

MANZIPRENEUR INCUBATOR

Case Study

AUGUST 2022 | FINAL REPORT



Youth Bridge Trust

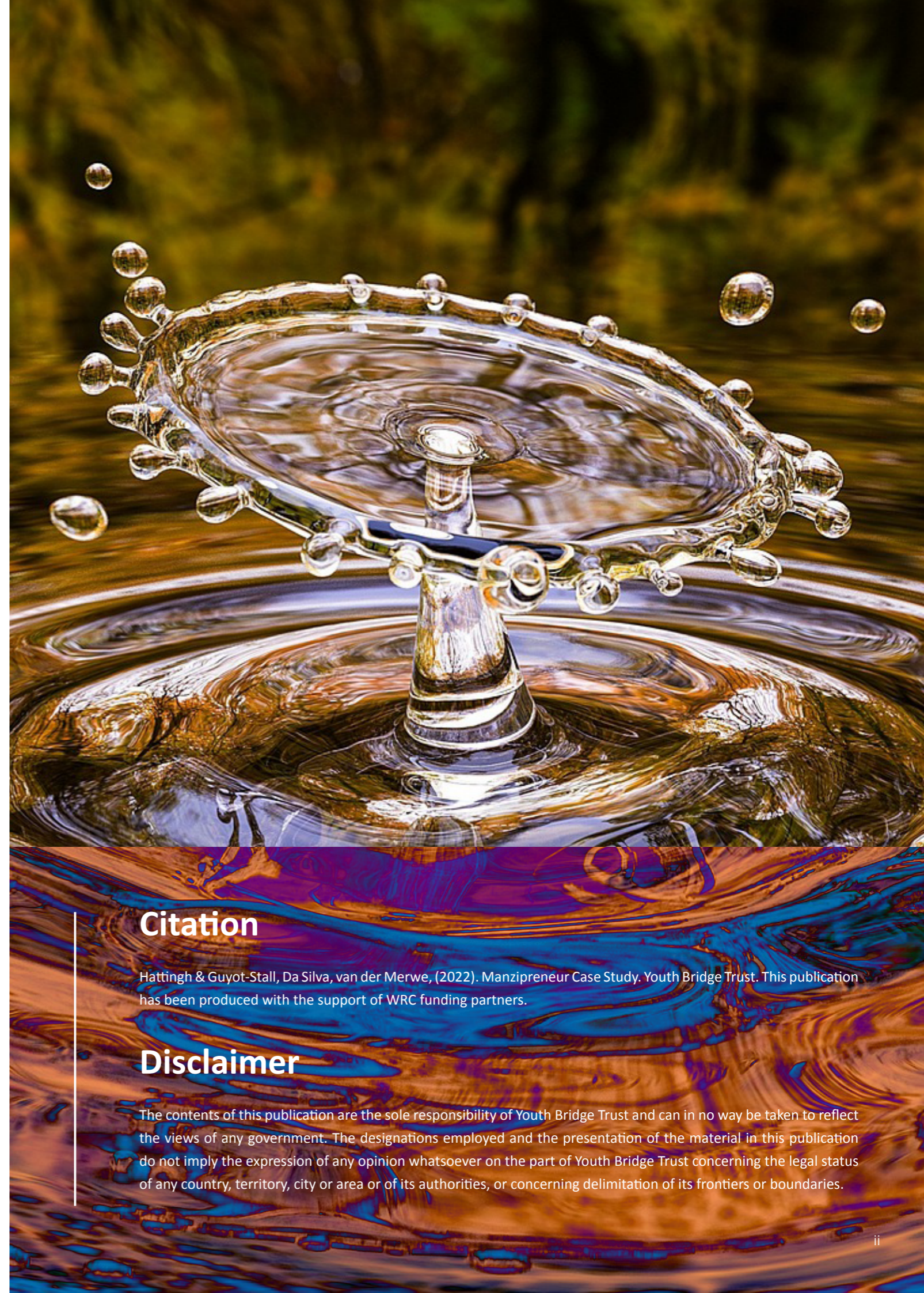


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Foreword

The African youth is facing challenges unique to their time. As both unemployment and population rise, the Fourth Industrial Revolution continues to reshape the world of work and the skills required by industry. This leaves our youth desperate for interventions that will equip them with the knowledge and skills needed to succeed in this changing environment. In answer to this, Youth Bridge Trust seeks to prepare and capacitate our future workers in Africa through impactful programmes and partnerships. By creating a bridge that allows our African youth to move from where they are to where they want to be, we are equipping and enabling our youth to prosper individually, as well as improve our continent as a whole.

We have a special, vested interest in capacitating our youth to answer problems unique to their communities in the African context. With this in mind, we strive to enable students to contribute to the achievement of the United Nation's Sustainable Development Goals (SDG's) through our programmes and offerings. Thus, the Manzipreneur Ideation Incubator Programme was yet another spoke in the wheel we are creating to fast-track future African leaders and entrepreneurs.

Our Manzipreneur programme successfully assisted unemployed youth hoping to transition to entrepreneurial careers focusing on sustainable economic development using green technological solutions. A focus on creating solutions in the water sector has never before been so poignant or timely as many regions throughout South Africa, and Africa in general, face water shortages and emergencies. Our hope at Youth Bridge Trust is that, through endeavouring to upskill our youth populations, Africa will be better positioned to lead the world forward through the environmental and economic challenges our world will experience. By 2050, sub-Saharan Africa alone will have more than twice the youth population of China. By 2100, it is estimated that Africa will house half of the world's children. Thus, our youth is the future.

We have a moral, economic, and environmental duty to ensure that these youths access the skills that they will need to take part in – and improve – our future economies and societies. Therefore, programmes such as the Manzipreneur Ideation Incubator Programme is an essential prerequisite to preparing and capacitating our youth populations.

In South Africa, we believe in Ubuntu – in the concept of “I am because we are”. This is why we at Youth Bridge Trust strive to improve our continent's future. Our continent, our countries, our own personal lives, and the quality thereof will be vastly impacted by the opportunities, learnings and guidance we give to our children and our youth today.

At Youth Bridge Trust, we will continue to champion and execute programmes such as Manzipreneur because our young people will ultimately live in this world that we create today. They will also shape that future themselves. Therefore, we must empower our African youth to reach their full potential in shifting Africa to a prosperous future.



Ntsiki Gumbe

Youth Bridge Trust Acting Executive Director

About This Publication



This publication is a case study of the Manzipreneur Ideation Incubator Programme, offered by the organisation Youth Bridge Trust (YBT) to support unemployed youth to transition from academia to entrepreneurial careers in the water sector. The initiative was funded by the Water Research Commission (WRC) under the Water Graduate Employment Programme (GEP) Phase II that falls under the Presidential Employment Stimulus (PES). It is a partnership between WRC and the Department of Science and Innovation (DSI) to build future capacity for the water sector. The overarching objective of the programme is to catalyse job creation and water sector exposure in support of sustainable economic development.

WRC partner, the YBT, was responsible for implementing the business incubation stream of Water GEP II, the Manzipreneurs Ideation Incubator Programme. This was a pilot programme that included orientating 300 unemployed graduates towards entrepreneurial careers.

The case study provides insights on the business development interventions and the impact that the programme created over a period of 6 months, from December 2021 to June 2022.

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1. Executive summary

The Manzipreneur Ideation Incubation Programme was a new ground-breaking invention to address pressing Sustainable Development Goals (SDG's) and to help young unemployed graduates to better understand employment and entrepreneurship opportunities that exist in new green industries.

The first pilot project was implemented by the Youth Bridge Trust (YBT) over a six-month period for 300 young unemployed graduates that were selected by the Water Research Commission (WRC). These graduates were exposed to a broad range of SDG-related problems and green technology solutions. They were able to familiarise themselves with the sustainable development agenda and explore a green industry of their interest. Although six green industries were covered, the primary focus was on the water sector. The graduates also had an option to focus on an intrapreneurs or entrepreneurs career pathway. The programme interventions consisted of online interventions and a single in-person business plan and pitch competition. The online interventions included e-learning, group coaching, masterclasses, business plan development and pitch support. More than 50 new businesses were created over the 6 months period, with an average of 3 new business ideas being created per graduate to address pressing environmental and social problems in South Africa. Graduates that chose the intrapreneurial track were able to become more employable and broaden their job search to include green jobs in several new green industries such as in renewable energy and energy efficiency, water, waste, climate smart agriculture and green construction.

For the purposes of the requirements by the WRC as part of its Water Graduate Employment Programme (GEP) Phase II, the programme was referred to as the Manzipreneur Ideation Incubation Programme. Future programmes that YBT will roll out will be referred to as the Youth in the Green Economy Enterprise Development Programme. YBT will investigate and possibly establish an incubator programme that meets standards set by industry best practice.

It is acknowledged that online training and online incubator models can reach scale and deliver high value, but this comes at a cost. The project budget was R4.8 million. A success factor of the programme includes a high graduation rate and a very low attrition rate. This can be attributed to a monthly stipend that graduates received which enabled them to access data, purchase smart devices and pay for electricity, food and accommodation. Stipends were paid out monthly depending on whether the programme requirements were met by attendees or not. Despite the stipend, graduates did experience technology barriers. Infrastructure challenges were recorded that made taking part in some facets of the programme difficult. Load shedding in South Africa contributed to attendees battling Wi-Fi and general electricity challenges. Online coaching sessions were recorded with clear instructions to support graduates to complete assignments and watch content on demand. This solution filled the gap and enabled graduates who were affected by load shedding to participate in online live sessions.

Participation in education or training is important for youth to find employment and achieve self-sufficiency. YBT can say with confidence that its Green Economy Academy is now well established and has received good reviews from the 300 participants. Its youth ideation business incubator model was tested and implemented successfully, and it is now ready to scale as a Youth in the Green Economy Enterprise Development Programme. Due to the high youth unemployment rates in South Africa, the Youth in the Green Economy Enterprise Development Programme is best placed to enable entrepreneurship development. Statistics South Africa (2022) indicated that South Africa has over 10 million young people aged 15-24 years and, of these, only 2,5 million are in the labour force, either employed or unemployed but actively looking for opportunities. The largest share of this group of young people at 75,1% (Made up of 7,7 million youths) are those that are outside of the labour force (i.e., inactive). The main reason for these youths being inactive is discouragement. They have lost hope of finding a job that suits their skills or is in the area they reside in. Research from StatsSA (2022) indicated that by the end of Quarter 1 2022, 37,0% of this group were disengaged from the labour market in South Africa. These are regarded as youth not in employment, education or training (NEET). A large share of these (NEET) young people are discouraged. YBT offers a unique solution to enable entrepreneurial careers that can also address Sustainable Development Goals and create meaningful jobs in green industries building back better and greener!



2. Introduction

Manzipreneurs Incubator is an ideation-stage job creation and water sector exposure programme in support of sustainable economic development for youth in the Green Economy.

The Water Graduate Employment Programme (GEP) Phase II falls under the Presidential Employment Stimulus (PES) and is a partnership between the WRC and the Department of Science and Innovation (DSI) to build future capacity for the water sector. The overarching objective of the programme is to catalyse job creation and water sector exposure in support of sustainable economic development. WRC partner, YBT, was responsible for implementing the business incubation stream of Water GEP II – the Manzipreneurs Incubator. This pilot programme included orientating 300 unemployed graduates towards entrepreneurial careers.

The Manzipreneur Incubator is an ideation entrepreneurship support programme that focused on supporting South Africa to transition to a greener, more prosperous economy by nurturing early-stage entrepreneurs focusing on water-sector opportunities. The Water Research Commission has been pivotal in supporting the first pilot Ideation Incubator to fill the gap in the market for ideation training.

The Manzipreneur Incubator was structured around 4 main activities:

- E-Learning through the Green Economy Academy
- Business development support through group coaching
- Industry masterclasses
- A business plan and pitch competition

3. Programme Goals

The programme’s overarching objective was to catalyse job creation in three interlinked areas, namely work exposure placements, business incubation, and transitioning into employment in support of sustainable economic development. The Water GEP II also tested opportunities from the WRC portfolio around tools, products and services to be taken forward by entrepreneurs as strong science and community-based businesses for the sector.

The implementation period was 6 months which started in December 2021 and ended in June 2022.

4. Incubator Design

The incubator model was designed to accommodate ideation stage entrepreneurs. The programme focused on the following three elements:

- Understanding sustainable development, climate change, just transition, literacy improvement and knowledge
- Market exposure and market intelligence across green industries
- The Ideation stage and developing entrepreneurial and intrapreneurial skills.

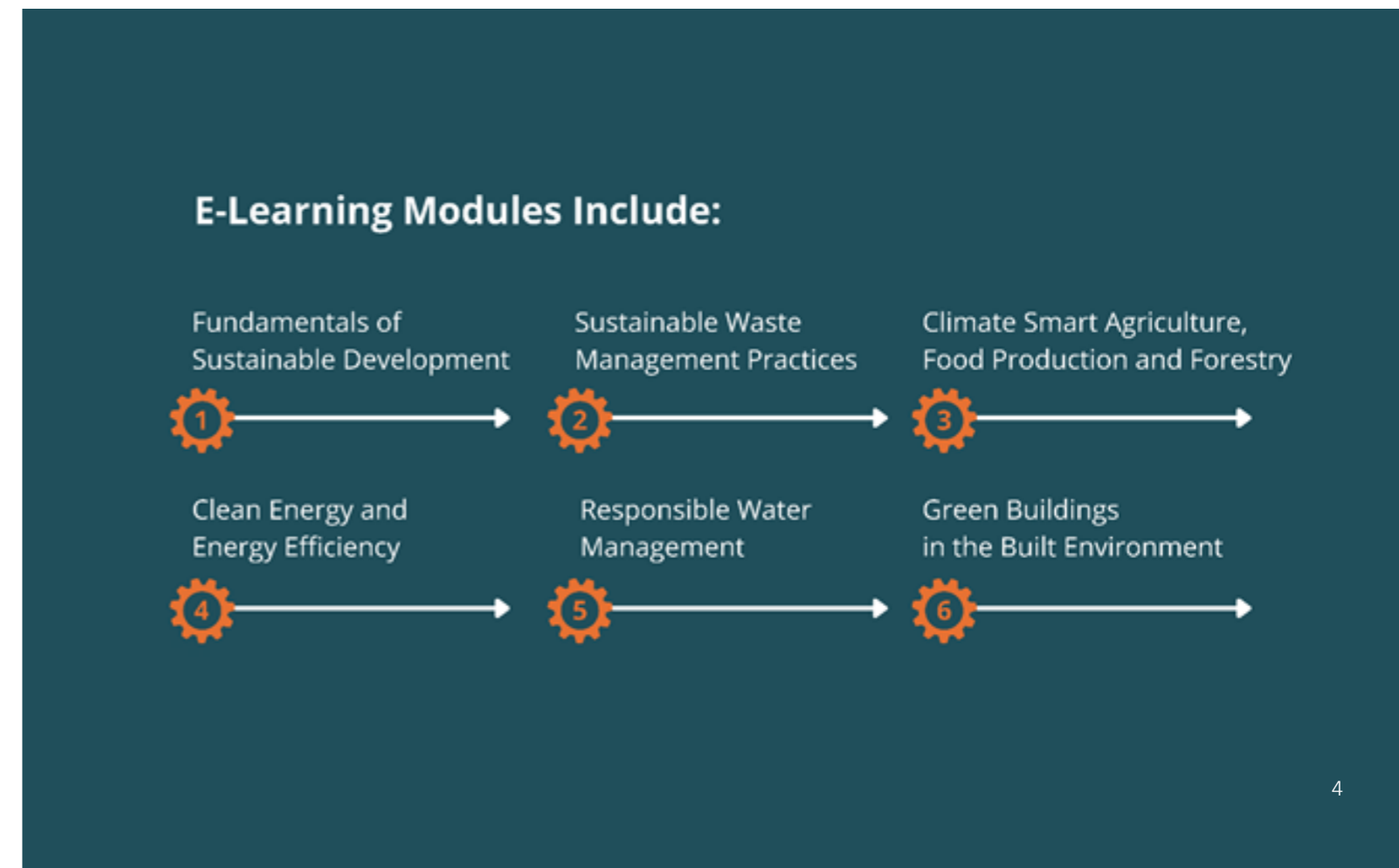
4.1 Programme components

Interventions included:

4.1.1 Career Guidance via the Green Economy Academy Platform

This included orientating graduates towards career and business opportunities in the water sector and nexus sectors in the green economy. This was delivered through the YBT Green Economy Academy’s e-learning portal that covered an in-depth overview of the water sector and how it is connected to other industries.

Figure 1: Outline of the Green Economy E-learning modules:



Market Intelligence

The rationale for upfront research on viable business and market opportunities was to ensure that the graduates were guided towards growth areas that offered them a better chance of success, thus shortening the gap between researching the technology or service they wished to provide by readying a business plan.

E-learning modules include:

- Fundamentals of Sustainable Development
- Agriculture: Climate Smart Agriculture, Food Production & Forestry
- Construction: Green Buildings and the Built Environment
- Energy: Clean Energy and Energy Efficiency
- Waste: Sustainable Waste Management Practices
- Water: Responsible Water Management.

4.1.2 Group Coaching: Entrepreneurial and intrapreneurial skills development

Group coaching was designed to support building an entrepreneurial mind-set. Graduates received 6 x online group coaching sessions that ran once a week for 90 minutes per session. The coaching programme included resources and tools from GrowthWheel that were shared with graduates.

Ideation support was delivered through a Business Development coaching programme that covered the following topics:

- Part I: Introduction to entrepreneurship/Intrapreneurship
- Part II: Ideation
- Part III: Starting your business right

See Annex A for more details.

4.1.3 Masterclasses

A series of six virtual masterclasses with water sector professionals, established entrepreneurs and water experts formed part of the programme offering. Having experts in different areas in the water industry has been of immense value to the ManziPreneur incubator, especially since it allowed participants to ask questions to increase engagement and overall learning experience for them. These masterclasses also provided participants with the opportunity to voice their questions, and this was done to help build their confidence as water industry change makers.

Table 1 below shows a list of water sector topics that were covered and the industry specialists that delivered the applicable masterclass.

Table 1: List of Masterclasses

Topic	Presenter
Water Technologies : Rural Areas	Murendi from Kusini Water
Water Sector Innovation Entrepreneur	Rendani Mamphiswana
Social Impact Investing	Lucky Litelu
Digital and Data	Prof Randhir Rawatlal
WRC Guide for Innovators Masterclass	Jo Burgess
Next Generation Sanitation	Rori Mpete

4.1.4 Pitching competition

A business pitch & business plan competition was the final phase of the programme. It included a live pitch event to a high-level panel of Water GEP II constituents and water sector luminaries. This event took place on 4 July 2022 at the Pretoria Botanical Gardens. To be eligible, graduates were required to submit the following:

- A business idea that relates to the water sector
- An organisation profile (downloaded from GrowthWheel)
- A high-level business plan
- A video pitch that was between 3 to 5 minutes in length.

A total of 65 submissions were received. Three coaches reviewed the submissions, and the focus in the first round was on the following key components with the following associated marks:

- ✓ Business idea (30)
- ✓ Product/service description (10)
- ✓ Cost structure (10)
- ✓ Break-even (10)
- ✓ Capacity constraints (5)
- ✓ Business feasibility (10), and the
- ✓ Ability to sell the idea (25).

Thereafter an independent assessor who was also an ideation expert was appointed to do another review based on a set criteria to determine the ideation readiness levels. The top 10 that were selected received 1:1 coaching support to refine their business pitch and also to complete a high-level business plan.

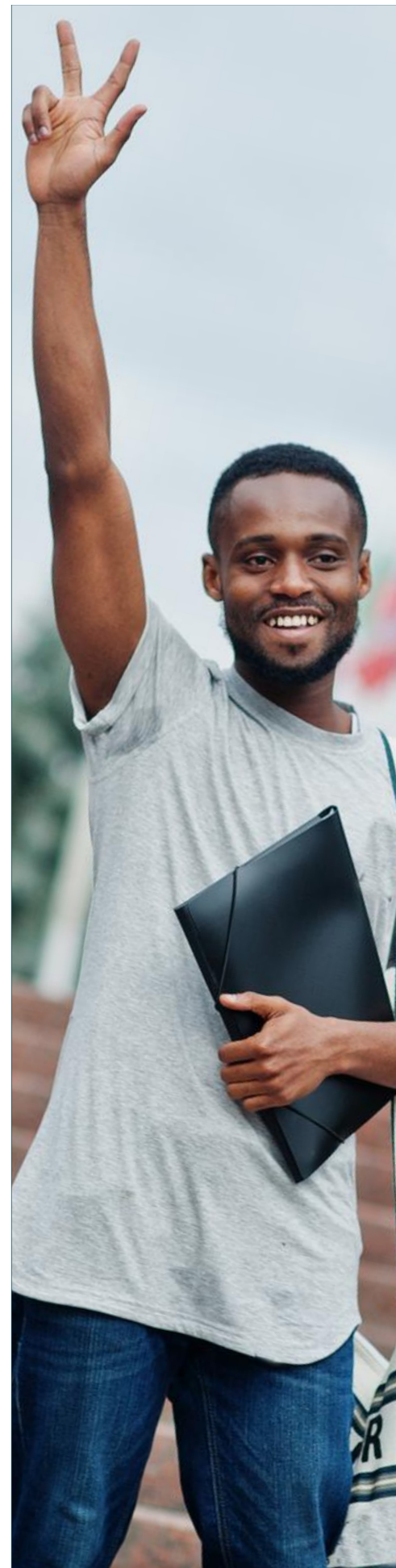
The adjudication panel for business pitch & business plan competition consisted of the following specialists:

- Representatives from the WRC: Dr Valerie Naidoo, Dr Chantal Kotze and Dr Manjusha Sunil.
- Incubation sector specialists included: Rest Kanju from Indalo Inclusive, Lucky Litelu from ICRD Group and Billy Bakoko from The Innovation Hub.

The following cash prizes were awarded to the top 5 graduates that pitched:

1st prize	2nd prize	3rd prize	4th prize	5th prize
R 40 000	R30 000	R20 000	R5 000	R5 000

The profile of the winners is included in Annexure C.





Business Development Tools

GrowthWheel is a tool designed for planning and prioritising business development activities. The tool is based on the observation that all businesses – in all industries and life stages – have four common challenges: they must create an attractive business concept, build a strong organization behind it, develop lasting client relations and sales, and do so while maintaining profitable operations. The tool identifies critical segments within these priority areas that require attention. Whilst this tool is designed for entrepreneurs running an operating business, the absolute flexibility of the GrowthWheel tool means that it can be used by individuals at any stage of the business journey, and without instruction. YBT Business Coaches are certified on GrowthWheel for life. YBT assigned its GrowthWheel licensing to the coaches to collaborate with SMEs.

Rationale for applying the GrowthWheel tool

The logic of the methodology was not only to deliver ideation training but to expose participants to wider resources and tools that would enable them to continue developing their business long after the programme concluded. The GrowthWheel tool was chosen for this purpose. The logic of applying the tool extended to the mentoring process since the participant’s GrowthWheel profile and identified priority areas was visible online. Each participant’s designated mentor was provided with login details and could easily access this profile. The intention behind this was to use the GrowthWheel assessment as a basis for mentoring focus. Mentors with login details can view the participant’s 360-degree screening and current status, and also their 30-60-90-day action plans. The 30-60-90-day plan is part of the GrowthWheel GrowthPlan that includes ambitions, 360 screening, and outcomes. GrowthWheel was also intended to be used as a monitoring tool for the programme to track the activities and shifting priorities of the participants.

Process to implement the GrowthWheel tool

YBT holds the licence to work with the GrowthWheel tool and the participants were guided through the tool during the coaching programme. The participants developed their GrowthWheel profile electronically which YBT downloaded after the coaching programme. Those that applied for the business pitch competition were able to draw from the GrowthWheel their company profiles so as to submit them with their applications. Each participant received login instructions and a password to access their online profile. They were invited to continue using the tool for planning and business review activities after the programme as the participants retain their profiles for lifelong usage. It was up to the entrepreneur to input data after the coaching programme - this is not the responsibility of YBT or the mentor.

Impact of the GrowthWheel tool

91% of the Manzipreneurs used the GrowthWheel tool to fill in their business information and used various other tools during the programme. Various communications were sent to the participants from YBT encouraging the use of the GrowthWheel tool and explaining its advantages. The GrowthWheel is a useful business planning tool, which participants may continue to use at later stages of their business development. Manzipreneurs will also be able to transfer their GrowthWheel profile to any licensed GrowthWheel Ecosystem Partner like the DSBD-SEDA Incubation Ecosystem, as well as corporations and consultants.

Geolocation (Geo-mapping) of Manzipreneurs community

A series of three geo-maps were created to help illustrate a physical location of where graduates were based and the type of problems and solutions they worked on during their ideation process. The maps were also useful to feature top entrepreneurs and to provide visibility and increase awareness of the specific water sector challenges and for them to network with each other. The first map was created from the baseline survey at the very start of the programme in January 2022. This is a geo-map of all 300 Manzipreneurs and the legend shows in green those who had ideas, the yellow balloons are those that were still trying to think of problems that they wanted to address and in blue those that had already started to address environmental problems. See figure below.

Figure 2: Geo-map of Manzipreneurs



Two additional maps were created to feature the top Manzipreneurs that participated in the Business Plan & Pitch competition. The geo-maps were very useful to create broader visibility for these graduates on social media platforms and they were shared with start-up incubators that are looking to recruit youth-owned enterprises that are addressing pressing environmental and social challenges in South Africa.

The second map featured the top 25 Manzipreneurs that were successful in the Business Plan & Pitch Competition.

The third map featured the top 10 Manzipreneurs that participated in the live pitch event in Pretoria on 4 July 2022. These pitches are available on the YBT YouTube channel.

Figure 3: The top 25 Manzipreneurs



5. Programme’s Impact

The following section provides an overview of the monitoring and evaluation activities that were carried out from the start of the project in December 2021 to July 2022.

A series of 19 surveys were implemented as part of the monitoring and evaluation (M&E) of the programme between January 2022 and the end of August 2022. All surveys were set up on Kobotoolbox. Below is listed a summary of each dataset and what they consist of. The number of respondents for each survey is indicated in the footnotes in this report, referring to each survey’s report.

Intake & Baseline surveys, which consisted of questions related to information such as:

- Graduates’ demographic information
- Graduates’ location
- Graduates’ civil status
- Education background
- Occupational Information
- Business ownership status
- Access to a computer device and connectivity
- Expectations about the programme
- Graduate’s water sector knowledge
- Understanding about ideation, innovation, and intrapreneurship
- Levels of entrepreneurship/intrapreneurship confidence
- Levels of work readiness in the water sector
- Career goals and dreams.

Online platform analytics (YBT LMS & GrowthWheel), including data on:

- Modules quizzes test results
- Growthwheel business baseline and endline.

Midline survey 1, which collected information such as:

- Feedback on programme
- Feedback on green economy modules 1-4
- Further water module feedback and learnings
- Ideation coaching baseline indicators.

Coaching sessions 1-6 survey which gathered data relating to:

- Feedback on weekly sessions
- Feedback on contents and learnings
- Quizzes.

Midline survey 2 which collected information regarding:

- Feedback on the Manzipreneur programme
- Feedback on the Manzipreneur programme content and learning
- Feedback on Module 5 and 6 learning
- The coaching impact.

Masterclass 1-6 surveys included data on:

- Feedback on the Masterclasses’ impact and relevance.

Endline survey which gathered information related to:

- Overall programme feedback and learnings
- Feedback on the Manzipreneur programme
- Feedback on the Coaching
- Feedback on the Master Classes
- Feedback on the ideation journey
- Feedback on career development.

End of project Entrepreneur survey which only asked the graduates who had started businesses before or during the programme for information such as:

- Feedback on how their business developed
- Number and type of business registrations
- Number of dormant/ actively trading businesses
- Partnerships
- Access to funding
- Perceived needs and next steps
- Interest in joining an incubator.

End of project Intrapreneur survey which focused on participants that saw themselves more as intrapreneurs who were apart of the programme so as to advance their careers in terms of the following indicators:

- Number that found internships/ employment
- Number that got a job interview(s)
- Changes in confidence levels, in terms of their ability to apply for water sector and green industry job opportunities and pitch their ideas
- Number that opened a LinkedIn account

- Number that were contacted by recruiters
- Changes in job-searching habits or ways of searching, in terms of the type of jobs they searched for
- Intrapreneur aspirations.

Quantitative analysis was used in the analysis of data. This required using the Microsoft Excel statistical tool. Regarding open qualitative replies, data was, when relevant, coded in categories or used for illustrative quotes.

Overall programme feedback

Based on the endline survey in which 260 Manzipreneur graduates gave feedback, they were highly satisfied with the programme. The graduates gave the programme an overall rating of 9/10. All three components of the project - e-modules, coaching and Masterclasses were rated as impactful by 99% of the participants. Furthermore, 99% of participants would recommend this programme to fellow unemployed graduates/youth. The programme’s attrition rate was only 8% (or 25 participants). Some feedback shared was as follows:

“ This program helped me structure my business idea in a practical way and make each step achievable. It has connected us with successful business founders who have walked a similar path as us which helps us walk our own.

(Manzipreneur participant 2022)

This is a great programme for unemployed graduates. It adds to the skills and knowledge needed with the training and tools like Growthwheel, the coaching sessions, green academy, and masterclasses. Graduates also get exposed to experts in the field, grow connections, and can be in the watergep.co.za database, increasing your chances of sourcing permanent employment.

(Manzipreneur participant 2022)

This programme brought me GrowthWheel to put my business idea into reality and coaching from entrepreneurs brought some light to my business idea because they were telling us reality through their products or company mission’s.

(Manzipreneur participant 2022)

The programme taught me business management and the importance of being committed to the process. I learned a lot about energy production and how energy and water are related

(Manzipreneur participant 2022)



In terms of this programme being online participants were, on an overall basis, happy with it being remote with 69% reporting it worked well for them and 7% adding that they would not have been able to join if the programme was in-person. 24% reported they would have preferred to be part of an in-person programme.

Findings in terms of Career Guidance via the Green Economy Academy Platform

In terms of online Green Economy Academy platform usage participants were overall happy, with 97% reporting to have had a good course experience, and 3% encountering difficulties. For the latter 3%, the issues they encountered were: 38% technical issues, 38% network issues and 25% were affected by load-shedding. Each module ended with a quiz test to check overall comprehension. The graduates achieved good results overall. The weighted average of all six modules’ post-test quiz result is 77%. See table below for complete disaggregation.

Table 2: Participants having completed the end of modules quiz test and their results

Theme of each module	Number participants who completed the Programme (3rd of June)	Average for that module (Final quiz/test results)	Median (Final quiz/test results)
1. Sustainable Development	299	84%	85%
2. Waste	291	78%	80%
3. Agriculture	268	73%	73%
4. Water	287	77%	79%
5. Energy	246	70%	64%
6. Construction	222	84%	86%

In terms of career development, the programme concluded by running an intrapreneurship survey to map career development growth along the Manzipreneur journey. All 101 graduates that chose an intrapreneurial path reported at baseline to be seeking employment. At the end of the programme they shared that the Manzipreneur journey increased (85% highly increased and 15% increased) their self-confidence in seeking employment opportunities in the water or green economy sectors. Furthermore, 76% reported the programme expanded their job search spectrum, and 92% of participants believed the intrapreneurial skills gained in the programme made them more employable. In terms of job interviews, 35% of participants reported having had job interviews since January 2022 and 43% of these interviews were related to the Manzipreneur programme.

5.1 Findings in terms of the Group Coaching: Entrepreneurial and intrapreneurial skills development

In terms of the overall experience of interaction in the coaching sessions, participants were, overall, happy - with 95% reporting it was easy to interact, ask questions and/or share thoughts, whilst 5% reported that they struggled to do so. Of the 5% who reported struggling with interaction, 77% reported the cause being due to insufficient time and 23% reported other issues. Overall coaching session attendance ranged between 65% to 84%. Some graduates who were unable to attend session due to various reasons were able to catch up using the zoom recording later. The table below provides an overview of the graduate group coaching attendance records which shows high levels of commitment and engagement over the 8-week period online.



Table 3: Coaching session attendance summary

	Total Number of graduates enrolled in session	% attendance based on the 295 participants
Session 1	191	65%
Session 2	234	79%
Session 3	249	84%
Session 4	209	71%
Session 5	209	71%
Session 6	219	74%

In terms of online coaching zoom set-up, participants were, overall, happy - with 96% reporting the set-up worked well and 4% reporting it did not work well. It is worth noting that some participants were also affected by floods in KwaZulu-Natal in April 2022.

The coaching impact

Having completed the coaching sessions 95% of attendees reported an increase in self-confidence levels in being able to develop their business idea, product, or service. Based on the findings of the midline 2 survey, participants acquired a wide range of knowledge and skills related to business planning, starting and managing a business and business development and management.

In terms of interest in becoming an entrepreneur or an intrapreneur, the coaching sessions had a positive impact on the majority of participants with 94% of attendees reporting an increase in interest in becoming an entrepreneur or an intrapreneur.

5.2 Findings in terms of the Masterclasses

Masterclasses were well received by the programme participants. A total of 208 participants participated. 99% of programme participants found masterclasses to be useful (With 74% rating them as very useful, and 25% rating them as useful) and helpful in hearing real accounts from successful entrepreneurs and being given the opportunity to network with them. Participants were asked to rate how inspirational and relevant the Masterclasses were as well as the level of new information learnt in the Masterclasses on a scale of 10 points. Below is a summary of their responses for the six Masterclasses.

Table 4: Masterclass Feedback

	The average of participants responses out of 10					
	class 1	class 2	class 3	class 4	class 5	class 6
Level of inspiration	9,1	8,9	9,2	9,2	9,2	9,4
Level of relevance	8,7	8,8	9,1	8,7	9,0	8,7
Level of new information acquired	8,8	8,6	8,9	9,0	9,0	9,1

In term of the intrapreneurs and their networks, 69% of participants reported that their networking increased since they joined the programme.

Figure 4: Masterclasses impact summary



“

It opened my eyes as to the water sector, there are laws and certain licenses one has to obtain to start certain businesses. An idea of a business can start small as to focus on your community first then expand it as time goes on.

(Manzipreneur participant 2022)

I learned that entrepreneurship is not easy, it takes time. I also learnt that it does not matter whether a similar product is out there, we could have the same product but will have customers. I learnt a lot about how I could start my business and where I could get funding.

(Manzipreneur participant 2022)

”

“

The masterclass with Jo Burgess was very useful in terms of getting to understand the innovative process flows, funding aspect, registering your business and handling SARS
(Manzipreneur participant 2022)

”

5.3 Findings in terms of Business Plan & Pitch Competition

The Business Plan and Pitch Competition was successfully delivered. The top 10 each had a 5 minute pitch opportunity live in person at the event that was hosted in Pretoria at the Botanical Gardens on 4 July 2022. There were 7 judges and each of them evaluated the 10 pitches based on set adjudication criteria. [The pitches can be viewed on the YBT Youtube channel by clicking here.](#) Cash prizes were awarded to the top 5. See Annexure D for more information.

5.4 Findings in terms of ideation and entrepreneurship

This was an ideation incubator programme, the purpose being to enable participants to generate a sound business, service or product idea by the end of the programme. The Manzipreneur programme was successful in this regard.

Ideation journey

In terms of ideation, participants generated ideas that would benefit their community with 96% believing their business would benefit their community in one or more of the following ways:

- 29% believed they would solve an environmental issue
- 18% believed they would create employment:
- 39% believed they would improve access to drinking water
- 5% believed they would improve access to sanitation
- 8% believed they would improve food security
- 2% believed they would have another beneficial effect

Participants believed the main value from their business idea, product or service would be enjoyed by the following beneficiaries:

- 68% believed the community as a whole is the main beneficiary
- 21% believed the municipality (the public sector) is the main beneficiary
- 9% believed private sector clients to be the main beneficiary
- 3% believed schools would be the main beneficiary

In terms of people with a business or business idea, 69% related to being a green or social enterprise. In terms of green business generation, entrepreneur graduates were asked which of the 17 Sustainable Development Goals related to their business idea or business.

- 62% of businesses/ideas related to GOAL 6: Clean Water and Sanitation
- 40% of businesses/ideas related to GOAL 3: Good Health and Well-being
- 25% of businesses/ideas related to GOAL 1: No Poverty
- 19% of businesses/ideas related to GOAL 11: Sustainable Cities and Communities
- 16% of businesses/ideas related to GOAL 2: Zero Hunger

- 16% of businesses/ideas related to GOAL 13: Climate Action
- 14% of businesses/ideas related to GOAL 12: Responsible Consumption and Production
- 14% of businesses/ideas related to GOAL 15: Life on Land
- 12% of businesses/ideas related to GOAL 7: Affordable and Clean Energy
- 12% of businesses/ideas related to GOAL 8: Decent Work and Economic Growth
- 11% of businesses/ideas related to GOAL 4: Quality Education
- 11% of businesses/ideas related to GOAL 17: Partnerships to achieve the Goal
- 10% of businesses/ideas related to GOAL 9: Industry, Innovation and Infrastructure
- 10% of businesses/ideas related to GOAL 14: Life Below Water
- 8% of businesses/ideas related to GOAL 5: Gender Equality
- 8% of businesses/ideas related to GOAL 10: Reduced Inequality
- 2% of businesses/ideas related to GOAL 16: Peace and Justice Strong Institutions

Participants described how their business and business ideas fit into the following categories, in terms of different types of green businesses:

- 16% aimed to be the manufacturers of green goods, products, technologies, or equipment.
- 18% aimed to be the suppliers of green goods, services, products, technologies, or equipment
- 12% - aimed to be the installers of manufactured green goods, products, technologies, or equipment,
- 32% - aimed to be a community based solution
- 6% - aimed to be the end users of green goods, services, products, technologies, or equipment used to green a business.
- 8% - aimed to provide a consulting, advisory, financial, or capacity-building services
- 5% - aimed to provide maintenance, repairs or servicing functions of green goods, products,

Entrepreneurship journey

The programme was effective at engaging participants in thinking about entrepreneurship and intrapreneurship, as 91% of participants reported that those are possibilities they now consider. (7% of participants reported they already considered themselves an entrepreneur before the Manzipreneur programme). The programme was also very effective in helping participants generate new ideas during the different phases. On average three new business (product/services) ideas were generated in each of the three-phases of this programme – with the three phases comprising of the green economy module, coaching and master classes phases. In terms of entrepreneurship and intrapreneurship, the programme increased the number of participants that now see themselves as both entrepreneur and intrapreneur by 28%. In terms of the entrepreneurship journey, of the 72 graduates that started a business, 25% had done so before the Manzipreneur programme and 75% started their business during the Manzipreneur programme. The 68% of graduates who started a business registered their business. The following graphic summarises the distribution.

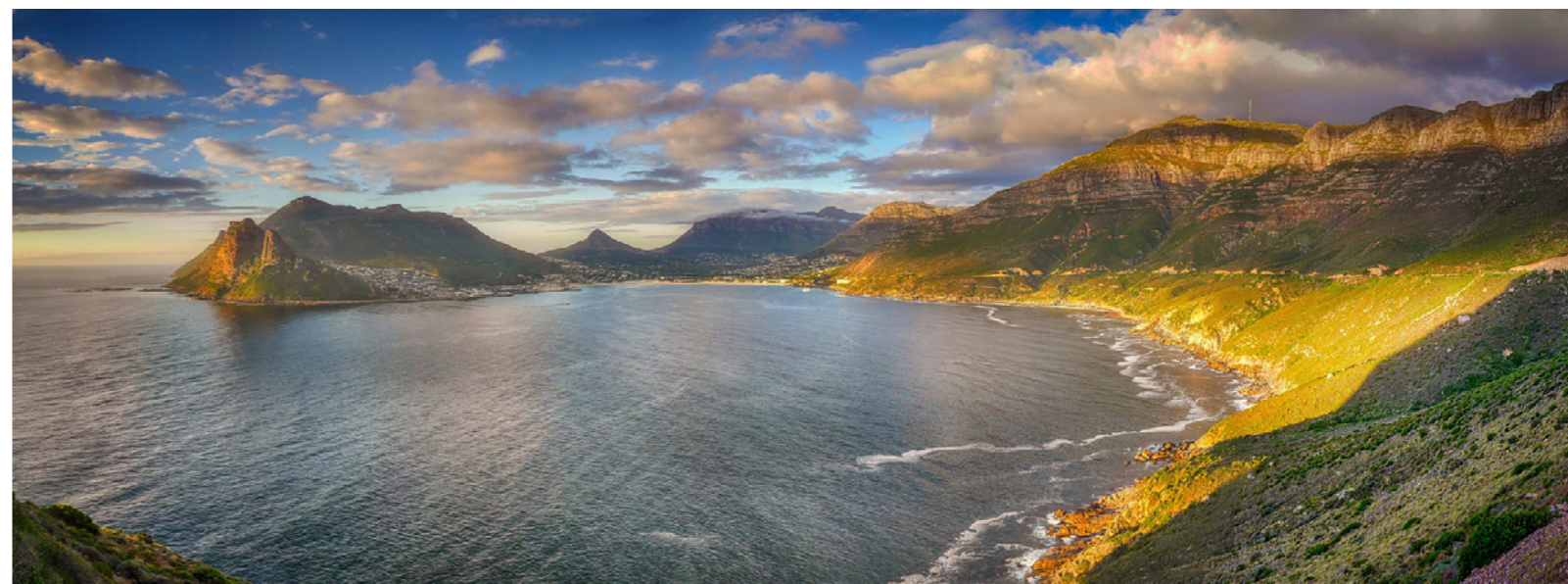
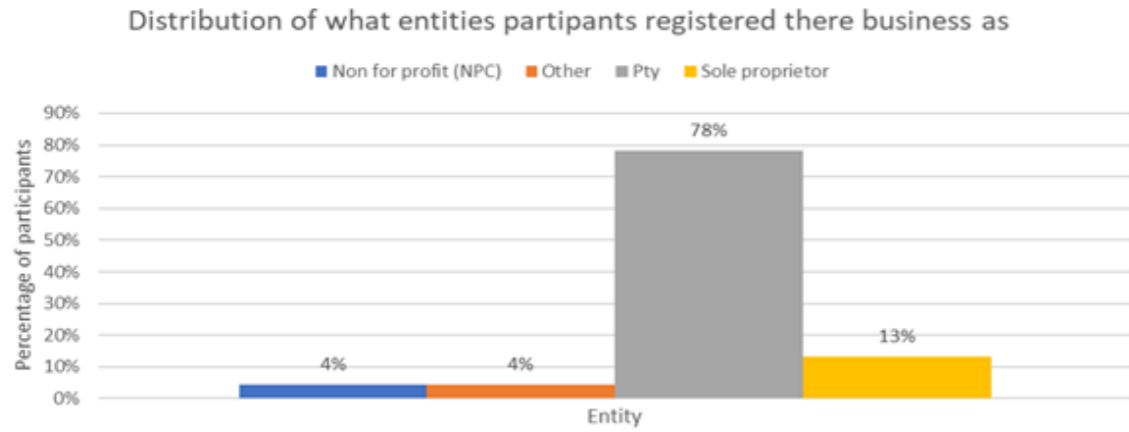


Figure 5: Distribution of registered legal business entities



Of the 32% who have not yet registered, 88% intend to do so, and 8% is waiting for registration to go through. In terms of participants' motivation for starting a business, they responded with great variety, however, the following common themes emerged:

- The skills and knowledge gained through the Manzipreneur program spurred graduates on.
- Unemployment.
- The desire to boost or augment their income stream.
- The desire to assist their community with a particular need.
- To generate income to save towards a particular goal.

Most of these businesses having been generated in the programme, are still in early phases of development. In terms of their trading status, 17% are actively trading and 83% are currently dormant. Participants were asked, "What are your main business challenges currently?".

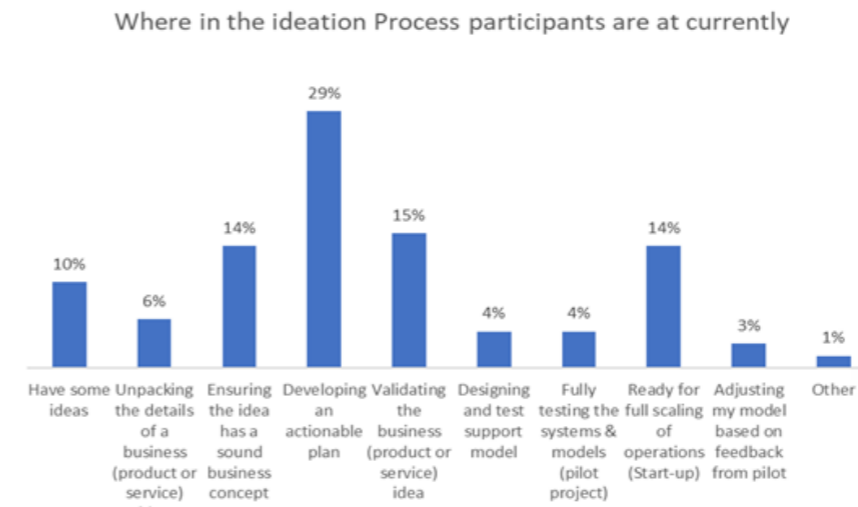
The following common themes emerged:

- A majority of participants reported inadequate funding as the main business challenge
- No market access
- Lacking labour
- Lacking infrastructure
- Lacking technologies, or equipment.

Graduates self-assessed where in the business development stage they currently are as summarises in the figure below.



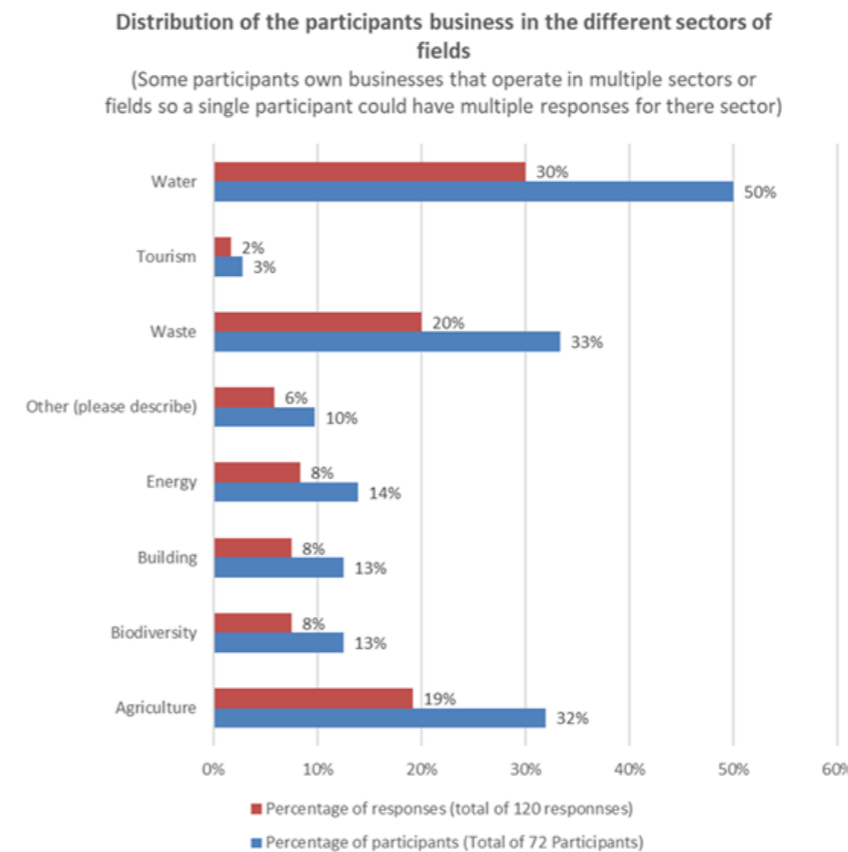
Figure 6: Ideation Status



Some key highlights in the above are that 67% of graduates are at the "developing an actionable plan" stage or beyond. Furthermore, 57% reported changing (or refining) their business idea in the last six months. In terms of testing the validity of their business idea, 47% of the respondents said that they did pilot a new business idea – in that they tested the validity of an idea or concept - during the program. 25% responded they started but that it would take a while to pilot a new business idea.

With regards to Green Technology Development, 60% of the participants reported that their businesses were involved in the development of new technologies. Of the participants whose businesses were involved in the development of new technologies: 49% were in the idea phase of developing the new technology; 40% are in the process of developing the new technologies; and 12% have already developed the new technologies. In terms of the sector distribution of the participants' businesses, the following graphic summarises the sectors that participants reported their business operating in.

Figure 7: Green Economy Sectors



In terms of business employees, 58% of businesses who are actively trading have an average of three employees. In terms of partnerships and funding, 17% established community-based or government partnerships while in the Manzipreneur program. In terms of the participants' next biggest step in their business development, participants responded with a range of responses.

These are the common themes that emerged amongst the responses:

- The graduates want to increase the businesses capacity to employ more young people
- They want to develop a larger network
- They want to register the business as a formal enterprise
- They want to acquire seed funding
- They want to increase the scale of production and sales

With regards to future growth plans, participants were asked in what way would they like to see their business grow in the next three to five years. Three examples of responses to this question are listed below:

- “To solve the problem of water that we face daily”
- “Making it to the market and able to compete”
- “I would like to see it (the product) developed from a prototype with access to permits and government permission to conduct research on a new approach to aiding economic, environmental and social growth. I would like to supply niche markets and further upscale the business. I would like to make valuable network connections and get involved in export regarding my product.”

It should be noted also that for most intrapreneurs, getting a job was the primary goal but they intended to come back to entrepreneurship in the future. 92% of participants reported that they wanted to start a business in future once they have obtained more work experience.

5.5 Findings in terms of Water Sector Business Creation

For the participants who had businesses - or ideas - related to the water sector, the following are the categories that the graduate's solutions fit into:

- 9% - want to provide access to sanitation technology solutions
- 53% - want to provide clean drinking water technology solutions (such as filtration systems)
- 3% - want to provide energy technology solutions (such as solar installations and water pumps)
- 3% - want to provide leakage control technology solutions (such as to install water flow monitoring metres)
- 25% - want to provide water access technology solutions (additional infrastructure piles, tanks or fixing broken taps)
- 6% want to assist in another manner.

For the participants who have businesses - or ideas - related to the water sector, the following are the markets that that the water technology solutions fit into :

- 13% fit into Market 1: Smart technology and monitoring
- 10% fit into Market 2: Resource recovery
- 26% fit into Market 3: Alternative water
- 8% fit into Market 4: Small-scale, decentralised water
- 29% fit into Market 5: Water use efficiency
- 8% fit into Market 7: Water Sensitive Design
- 2% fit into Market 9: Primary agriculture
- 5% were Unsure.

All participants who have businesses - or ideas - relating to the water sector reported that having attended this programme improved their ability to solve water sector-related problems and act on them. 81% of participants reported that this programme assisted in a possible transition from academia into an entrepreneurial career.

19% reported no assistance in that regard. The following points summarise some of the main ways in which participants were assisted in the transition from academia to an entrepreneurial career:

- They were equipped with planning tools
- They were taught how to manage/start a business
- They were taught how to network
- They were taught how to formulate a business plan
- Their understanding of business improved
- They gained knowledge and skills in entrepreneurship
- They improved their pitching/presentation skills
- They improved their knowledge about green economic opportunities
- They improved their knowledge environmental issues
- They improved their problem-solving abilities
- They improved their self-confidence in developing a business idea
- They had help integrating theoretical and practical understanding of business and entrepreneurship

6 Main Barriers

The first pilot project of the full scale Manzipreneur Ideation Programme provided YBT with a valuable testing ground to monitor the impact created and the challenges experienced both from the participant's side and also those of the implementation team. The section below describes each in more detail with the intent to learn from these lessons and to find solutions to improve the incubator design and implementation for the next scale up intervention.

6.1 Graduate barriers

Infrastructure challenges

The online nature of the programme did create participation barriers – this was due to technical challenges online, from the graduates' side. They often did not have access to smart devices to join Zoom coaching sessions or, due to load shedding they did not have access to wifi or electricity to connect and participate. Some participants also indicated that their smartphones or device's audio or camera were not fully functional. The KZN floods in April 2022 also affected graduates and they received special permission to submit their business plan pitch two weeks later.



Access to finance

The Manzipreneur Programme did not offer access to funding support as a programmatic intervention. However, the group coaching training addressed the various avenues to access funding as well as the investment readiness processes. Also discussed were the pros and cons of various types of funding, with emphasis on the need for resilience, self-reliance and bootstrapping, as opposed to a “handout” mentality. Additional actions taken with respect to funding included voluntary participation in focus groups that TIPS were running in June to better understand access to inclusive finance for local green youth-owned SMEs. All graduates received verbal and also written information on all of the green finance available for SMEs that is listed on the Green Cape website.

Participants reported what they believed the biggest challenge in launching their business, product or service was:

- 64% believed it to be related to start up capital
- 13% believed it to be skills or knowledge related
- 14% believed it was network related
- Technical support 7% believed it was related to technical support
- And 3% believed their greatest challenge to launching was something else.

In terms of getting access to start-up capital 50% reported an improved understanding on how to access it post program completion.

6.1.1 Programme barriers

The Manzipreneur ideation incubator programme recorded a number of barriers related to the Green Economy Academy. The e-learning programme capacity was limited as each of the 300 did not have a dedicated online e-tutor and there was a lack of weekly contact sessions to reflect on the learning experience and content. Future consideration will make provision for group coaching for each module during the 6 week e-learning intervention. Incubatees will also be matched with an online instructor that can grade assignments and provide feedback during the e-learning period. There was also a missing element that was not foreseen, namely a post programme alumni placement intervention.

Another modification that will be made is to simplify business development tools and processes and consider additional ways to introduce online tools such as GrowthWheel so that graduates can reap the maximum benefits. GrowthWheel was introduced during the coaching sessions and it will remain available for all of the program participants for a period of one year. Thus 6 months post graduation. GrowthWheel licenses can also be transferred to other incubators when program participants join start-up incubators like SEDA-funded programmes.

This will allow ease of transferring of tools and templates that they started to complete during the ideation stage. Recommendations for future scale ups also include considering including the cost of the software that was used to develop business plans for all of the program beneficiaries and not only for the top 10. For future scale-up intakes a formal pipeline profiling, recruitment and selection process will need to be followed to match entrepreneurial or intrapreneurial interest with the different green industries. The 6 month period was sufficient to deliver a comprehensive ideation programme offering.

7 Conclusion & Recommendations

Programme highlights

The results of including transdisciplinary unemployed graduates with diverse green economy sectoral interests in a peer-learning online-environment where they were exposed to a wide range of business opportunities within new green industries were one of the top highlights that contributed to the success of this new ideation incubation model. The provision of market intelligence in six green industries gave ideation stage youth SMEs a leapfrog into the business start-up phase.

What worked well?

The core benefits of peer network were supported through group coaching and the Masterclasses. This resulted in building a “Manzipreneur Community”. This community can engage and collaborate and tap into each other’s skills and technical backgrounds for expert insights via the Google Map (Geomap) interface and a Facebook Page platform. A rigorous rapid response approach was followed to ensure weekly monitoring of impact and also to capture feedback from graduates to respond to challenges and needs. This process was ongoing, with invitations and information shared amongst the group as opportunities arose.

Group coaching provided valuable peer learning opportunities so that entrepreneurs from different green industries could understand the pain points in the water, energy and food nexus and network with each other so as to collaboratively solve challenges on a community level. Masterclasses provided valuable exposure for graduates to meet industry experts and to understand water sector challenges. The business plan and pitching competition provided a valuable platform for entrepreneurs to showcase their business ideas and to get feedback from industry specialists to improve business model designs. This helped to build their confidence and get exposure to start-up incubators. In conclusion this programme had an overall positive impact on its participants with noticeable improvements in key areas of business knowledge and skills as seen with the GrowthWheel assessment results.

Post-Programme Support

YBT does not have a formal Alumni Programme in place yet due to this initiative requiring additional funding that is currently not available. To ensure sustainability beyond programme completion a number of interventions were designed. Manzipreneurs that are ready to start a business were referred to a wide range of start-up incubators that are located across the country. Results from this initiative indicated that by the end of July, six of the entrepreneurial graduates were placed at start-up incubators. These included four graduates being accepted to the Indalo Inclusive’s Climate Launch pad and two graduates being accepted into the Future Females Business School. All 300 graduates were offered the opportunity to participate in a Just Transition Hackathon that the IRCD Group organised as part of the Imvelisi Programme. Thus there is clear evidence that the quality of candidates that the Manzipreneur Incubator produced is desirable for the start-up incubator market. Graduates of the Manzipreneurs ideation incubator will also have lifelong access to GrowthWheel. The Manzipreneur Incubator model proved to be a successful design for ideation stage entrepreneurial development for the Green Economy and new green industries.

Appendix A: Coaching Programme

This Coaching programme was structured to include three core themes. Each of these were delivered as sessions over a 6 week group online coaching programme.

Part I: Introduction to Entrepreneurship and Intrapreneurship

Learning outcomes:

Session A

- Learners will be able to define what a healthy self-esteem and self-confidence is.
- Learners will understand the reasons of the importance of healthy self-esteem and self-confidence in the working environment and business world.
- Learners will be empowered to identify what is holding them back.
- Learners will then be given the practical tools to improve their self-esteem and self-confidence and become the Authentic Unique Person they are meant to be.
- Learners will be left inspired about who they are and have a better awareness of the damaging effects of unrealistic expectations of social media.

Session B

- Learners will be able to define the “WHY” behind why they want to start a business
- Learners will be taught to understand how to craft the problem statement that they would like to solve for your customer and the problem they want to solve for the world.
- Learners will be empowered to identify personal values that drive their decisions and to create a personal mission statement linked to their highest values.
- Learners will be taught to obtain practical tools to apply their personal mission statement to their business vision and mission.
- Learners will be taught to understand what a business mission statement and vision statement is.

SOFT SKILLS

Learners will leave this programme with:

- Confidence level increased
- Increased entrepreneurial interest
- Increased self-awareness
- Increased conviction of purpose
- Increased clarity of their business idea and how it links to their personal life

HARD SKILLS

Learners will leave this programme with:

- The ability to craft a problem statement
- The understanding of what a mission and vision statement entails

Part II: Ideation

In these lessons students will learn how to formulate a Mission statement, Problem statement, Solution description and Value proposition. Learners will also learn how to clearly communicate their business as well as how to analyse their Target market and market segments by conducting research. They will understand how to stay focused and conduct strategic planning so as to put measures in place to be accountable to their implementation actions by developing a 30-60-90 day action plan. Learners will be able to identify costs and revenue streams to determine how their business will make money. They will also learn to pitch their solution.

Learning outcomes:

By the end of this segment, learners will have developed their proof of concept plan and a clear business description which would include a break down of market and customer segmentation, business stage and developing a critical path plan and justifiable ask. By the end of the session, learners will have developed:

- A clearly defined mission, problem and solution statement.
- A clearer understanding of who their customer is, in what segment their product is, business strategy, and the justifiable investment ask to achieve their specific goals.
- The ability to remain focused and use action plans to execute.
- The ability to pitch and clearly communicate their business with confidence.
- An understanding of key business terminology like TRL, USP, UVP as well as business development tools.
- The ability to do Market research, to Pitch and sell and to formulate their idea or product or service.
- Technical skills to utilize the GrowthWheel as a new business development tool.
- Increased confidence in identifying their solution and learning to communicate their solution with increased confidence.
- An understanding of Technology Readiness Levels.
- Familiarity with an investment readiness model canvas.
- A clearer understanding of funding applications.

Business Development Tools taught to the learners includes:

- GrowthWheel (With the storytelling and Vision and Mission statement sheets to be completed)
- Strategizor business model canvas
- TRL
- 30-60-90 Day action plan
- Guide to seek for BDS – overview of networks and incubators.

Part III: Start your business right

During these sessions, learners will be given a chance to get to know how they can structure their business pitch so that they get the best chance of success. Learners are taught the process of the most effective business pitch when they are working on their business idea. Learners will be able to craft a clear and concise message that delivers a punch to any audience

Topic A: Starting your business right, Business Governance for Social (Green) Entrepreneurs

- Learners will gain an overview of the various organisations involved in registering businesses and the governance of the businesses legal and fiscal responsibilities (like submitting annual returns etc.).
- Learners will be taught to understand the importance of choosing the right vehicle to register your business with at the right time.

- Learners will be helped to understand the various business models and how one can influence business operations.
- Students will be taught to understand what type of business to register.
- Students will be taught to understand how to create a hybrid business model to create positive socio-environmental outcomes.
- Learners will be helped to understand the importance of getting the right start for where they are, what they are planning on offering and when to pivot their business model.

Topic B: Pitching your business for success in the green economy.

This topic will cover how to create a clear and compelling business pitch for green business ideas and will teach learners things such as:

- How to develop a well-structured pitch for your business idea.
- Understanding all of the key elements that go into a business idea pitch and how they fit together for a compelling message.
- How to obtain the basic framework for positioning their pitch for success to any audience.
- How to be well-prepared to answer questions from an audience of potential investors.

Appendix B: Participant Feedback

Participants shared some overall feedback based on their journey through this program by reporting some of their most significant moments. Some of the most valuable responses have been quoted below:

Testimonials

Entrepreneurs

“The coaching session has been a huge breakthrough and literally opened my mind about a lot of things I wasn’t aware of. At least now I’m much more convinced and confident that I can make a success of my business”

“I am happy because this programme brought me in a world of seeing things different than before now I understand the needs of environmental sustainability and how I can do a business under the water sector that is the breakthrough to my life...I thank you for giving me this very opportunity because I have gained a lot of knowledge and application through it”

“My journey in this programme was very overwhelming and exciting because I learned a lot from the modules and also from the training sessions. Very useful information and knowledge which I was not aware of was brought into my attention by this programme. Currently, my breakthrough in this programme is completing all my modules and coming up with a business idea. Additionally, being able to compile a business pitch was a breakthrough for me in this programme.”

Intrapreneurs

“I was able to identify new activities for the organisation. I was able to develop and promote the product or service in the organisation. I could be more hazardous to the organisation. I could be more uncertain about the regular activity of the organisation. I will be able to operate a separate business in the future. I could be able to improve sales, benefits or productivity quality of the organisation. I could be able to set or organise strategies and practices which company undertakes to promote, cultivate and manage the entrepreneurial competencies in the organisation to create the context conditions feasible the development of new ideas and organisation projects or the renewal of key ideas upon which the company had been founded”.

“Being an intrapreneur is good for my career and personal development, it can also be highly beneficial for the organisation. For one thing, the company gets to keep the rights to any innovations I come up with while working there. If my ideas and initiatives are successful, they could lead to new products and opportunities that fuel business growth. New markets could open up to the company, and customer satisfaction could improve. I think I should be considered as a speaker because I am self-confident, creative and a tenacious innovator, who excel at problem solving and aren’t afraid of putting their ideas on the line”.

“I was able to identify new activities for the organisation. I was able to develop and promote the product or service in the organisation. I could be more hazardous to the organisation. I could be more uncertain about the regular activity of the organisation. I will be able to operate a separate business in the future. I could be able to improve sales, benefits or productivity quality of the organisation. I could be able to set or organise strategies and practices which company undertakes to promote, cultivate and manage the entrepreneurial competencies in the organisation to create the context conditions feasible the development of new ideas and organisation projects or the renewal of key ideas upon which the company had been founded”.

“I would like to share my experience in this program. We had excellent coaches who tried by all means to guide us and educate us and every step. Before this program I did not have much knowledge about the water sector and how to use our resources in a sustainable way that is beneficial to people and also to the environment. I would like to share my story so that it can inspire a graduate sitting at home that there is no need to give up hope they are programs such as this one which are made for us, to make us more ready to get into the working environment with knowledge and practical experience of the work that we will be faced with when we get those employment opportunities that we want in the future”.

Appendix C: Profiles of the top 10 winners

These were the top 10 entrepreneurs that participated in the Business Plan and Pitch competition:

Afikile Ngunga	Peacock Water Systems
Kavisha Naidoo	Distilled Delights
Kgothatso Sekhobela	Metse Metse Treatment and Purification Systems
Kimsha Sewpal	Nqoba Green Solutions
Licebo Vatyana	Nimbus Technology
Lugisani Khuliso Mudzwari	Mobile Drinkable Water Service
Mokgalakgathe Ttladi	Vegethentic Farm
Ripfumelo Macevele	Khomisanani Environmental Services
Sibongile Pinkie Sithole	MLPC Projects
Tshwarelo Surprise Malatji	LiquiDays

Below is links to the pitch recordings:

1st place Mokgalakgathe Tladi

<https://drive.google.com/file/d/1ksREG6Y0uTnU8Z-sy7edYkMullHhCe90/view?usp=sharing>

2nd place: Kgothatso Sekhobela

<https://drive.google.com/file/d/18y9yc1eQbLPQllzZFLBhhcfuDNveJbgy/view?usp=sharing>

3rd place: Licebo Vatyana

<https://drive.google.com/file/d/1ZtEwFwXuUNsRBZloMmVKeQuPNbBB394/view?usp=sharing>

3rd place Kimsha Sewpal

https://drive.google.com/file/d/17Xznylw52YiHVcgPsqmEex_foZ_5_edl/view?usp=sharing

5th place Lugisani Mudzwari

<https://drive.google.com/file/d/1jV3UrcfhTG7VixroXEdW4N8hWH7BS3NL/view?usp=sharing>

6th place: Kavisha Naidoo

https://drive.google.com/file/d/1MuEE-3IU-2N2_-k_qbdQ2yTC0mQki9kF/view?usp=sharing

7th place: Sibongile Sithole

<https://drive.google.com/file/d/1zRqYDsCHd7vm0oTgwb2JYc1spgpvxxWm/view?usp=sharing>

8th place: Afikile Ngunga

https://drive.google.com/file/d/1MuEE-3IU-2N2_-k_qbdQ2yTC0mQki9kF/view?usp=sharing

9th place: Tshwarelo Surprise Malatji

<https://drive.google.com/file/d/1PG8rBoZEec2Hvu9ZAoR2OEBIuLTVBX8d/view?usp=sharing>

10th place: Ripfumelo Macevele Clarence

<https://drive.google.com/file/d/1b7vSVg0bw--9FmJsFDKsqxVdK9kGrYHt/view?usp=sharing>

Manzipreneurs Incubator



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