. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Bonisiwe Mndini | Score |
|-------------------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1560 pm) |
| NOTES: Periods of discouraging sales but sustainable business plan. Has a solid strategy. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Balungile Mgibanyoni | Score |
|-----------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 2266 pm) |
| NOTES: Figured out how to take custom orders to increase sales and minimise loss. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | A |

| Enterprise Name: Nosihle Zondi | Score |
|-----------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Trying to save for the business. Bought one machine to begin but hasn't started. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Mbalenhle Cele | Score |
|------------------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 940 pm) |
| NOTES: Taking small steps toward success. Small profits, but consistent. Added new line. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Thamsanqa Ngcobo | Score |
|--------------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 640 pm) |
| NOTES: Not doing adequate marketing; hoping to increase sales but not working at it. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Mxolisi Bhengu | Score |
|-----------------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 740 pm) |
| NOTES: Considering scaling up business with new products. Looking to grow larger. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Zinhle Ndlovu | Score |
|--------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Reported no profits but keeps business running. Weak excuses for slow growth. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Sibongile Cele | Score |
|----------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Business on hold while work becomes the priority. Losing some motivation. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Gary Maree | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Took a job but is saving for the business one day. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Thasneem Sirkhot | Score |
|------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Saving for the future, but very little (R 100) at a time. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | D |

| Enterprise Name: Thandi Dlamini | Score |
|---------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Started a side business while waiting for government assistance funding. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Kagiso C. Maotwe - Christina More | Score |
|-----------------------------------------------------------------------------------------|--------------------------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 1 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (Figures not reported) |
| NOTES: Started innovative cooperatives with several members. Making sustainable income. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Patience More - Muriel Phetihe | Score |
|-----------------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 0 |
| Business running by original team (0 = NO, 1 = YES) | 0 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 0 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 400 pm) |
| NOTES: Broke into two separate groups—one with success and one non-starter. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

| Enterprise Name: Lerato Modubu | Score |
|--------------------------------------------------------------------------------|---------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 1 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 1800 pm) |
| NOTES: Has some challenges related to credit sales. Otherwise continuing well. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Phyllis Motshwane - Johannah Tshepe | Score |
|------------------------------------------------------------------|--------------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 1 (R 400 pm) |
| NOTES: Business profits small but margins increasing. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | B |

| Enterprise Name: Onnica M. Mfikoe - Esther Tihabi | Score |
|---------------------------------------------------------------------------------------|-------|
| Business started after last programme session (0 = NO, 1 = YES) | 1 |
| Business running by original team (0 = NO, 1 = YES) | 1 |
| Business sustained throughout analysis period (0 = NO, 1 = YES) | 1 |
| New business started (0 = NO, 1 = YES) | 0 |
| Employing staff (0 = NO, 1 = YES; # of staff) | 0 |
| Accessed business finance (0 = NO, 1 = YES) | 0 |
| Making a profit (0 = NO, 1 = YES, profit at endpoint) | 0 |
| NOTES: Breaking even most month. Small profit margins. Original team lost one member. | |
| Viability and sustainability forecast: (A = Excellent, F = Poor) | C |

Recommendations and Summary

It is clear from the impacts measured during the post-JASA period that the majority of participants are on the path to greater success; even those who have stumbled at their initial attempts have expressed satisfaction with the programme and are generally thankful for the opportunity to participate. In terms of facilitating even great outcomes, key recommendations include augmenting the follow-ups with more robust guidance and on-site visits to validate participant reports. Encouragement via telephone for those who are still struggling may not prove enough. In addition, bank finance seems to be one area that participants are unable to negotiate, possibly warranting stronger modules specific to this topic.