

94 entrepreneurs supported through the Harmony Enterprise Development Programme

Tushiyah HMN00 Article, Harmony Gold Enterprise Development Programme, Tsolo, Eastern Cape



Image 1 Certificate ceremony on June 27th, 2023, at the Emdibanisweni Hall in Ndibanisweni, Tsolo

TAKING THE IDEA OF RUNNING A BUSINESS AND MAKING IT REAL

A specialist in Enterprise and Supplier Development arena, Tushiyah entered into a partnership with Umsizi Sustainable Social Solutions (PTY) LTD and Ikamva Consulting (PTY) LTD implementing a Harmony Gold Enterprise Development Programme in Tsolo, in the Eastern Cape province of South Africa, in October 2022. The country has a very high unemployment rate, this region included, and it is also somewhat isolated geographically in terms of distance and road infrastructure. The mining group wished to extend their existing economic development projects in the area with a customized Enterprise Development

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programme, aimed at impacting a large number of entrepreneurs using a broad-based entrepreneurial development approach.

A Broad-Based Livelihoods (BBL) programme was already implemented a couple of months earlier through the work of Umsizi. As a continuation of this, Umsizi and implementation partner Tushiyah went on to develop the BBL participants as well as other emerging businesses through a customized Enterprise Development programme (to guide entrepreneurs through start-up or idea phases), aiming to impact a significantly large number of entrepreneurs using a broad-based entrepreneurial development approach. The programme was launched in October 2022 and ran for 10 months.

Tushiyah's programme design was based on its consultation with the implementation partners and engagements with other stakeholders - such as local project team members, the local municipality and traditional leaders. Understandably, many individuals in Tsolo lack essential entrepreneurial skills, relevant education or suitable experience. The team needed to develop a programme tailored to address these specific gaps and equip the participants with relevant skills and exposure to make their role active in the local economy. Looking beyond the programme, Tushiyah also put local individuals in place who may continue upskilling of entrepreneurs autonomously.

The programme was rolled out in two phases, boosting as many as possible entrepreneurs during level one, and then reducing the numbers through screening before giving the smaller group additional, intensive training during the level two. In level one, training sessions were conducted in 10 villages for 554 community members who attended. The objective of this level was to share the most important start-up basics with as large as possible a number of potential entrepreneurs. Level one topics included:

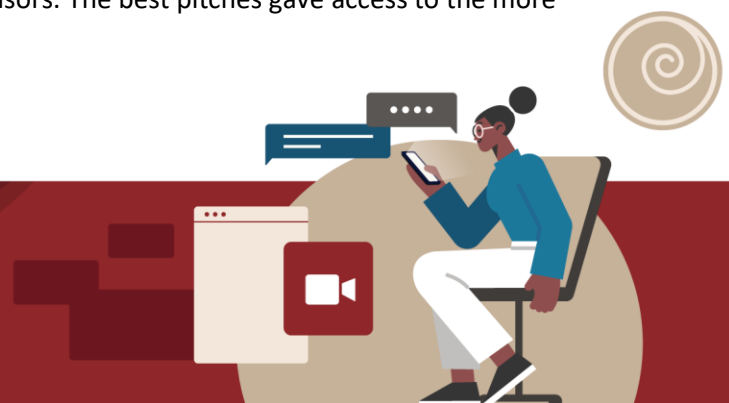
- Idea generation
- Business model canvas
- Business compliance

This training was concluded by November 2022. During December business advisors were upskilled in business advisory and mentorship skills in preparation for level two. Towards the end of the first level the process of shortlisting entrepreneurs to go through for the remainder of the programme began. This culminated in a two-week "show-up-and-tell" session where participants were required to pitch their business proposals to business advisors and external advisors. The best pitches gave access to the more focused attention of level two.

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94 Participants made it through to the second level, each of whom were visited at their homes or place of work to assess their businesses. The assessments identified the business gaps which could be reported on in an Implementation Plan, to close the gaps via Business Advisory, Mentoring, Training and Specialised Support. This was documented in a business development support dashboard for the group and individual development plans for each participant. Level two topics included:

- Start and grow your business
- Track your cash and record keeping
- Budgeting and cash flow management

To recognise the participants' achievements, Tushiyah held a certificate ceremony on June 27th, 2023, at the Emdibanisweni Hall in Ndibanisweni, Tsolo, celebrating the participants of the Harmony Gold Mining Company Enterprise Development Programme. During the event, 93 participants were given certificates, having completed six business skills training workshops, as well as receiving individual coaching and advisory from their business advisors on the programme.

The outcome in terms of scope and size set new records for the implementation partners on various levels: participation, scale, successful participants, as well as the participants' reported satisfaction, illustrated in testimonials received.

Measurements taken during the course of the programme speaks to a remarkable success ratio. Moreover, it had a significant impact on confidence levels, information sharing, collaboration potential, and a host of other benefits that shape the foundation for start-ups. Projects of this nature always present challenges but it has become second nature for Tushiyah to address them. Details can be found in a full report. The participants expressed profound gratitude - this investment into the Tsolo community has already exhibited a markedly positive socio-economic impact.

The commitment shown by participants is, to some extent, a reflection of the benefits that they derived, with the impact of the programme clearly illustrated in the summarised table below:

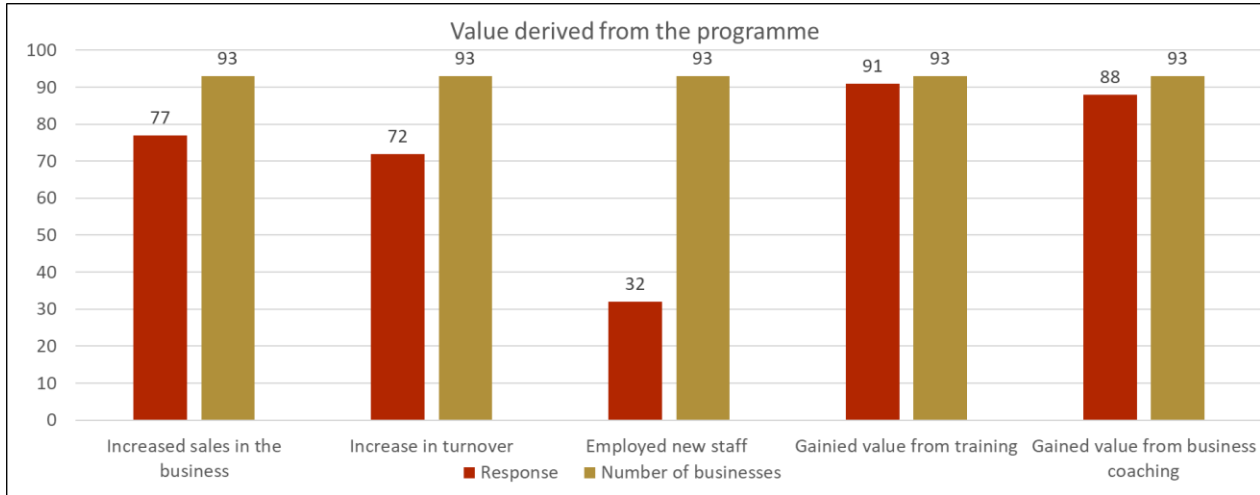
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To read the full case study on our website, [click here](#).





Image 2 Tsolo project team

