

IMPACT REPORT 2019-2022



Our Stories Inspire





Table of Contents

1. General Information

- 2 Message from the Chief Executive Officer
- 3 Foreword
- 4 Introduction to Beulah Africa
- 6 Impact Measurement Philosophy
- 8 Project Experience Footprint

2. Services & Programmes

- 12 Economic Empowerment Programmes
- 14 Mining Services
- 16 Interactive Community Engagements
- 18 Governmental Programme (CWP)

3. Strategy & Goals

- 22 Tracking Impact Goals
- 23 Participant Journey
- 25 Community Journey
- 26 Social Return on Investment

4. Programme Outcomes

- 29 Economic Strengthening Livelihoods Programme: Soshanguve
- 38 Economic Strengthening Livelihoods Programme: Rustenburg & Mitchells Plain
- 42 Sex Worker Economic Empowerment Programme
- 46 Social and Labour Plan Consulting
- 49 Community Work Programme (CWP)

5. Future Opportunities & Way Forward

6. Conclusion

List of Abbreviations

- **(AGYW)** Adolescent Girls and Young Woman
- **(BA&FF JV)** Beulah Africa & Future Families Joint Venture
- **(CWP)** Community Work Programme
- **(CoGTA)** Department of Cooperative Governance and Traditional Affairs
- **(DoL)** Department of Labour
- **(ECD)** Early Childhood Development
- **(EE)** Economic Empowerment
- **(ESLP)** Economic Strengthening Livelihood(s) Programme
- **(GLO)** Grow Learn Own
- **(HRD)** Human Resource Development
- **(ICE)** Interactive Community Engagements
- **(LED)** Local Economic Development
- **(LRC)** Local Reference Committee
- **(M&E)** Monitoring and Evaluation
- **(NGO)** Non-Governmental Organisation
- **(NPO)** Non-Profit Organisation
- **(ROI)** Return on Investment
- **(SWEE)** Sex Worker Economic Empowerment
- **(SMME)** Small Medium and Micro Enterprises
- **(SLP)** Social Labour Plan
- **(SROI)** Social Return on Investment
- **(SLA)** Sustainable Livelihoods Approach
- **(TVET)** Technical and Vocational Education and Training



Eugene Coetzee
CEO

At Beulah Africa, we believe restoration and transformation are possible. We believe that every person in our beautiful continent is created with great potential, inherited value, and the ability to be in the driving seat of their future - not begging at the hand of injustice, inequality, and systematic poverty that unfortunately determines the future for many in our nation and Africa.

■ ■ *At Beulah Africa we believe transformation is possible.* ■ ■

We believe that the difficult issues of poverty, inequality, joblessness and lack of quality accessible education is not simply overcome by providing better infrastructure and skills development for communities but by focusing on the development of the individual in the communities. While better infrastructure, accredited-skills development and education is key to building a better future for the poor and marginalised, what is of greater importance is the personal development of people that find themselves in the desperate realities of systematic poverty.

We believe that we don't just develop the land for the people, but we develop the people for the land. When people turn from hopelessness to hopeful, from dependent to empowered, from worthless to valuable, and from irresponsible to responsible, they start to realise and see their own God-given potential and value. They start to take ownership of their life with new hope and vision for their future.

To address poverty, we must address the deep-rooted mindsets that perpetuate poverty. To change this, there is no quick fix programme or training intervention but a long-term development approach for people and communities.

For me, and everyone else working at Beulah Africa, being part of this is not just a job but a calling. This is what we are giving our lives (and careers) to – to ensure that Africa's people are indeed "beulified," reaching their full potential.

Looking back with gratitude over the past year, we celebrate much that has been done concerning this mission and endeavouring of true transformation. But we also look forward with determination and hope to the next years as the job is not yet done. There are still too many lives to reach and much greater impact needed to address the issues our precious country and continent faces. For as long as God allows, we will remain committed to this cause and to working towards greater impact year after year.



Africa is ready, and Beulah Africa wants to see transformation come to pass.

**Arise,
Africa!
Shine!**
For your light
has come...

Foreword

The sun will come up tomorrow. It will rise over the 2,800-km coastline of South Africa. With its rays, it will kiss the skyscrapers of Sandton, 'Africa's Riches Square Mile'.

It will cast its light over South Africa's major mountain ranges. New and golden opportunities await the one awakening to this dawn.

But for the other for who no sleep had come due to the constant fight against hunger, or the one who has lost hope because violent crime rampage the community – to him, the sun shines less brightly; and grabbing hold of an opportunity requires strength, which diminishes with every passing year of unemployment.

South Africa's cultural diversity has fallen victim to economic disparity, leading to social and political instability. Communities – the structured systems and institutions of all spheres of society within which individuals' function – are a ramshackle as a result, and people are suffering. Transformation in communities promises to be a solution to many of these social ills.

Beulah Africa believes that change in communities is possible. Restored hope and wellness at the core of the individual is needed in order to bring about this change. We follow a people- and community-centred approach in delivering integrated social-economic empowerment solutions that lead to sustainable change in the lives of people and communities. We view development as the process of on-going change to bring about positive transformation. Community development should not come primarily from the outside but should start from within; therefore, we empower people and communities to own and participate in their own development.

We are Beulah Africa, a group of social enterprises focused on the socio-economic development of South Africa to create sustainable change.

We are a vibrant company that wants to leave our demonstrative footprint in South Africa – and also throughout the rest of Africa – and bring transformation through our unique "beulification" approach.

We genuinely love the people we serve, celebrate diversity and believe that every human life has a unique voice. Unlocking this potential contributes to the symphony of Africa's rising. It is these voices that we value – be it the cry of the individual or the collective voice of communities.

Locking hands to build strong social networks and partnerships between various role players ensures a greater reach and deeper impact. The aim is to empower individuals to walk in their God-given identity. Beulah Africa provides relevant and practical empowerment trainings and solutions, and we open economic opportunities. We encourage active participation in order for people to take ownership of their own development journey and identify their next step in life. At our core, we believe that Africa is a blessed continent and that her people should be able to participate in everything she has to offer.

Since inception in 2013, Beulah Africa has impacted the lives of over 27,000 people in their communities and created over 12,000 training opportunities. Our programmes are setup to impact an individual's life emotionally, spiritually and economically.

We trust that a holistically healthy individual will inspire and bring about change in their households and, over time, will impact their community in a positive way.

We are servant-leaders, raising more leaders by supporting, assisting and developing people, communities and companies to reach their full potential. Embracing change enables us to find innovative solutions to societal problems that contribute to their transformation. We do ethical business, live principled lives and conduct ourselves in a professional manner, with the highest degree of honesty, respect and fairness, building trust and ensuring reliability.

Furthermore, we are passionate about what we do, so we work as good stewards with joy, diligence and excellence, ensuring we deliver quality services that exceed expectations. Our multi-disciplinary team of specialists fosters and actively builds social capital between people, the public sector, the private sector and the non-governmental organisations to see Africa's transformation come to pass.

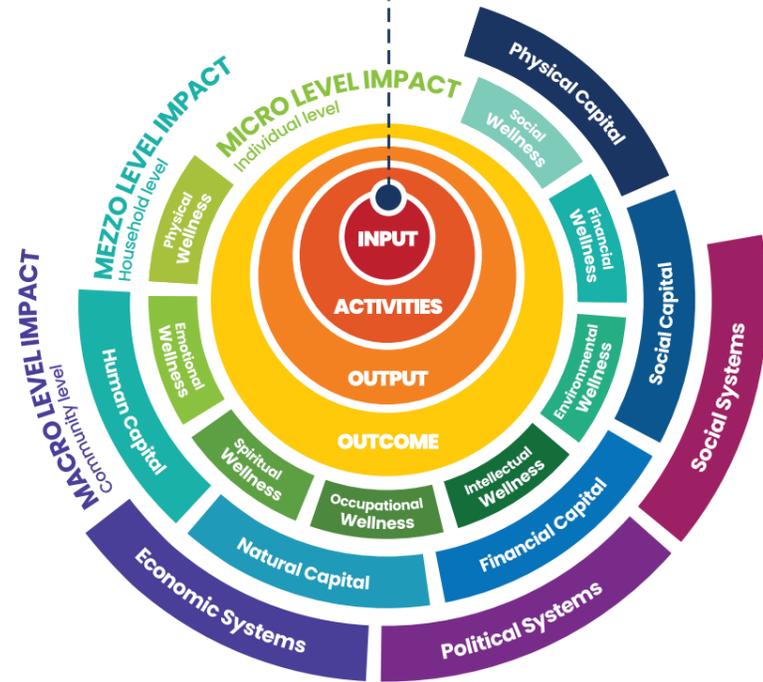


The Beulah Africa vision is to "see Africa beulified." That simply means that African people and communities should become all they were created to be:

- Radiant with hope, faith, joy and love
- Living free from material and relational poverty
- Experiencing peace and social cohesion
- Being resilient, empowered and less vulnerable



Transformational Impact Measurement Philosophy



the ripple effect

Beulah Africa's transformational philosophy explains the method of how our community engagements and training interventions are expected to bring about the desired impact in the long term.

We believe that development initiatives' impact should mainly be viewed and measured from the perspective of the individual, household and community of the participant and not from a donor or client perspective per say. Our aim is to measure impact on three levels as indicated on the next page.

Our desire is to see communities transformed. To effect real sustainable transformation, you need healthy individuals and healthy community structures. We believe that beulified individuals will bring about positive change within their communities.

It is important for us to understand the cry of the community. Therefore, we approach development plans through the lens of the people and communities themselves. We encourage communities to take ownership and be the drivers in the development journey. In future, this impact on the community at large will also be measured.

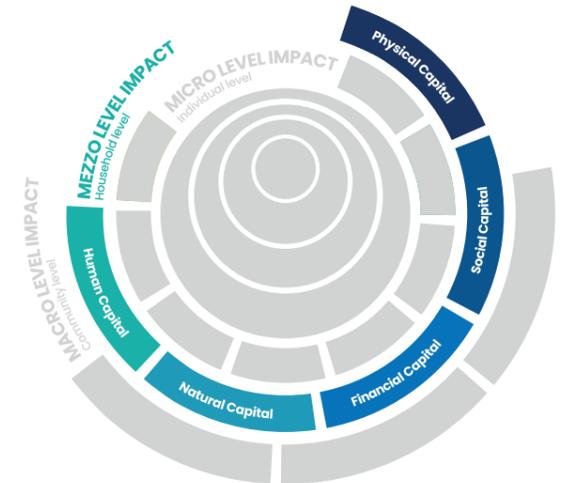
MICRO LEVEL Personal level

Measured according to the eight domains of personal wellness.



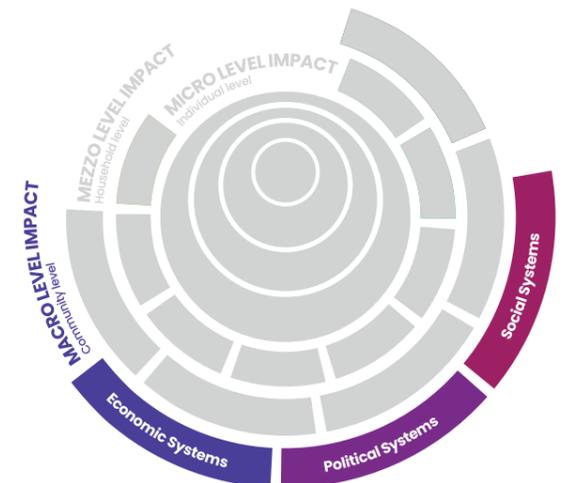
MEZZO LEVEL Household level

Measured according to the five livelihood capitals based on the Sustainable Livelihood Approach (SLA).



MACRO LEVEL Community level

Measured in terms of impact on economic, social and political structures and systems.



On the micro level, we measure the degree of change in a person's life on a perception level and the behavioural change and transformation resulting from the intervention over time. On a mezzo level, we measure the degree of change

on an individual that resulted in a subsequent positive change in increasing and ensuring greater sustainability in their livelihoods. On a macro level, we measure the impact on the broader community.



Project Experience Footprint



1 **COMMUNITY PROJECT BENEFICIARIES**
27,255



2 **TRAINING OPPORTUNITIES CREATED**
12,302



3 **NR OF JOBS CREATED**
505



4 **RAND VALUE OF COMMUNITY PROJECTS IDENTIFIED**
R508,895,560
for client execution



4 **RAND VALUE OF PROJECTS**
R158,730,324
executed through Beulah Africa



5 **INTERACTIVE COMMUNITY ENGAGEMENT (ICE)**
46
Workshops conducted



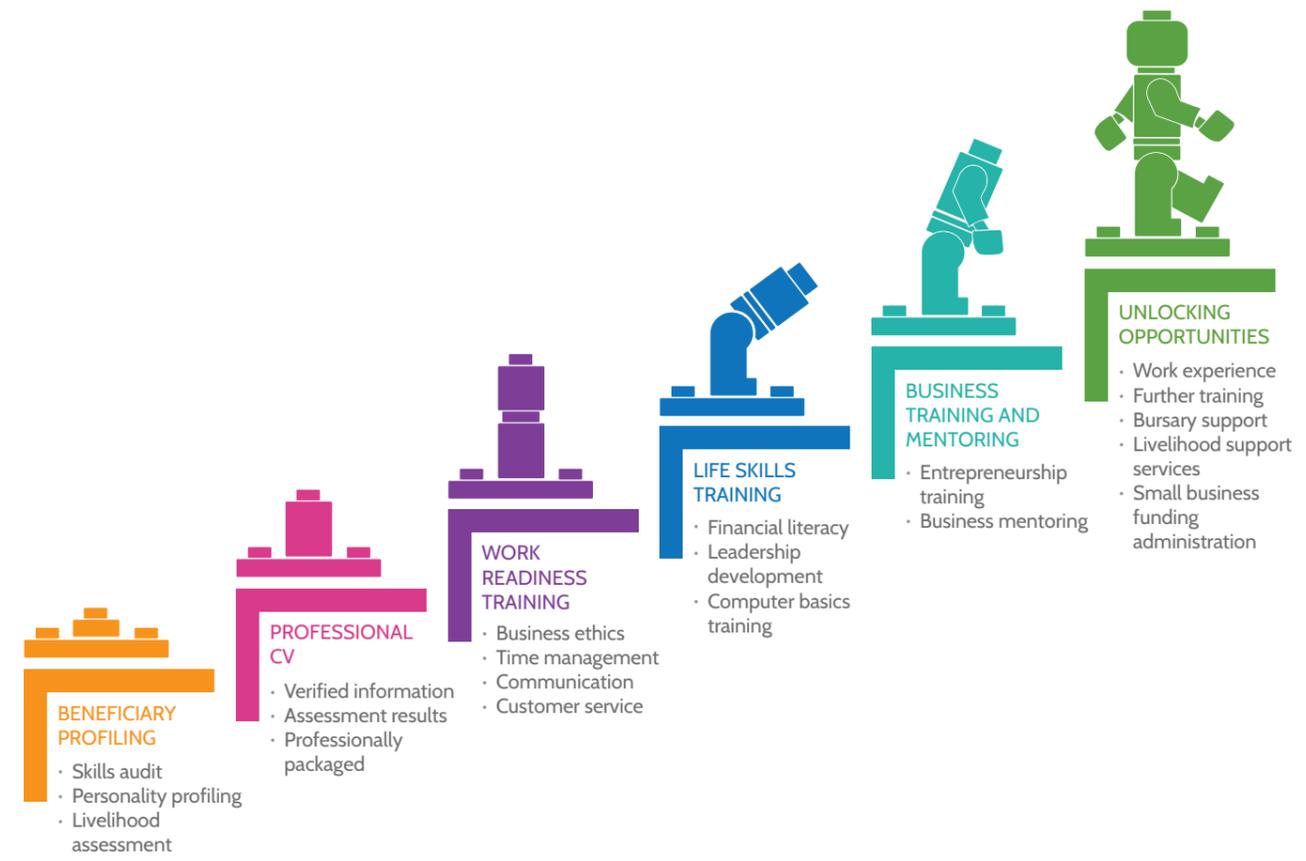
“Africa will be called by a **new name**. She will be **crowned** with splendour and true beauty. She will be called delight and her land, *Beulah. Beulah Africa.*

- Beulah Africa Founder -

2. Services & Programmes

- 12 Economic Empowerment Programmes
- 14 Mining Services
- 16 Interactive Community Engagements
- 18 Governmental Programme (CWP)





ECONOMIC EMPOWERMENT PROGRAMMES

Our aim is to not only empower individuals to find employment opportunities but also to enable them to remain in these opportunities and flourish

We believe every person can and should be a leader who, at a minimum, lead themselves, their families and their finances well. Leadership development is, therefore, one of our key focus areas in all programmes.

Financial literacy is a critical element towards empowering a person to manage their personal finances well. We want to ensure people have a solid foundation to live a life with a sound and pragmatic outlook on financial health – no matter how much you earn.

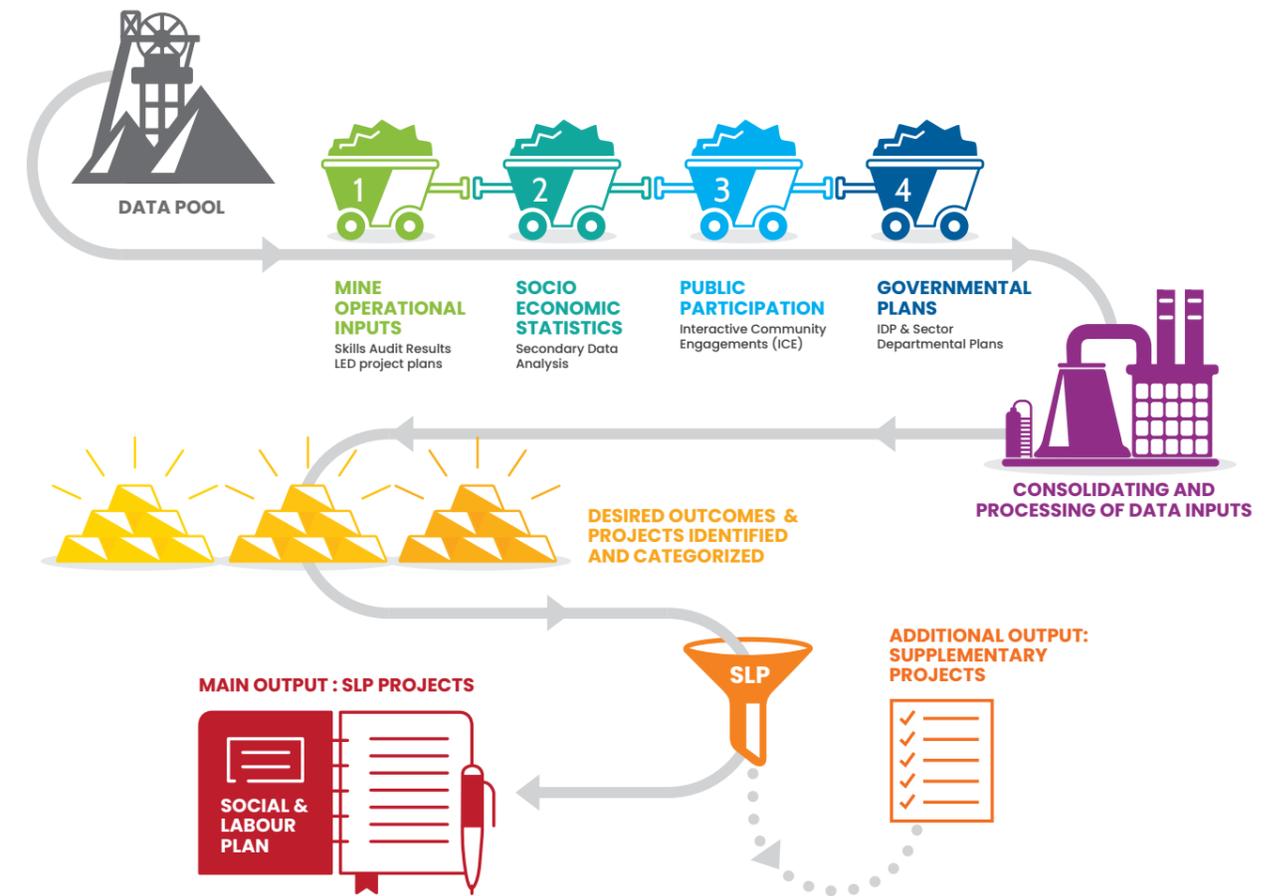
Starting your own business, be it formal or informal, is often daunting. We aim to support entrepreneurs in their journey for sustained livelihoods and increase economic benefits. Our entrepreneurship training includes the required leadership skills and mindsets for success, as well as the basic business skills required. We get practical with entrepreneurs understanding the core and support functions of a business (for instance, products, price, place and promotion), as well as business finance and legal matters.

We also emphasise support through ensuring that we mentor entrepreneurs through those initial days of developing their business concept and drafting their business plans. In many instances, we have also assisted with the administration of grant funding towards startups.

We believe in going the extra mile not only in training but also in unlocking further opportunities for those individuals. This includes support in gaining work experience, work referrals, further training opportunities, bursary support, livelihood support services and small-business funding administration.

Beulah Africa's EE Programmes have had significant impact and celebrated a multitude of success stories in diverse communities.





MINING SERVICES

As Beulah Africa we believe that the natural resource industries have the potential to transform our country and our continent

Moreover, our SLP is a strategic tool to bring about meaningful development impact in mining communities. For this reason, Beulah Africa's consulting services are deeply rooted in the mining industry, with years of experience consulting to mining companies on their SLP and related fields.

The Beulah Africa multidisciplinary team of development experts works together to build the bridge between the needs of the mining companies, their employees and their communities.

The consulting team has the relevant implementation experience of all **aspects of the SLP, including:**

- human resource development
- skills audits
- local economic development
- public participation and
- mine closures.
- In this way, we ensure that SLPs are practical, implementable and achievable.

The Beulah Africa SLP consulting team follows a four-phased approach in the drafting of SLP's: firstly, by analysing all available company and community data; secondly, consulting with mine management and all other internal and external

stakeholders; thirdly, drafting and writing the plan with the needed finalisations and signoff; and finally, submitting to Department of Mineral Resources.

Additional SLP services include:

- SLP close-out plans
- Interactive community engagements (ICE)
- Skills audit and employment equity surveys
- Mine closure strategies
- Economic empowerment programmes
- Community development project management
- Impact measuring and reporting
- Housing and living conditions surveys
- Mining charter reporting
- Department of Labour employment equity reporting

Beulah Africa's Social and Labour Plan consulting services have impacted many people and communities associated with more than 20 clients.





INTERACTIVE COMMUNITY ENGAGEMENTS

As community development specialists, Beulah Africa believes that people should be in the driving seat of their own development

ICE is the unique Beulah Africa way of facilitating public participation, approaching development plans through the lens of the people and communities themselves.

The principle of participation and joint action advocates that development interventions should be a collective action and not just be imposed upon communities without their meaningful involvement. It highlights that development is not about what can be done for communities (service delivery mode), but rather what can be done with them (development oriented). Local communities know their own needs, strengths and desires best and should, therefore, be involved from the outset of development planning.

Beulah Africa's public participation methodology is based on interactive participation, where community members participate in joint analysis through a systematic and structured process. Work is done 'with the people' instead of 'for the people'. The ICE workshops aim to ensure community development project planning results on the true reality of the community, as identified by the participants themselves.

During these engagements, participatory community assessments and data analysis are conducted in a structured and systematic way.

These include activities such as:

- historical reflections
- geographical mapping
- community economics analysis
- social and health trends
- educational realities
- services analysis
- living and housing conditions.

There are different levels of public participation and community self-mobilisation is the highest level of participation, followed by interactive participation. The higher the participation, the greater the chances of success and long-term sustainability. This makes interactive participation key to community development and should be prioritised at all costs, especially in the drafting of development plans, such as Integrated Development Plans and Social and Labour Plans.

For Beulah Africa, community engagements and public participation are not just ways to identify projects. These are effective empowerment tools to mobilise communities to start acting on development.





GOVERNMENT PROGRAMME (CWP)

The Community Work Programme (CWP) is a South African government programme that provides an employment safety net and basic minimum income for people living in marginalised areas where, very often, access to employment opportunities is limited

CWP was initiated in order to counter high unemployment and poverty levels in South Africa and is designed to contribute to the strategic goals of government in addressing poverty and unemployment. The CWP falls under the category of public work programmes in South Africa. The purpose of public works programmes is generally to provide a safety net for the unemployed through creating useful work opportunities.

Beulah Africa Foundation formed a joint venture with a reputable non-profit organisation, Future Families, to implement the CWP programme in the North West Province (2018–2021). The Beulah Africa & Future Families Joint Venture (BA&FF JV) worked with government and the people themselves and found solutions not only to make CWP work but to ensure meaningful impact through the projects, firstly, for the participants of CWP through personal development and useful work and, secondly, through the projects implemented within communities.

We have had 21,850 beneficiaries in the programme, located across the 18 local municipalities in the North West Province. These participants work in different community-based projects, such as:

- food and nutritional security support (agriculture)
- school support (Early Childhood Development)
- infrastructure and maintenance projects
- environmental cleaning programmes and
- home-based care.



Our children may learn about
the heroes of the past.
Our task is to make ourselves
architects of the future.

- Jomo Kenyatta (Former President of Kenya) -

3. Strategy & Goals

22 Tracking Impact Goals

23 Participant Journey

25 Community Journey

26 Social Return on Investment





Participants Journey Through the Economic Empowerment Programme Stages and Timelines



Beulah Africa's strategy on tracking achievement of our impact goals is summarised in the Participant and the Community Roadmaps

Data gathered at each stage is analysed as per our impact measurement framework. The impact measurement framework makes our transformation philosophy practical and dictates how the ultimate impact is measured. A more detailed explanation will follow in this section.

We see the Participant Roadmap as the process of inspiring, empowering and mobilising an individual to wellness and additionally add economic and social value in their community. The journey of the participant could be viewed in three different phases.

The first phase is one where the participant is recruited into the programme through pre-existing databases, interactive community engagements or partner organisations. Here, we want to understand the individual and the community that they come from through in-person and online assessments. This includes identifying baseline realities for their skill levels and livelihood and determining their interests, passions and strengths in order for us to identify a pathway that will suit their unique capabilities, needs and livelihood strategy.

The second phase is the empowerment phase. Here, the participant receives work readiness training, skills training and leadership development

training. We assess the perception change that takes place as a result of our training intervention and, over time, determine the effected behavioural changes. Selected participants who graduate from the training are then placed on an employment, an education or an entrepreneurship pathway.

The last phase is the support phase. Participants enjoy mentorship and further training where applicable and receive support through financial and non-financial means. Data is gathered through various stages post-intervention to understand trends and behaviour changes.

Data throughout the programme is gathered in different formats, including online forms, WhatsApp, paper-based assessments and in-person interviews.



5 DIMENSIONS OF IMPACT MEASUREMENT FOR THE INDIVIDUAL (EE PROGRAMME)

1	2	3	4	5
OUTPUTS & OUTCOMES MEASURED AGAINST BASELINE & BENCHMARK	TYPICAL PROFILE OF THE PARTICIPANT	DEGREE OF CHANGE	DEPTH COUNTERFACTUAL	TYPE & LEVEL OF RISK
What	Who	How much	Contribution	Risk
<ul style="list-style-type: none"> - Measure of outputs achieved as a result of the intervention - The perception change as well as behavioural change experienced by the beneficiary - Benchmark (the target threshold at which the change in outcome is considered positive) - Baseline (the level of outcome experienced by the beneficiary prior to the intervention) 	<ul style="list-style-type: none"> - Target beneficiary that will experience the outcome - Demographic and geographic boundary information and characteristics to describe target beneficiaries 	<ul style="list-style-type: none"> - Scale - Depth - Duration 	<ul style="list-style-type: none"> - The degree of change that would have happened anyway (in the absence of the intervention) 	<ul style="list-style-type: none"> - Type of Risk that could undermine the realisation of the expected outcomes and impact - The likelihood of the risk occurring, and the severity of the consequences if the risk does occur



Programme Stages and Timelines of Community Participants

WHAT

The activities that are undertaken during a reporting period are aligned with the programme strategy and plans and are ultimately aimed at achieving the programme's goals. These direct results (or outputs) that are achieved in relation to the activities are measured to produce monitoring and evaluation (output) results. The deeper level of change (outcomes), be it a perception change or behavioural change that are experienced by the participants of the programme, are reported on in our impact (outcomes) results. We want to measure the extent to which the target outcome levels for the reporting period are achieved.

We identify a benchmark, which becomes our target threshold or the point at which the change in outcome is considered positive.

From the livelihoods assessment data, gathered from all participants in the programme before our intervention, we are able to identify a baseline for the participants for each level of outcome. The participants' baseline prior to the intervention with the target benchmark is then measured in order to identify their prior state position in relation to our target threshold (benchmark).

WHO

The data gathered from participants before and after the intervention is focused on their

demographic, geographic boundaries, individual characteristics and livelihood circumstances.

HOW MUCH

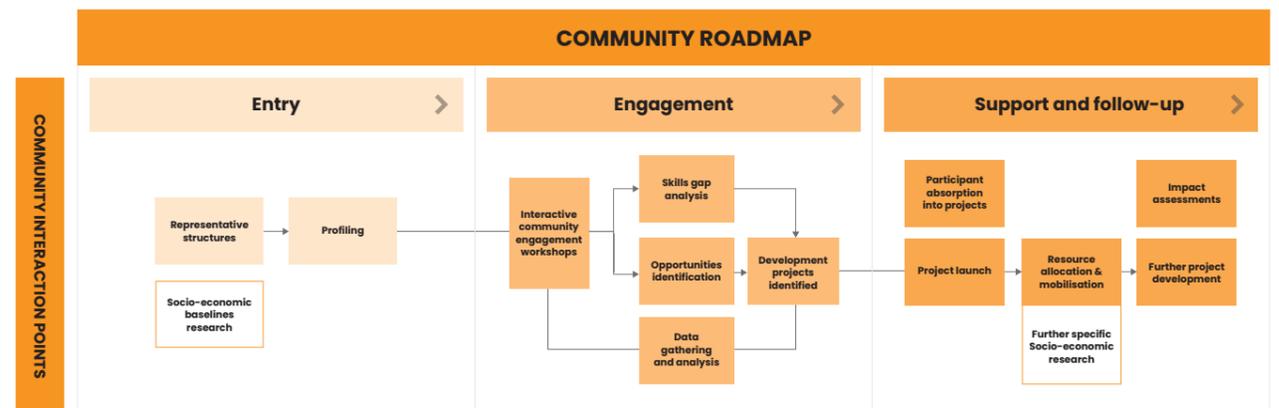
A cross-sectional study (to measure perception change) and a longitudinal study (to measure behavioural change) is used to measure the scale and depth of the outcome. The scale of the outcome is determined by the degree of change from the baseline as measured prior to the intervention and as measured after. This gives an indication of the perception change of the individual. By measuring the degree of change over a longer period, we can ultimately show the depth of change, including behavioural change, over time.

CONTRIBUTION

To honestly reflect the real comparative change in an individual, non-participants from the same community as the participants are monitored and measured as well. This allows a more accurate indication of the social value created through our programmes or interventions.

RISK

Risks that could undermine the realisation of the expected outcomes are identified, and the likelihood and severity of the consequences of those risks occurring are determined.



The Community Roadmap shows the process whereby we partner with the community to identify and mobilise economic value-adding opportunities from relevant spheres of society. Stakeholder identification and mobilisation is all about mapping, understanding and then mobilising stakeholders towards a common goal.

Effectively identifying shared development goals and relevant projects that are locally supported, implemented at the right time and aimed at the correct participant groups are all dependent on the correct data gathering and analysis processes. Data gathering and analysis enables us to effectively identify achievable and impactful projects.

As Beulah Africa, we are focused on strength-based (asset-based) development approaches, utilising the resources already at hand to overcome the challenges faced by communities. So, once a shared development vision and plan is clear, we assist in mobilising the relevant role-players and resources in that plan's execution. Data is gathered at the initial engagements, during mapping and at subsequent workshops and mid- and post-intervention.

For Beulah Africa, community engagements and public participation is not just a way to identify projects. Participatory processes are effective empowerment tools to mobilise communities towards their own development initiatives.





Social Return on Investment

Social development programmes tend to overfocus on the social impact in qualitative ways (social impact reporting), whereas businesses and funders are tempted to measure programme impacts only in monetary terms (ROI). For this reason, the socio-economic development industry norm has moved to focus on measuring the Social Return on Investment (SROI) instead. SROI is an approach and framework that bridges the gap and merges the two approaches into a much more comprehensive method.

SROI measures change (or impact) in terms of social, economic and environmental outcomes that are relevant to the people or organisations that experience or contribute to the change. This approach aims to put a monetary value (“return”) to the positive change (impact) gained by the participant as a result of our intervention. This enables a ratio of benefits-to-costs to be calculated, measuring and accounting for the broader concept of value. It also reduces inequalities, improves environmental conservation and improves wellbeing, dignity and self-worth.

Our Beulah Africa development philosophy puts people and communities at the centre of all our approaches, including how we view, measure and value impact. As such, SROI allows room for the stories of individuals to be considered in the quantification of our impact by incorporating social, environmental and economic costs and benefits. The stories show us how to understand, manage and improve the value created. Our SROI methodology are currently being developed and will be incorporated in the future to reflect Beulah Africa’s SROI.

“ They taught me how to take control of my life and to always have a voice – never to be afraid of taking risks and to learn new things that will benefit me later in life. They have empowered me. ”

Michelle Tshabangu

Africa’s story has been written by others; we need to own our problems and **solutions** and **write our story.**

– Paul Kagame (Former President of the Republic of Rwanda) –



4. Programme Outcomes

- 29 Economic Strengthening Livelihoods Programme: Soshanguve
- 38 Economic Strengthening Livelihoods Programme: Rustenburg & Mitchells Plain
- 42 Sex Worker Economic Empowerment Programme
- 46 Social and Labour Plan Consulting
- 49 Community Work Programme (CWP)

PROGRAMME OUTCOMES

Economic Strengthening Livelihoods Programme Soshanguve

The ESLP, also referred to as GLO Full, was designed to economically empower 825 AGYW in Soshanguve between the ages of 15 and 24 who were no longer in education, employment or training.

It was aimed to build their confidence and for them to ultimately take ownership of their futures. Soshanguve has a dependency ratio of 44.2% (Stats SA), which means that almost half of the people living in the township are dependent on someone else for income. There is, therefore, immense pressure on the productive population. For an AGYW in these circumstances, the route to finding employment, holding onto an opportunity and making it a success is a complex one.

As such, ESLP was designed to empower these AGYW by combining skills transfer, active participation, mentorship and financial support to give them the best possible chance to succeed.

Beulah Africa designed a six-day practical training course (including financial literacy and skills training) to kick off the AGYW livelihood skills journey. The goal was to pass on more than just information. The facilitators focused on every individual in order to inspire change. Each AGYW was encouraged to participate in group discussions to find their voice.

A participant who successfully completed the training graduated from the programme and was afforded the opportunity (livelihood opportunity) to either: be placed in employment, further their education in different training clusters, be enrolled into entrepreneurship or be enrolled in an opportunity to obtain their learner's and then their driver's licence. Several organisations within the area were contacted, and arrangements were made for participants to be employed.

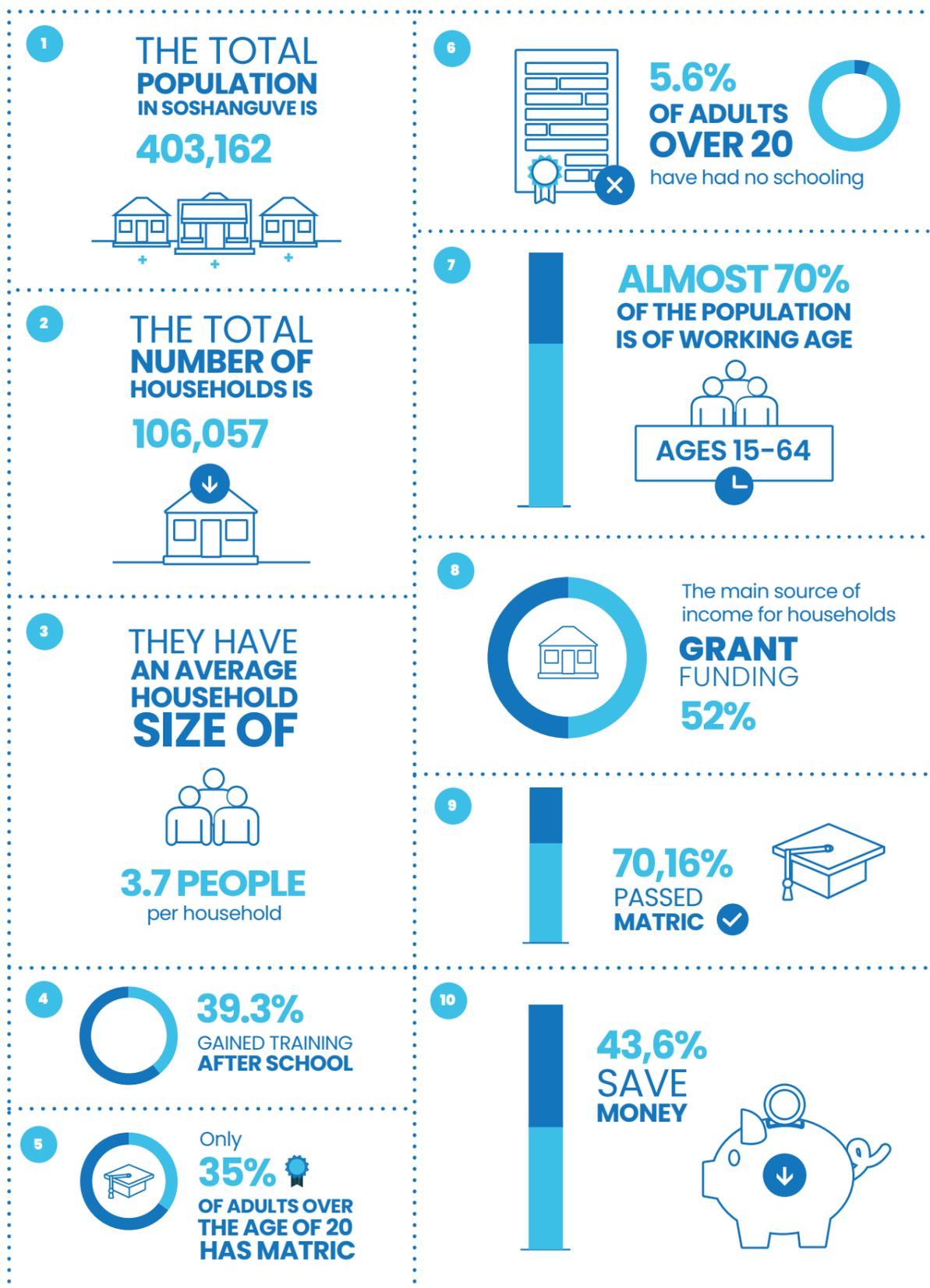
Work placements gave participants the opportunity to implement the knowledge they acquired through the training and provided valuable work experience. Further training opportunities were created for participants who desired more knowledge on certain subjects. This included enrolment in TVET colleges for further studies and practical or technical training in specific fields.

Enrolment into entrepreneurship included assistance with drafting a business plan, entrepreneurship training and monthly mentorship sessions for six months. Participants had to pitch their business idea to a panel of judges, and grant funding was awarded to the most viable business ideas. Participants could enrol for any of the above-mentioned economic pathways. In addition, all participants were aided in an opportunity to attain their learner's and driver's licences.

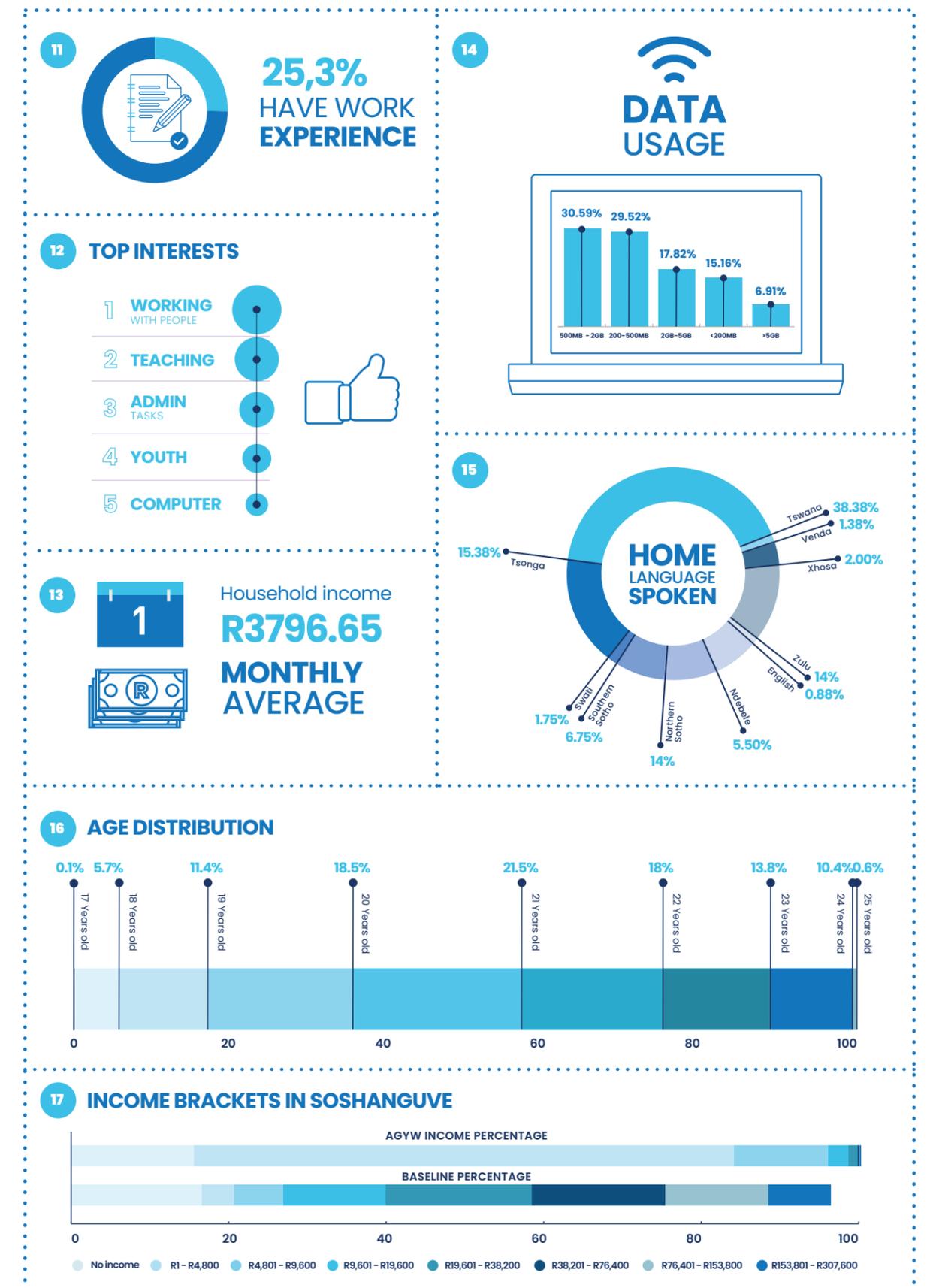
Finally, livelihood support was given to provide financial assistance that enabled participants to overcome restrictions that would normally hinder them from pursuing such opportunities. Work placement support came in the form of transportation support, early childhood development support for those who were young moms and grocery support for the first month of employment. Education was supported by way of funding the tertiary education opportunity, and lastly, entrepreneurship support came in the form of grant funding to mobilise an idea into an eligible and functional business. Participants who enrolled for learner's and driver's licences received learner's licence coaching and driving lessons.

Profile of Adolescent Girls and Young Women

According to a study on the area (Stats SA)



The average income of the AGYW referred to by the ESLP can be compared to that of the area (Soshanguve), using the data provided by Stats SA as a baseline. See the figures below. The AGYW referred to by the ESLP fall in the low-income bracket, with most of them living as a dependent in a household that earns between R1 and R4,800 per month.



Economic Strengthening Livelihoods Programme Soshanguve – M&E Output

Direct programme outputs included 820 AGYW that graduated from the livelihood skills training. Employment opportunities were created for 493 of these AGYW. The opportunities in the employment and internship pathways provided the AGYW with four-to-six months of experience. Here, they gained exposure to the workplace and obtained new skills that could advance them in their careers going forward.

These newly acquired skills built stronger CVs, and participants became more employable and more confident when seeking work on their own. Some of the AGYW were either permanently retained or their contracts extended with a higher remuneration from their respective stakeholders.

Additionally, the entrepreneurship training and six-months business mentorship led to 134 AGYW receiving grant funding at the back of their business plan, budget and quotations as application to starting their own businesses. These businesses were all still in operation after the programme.

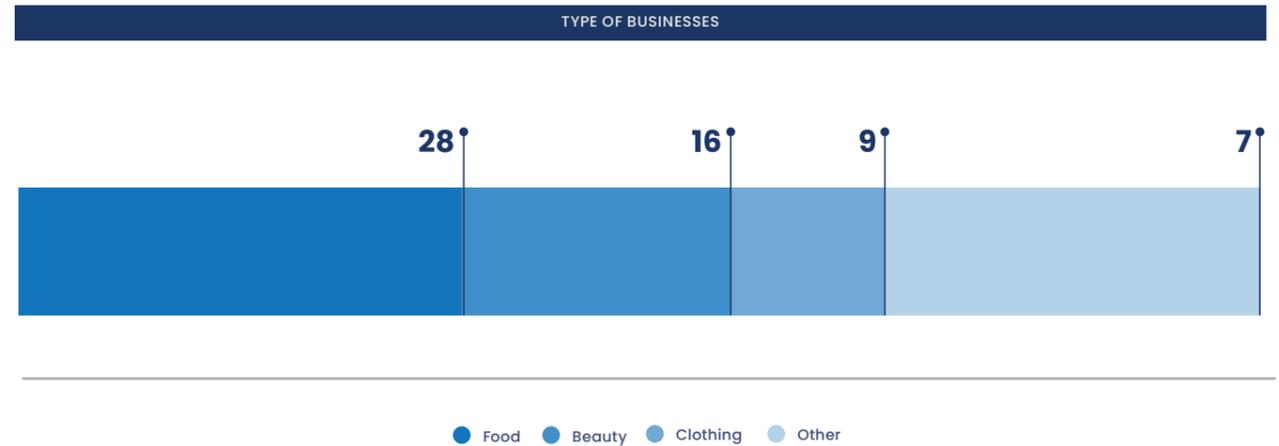
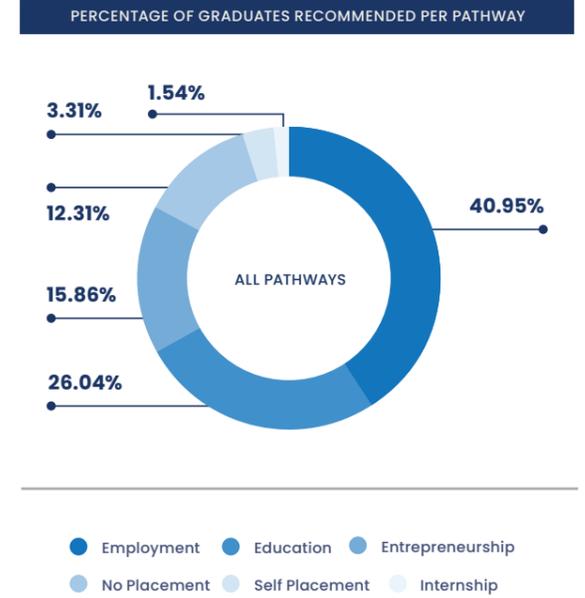
The opportunity for the AGYW to attain their learner's and driver's licences empowered them and provided them with an opportunity to access and acquire their learner's and then their driver's licences. 93 AGYW successfully completed their learner's licences and 62 their driver's licences through sponsorship during the programme.

This has enabled the AGYW to become more economically active and improve their chances of obtaining employment where a driver's licence is a requirement. The AGYW within the entrepreneurship pathway have benefitted from this opportunity with an added skill that will make business operations easier for them and will open doors for new business opportunities as they can be more mobile and flexible.

“ I learned a lot of things from this programme, and I am now confident and ready to work. I learned about customer service, communication, computer skills, goals and saving money.

I appreciate the fact that from now on I will be able to use money wisely and save money to help me reach my goals. I also learned about how to behave at work.

Lidia Moeletsi



Two-thirds of all businesses created were in the **food, beauty and clothing industries.**

The remaining third constitutes **13 other business types.**



Economic Strengthening Livelihoods Programme Soshanguve – Impact Outcomes

Data to measure the social impact for this programme was gathered through various methods that included paper-based assessments, online assessments, group feedback sessions captured and more. For the purpose of this report, the aim was to measure the perception of the impact that the training had on the AGYW and whether a change in their thinking could be determined.

As all AGYW passed through work readiness training, they were assessed before and after the training. The impact was measured in terms of skills and confidence in the areas of finance and occupation.

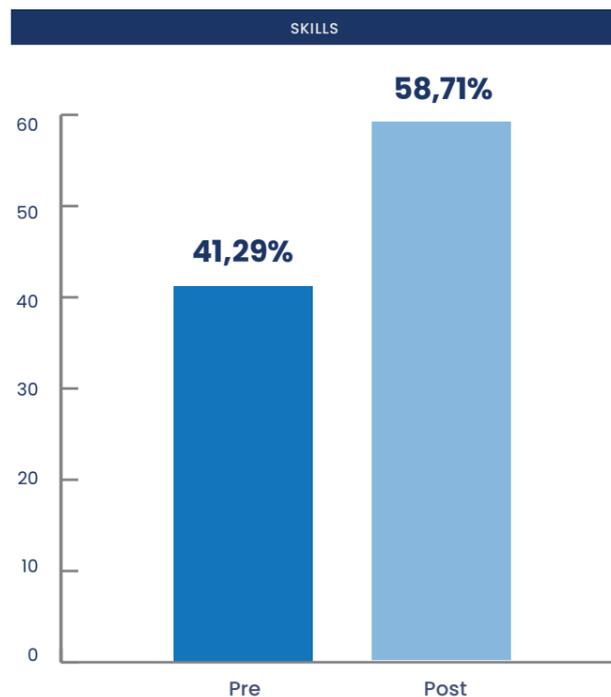
SKILLS

Participants’ perspective on their readiness and ability to apply the knowledge gained through the training in their real-life situations were measured. The data indicated that participants perceived that the skills they gained prepared them for future economic opportunities. Participants felt 42% more skilled in being work ready.

CONFIDENCE

Before the programme, many AGYW found themselves in a state of hopelessness, lack of confidence and lost aspiration for a better future. During the training interventions, AGYW started to become hopeful and excited for life and the prospects of what lay ahead. Their perspective towards life changed, and the potential that had always been within them was unlocked. This was verified by the increase in confidence that was measured after the training.

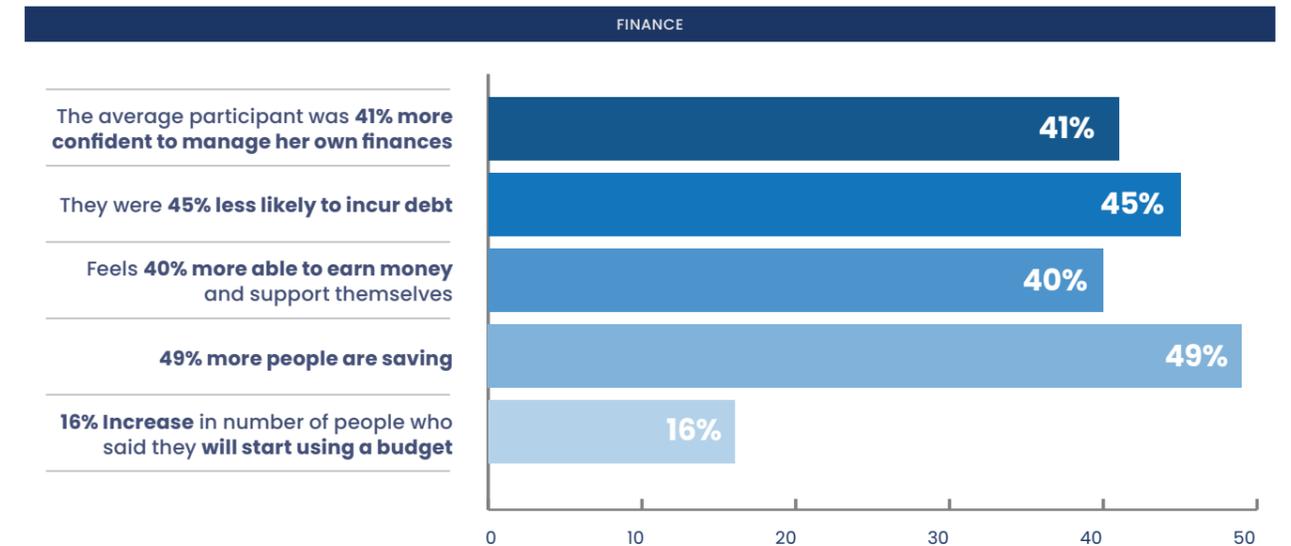
As a result of the transformation in their mindsets, we believe that their attitudes towards the future were positively influenced, and it produced a positive behavioural change towards future opportunities.



FINANCE

A total of 845 AGYW were empowered with financial literacy, where they were trained on the importance of saving and managing their personal finance. These financial principles are of utter importance as it bridges the gap between participants accessing an income or living in lack or poverty because of poor financial management.

Furthermore, more financial means does not necessarily translate to being more empowered as the mismanagement of funds can have the opposite effect. With participants accessing work opportunities and starting their own businesses as a stream of income, it was crucial that they become practically equipped in financial matters. Perception and behavioural change were measured and revealed a further increase in participants’ inclination towards financial health.



624 participants signed up for the Beulah Africa savings clubs, and on average, individuals saved R273 per month. The increase in participants’ income, whether due to employment or entrepreneurship opportunities or because of the implementation of wise financial principles, empowered these AGYW to become personally and financially independent, providing for their families and additionally stimulated economic activity in the community.

OCCUPATION

The skills that AGYW gained in the work-readiness training increased their confidence and enthusiasm for future opportunities. Mock interviews prepared and empowered them to confidently step into the real-life scenario. We saw an increase of 75% in their confidence towards a job interview. Their perception of their ability to hold and excel in an employment opportunity also increased.

In addition to the above, AGYW gained practical work experience and mentorship during the work

placement and entrepreneurship opportunities. These further enhanced their experience, knowledge and skill that could open doors for future employment opportunities.

LOCAL COMMUNITY

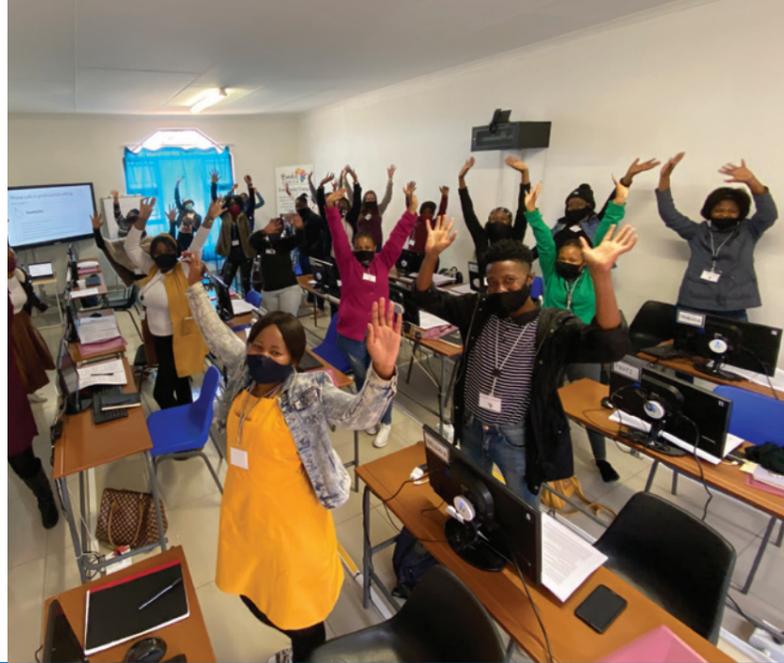
The local community benefited largely from the programme. We saw local businesses benefitting from the AGYW placed within their companies. Not only did the AGYW gain work experience and exposure, but they increased organisations’ productivity regarding their sales and income due to an increased labour capacity. Additionally, youth members in the community were empowered, and unemployment for young women decreased in the community.

Local driving schools, catering companies and transport companies also benefitted from the programme, adding to the increased economic activity created within the community as a result of the programme.



Lerato Khubani

Economic Empowerment Programme with Entrepreneurship



My name is Lerato Khubani, I would like to share my story of how Beulah Africa changed my life through the Entrepreneurship programme.

When I first began the programme, I had no idea how to start a business.

Today, I see myself as a leader, I can lead my own life and my own business.

I was consumed with poverty mindsets, thinking that nothing would work out in my life, and I didn't believe in myself. I used to give up easily; I would start something but never finish it. I was trapped in hopelessness; thinking that I would never have something of my own in life. I then had the amazing opportunity of being part of the Entrepreneurship programme Beulah Africa offered, where my leadership capabilities and winning-mindset were activated.

Today, I see myself as a leader, I can lead my own life and my own business. I started my own business where I wake up each morning with a sense of purpose.

Through the programme, I was inspired and learned that I should appreciate everything I have and what I've achieved so far, and believe that with focus, effort, and hard work, I can do anything I put my mind to. I would like to thank my mentors at Beulah Africa for believing in me and helping me believe that I have potential to run and manage a business. Thank you for the programme, creating opportunities like these for young women like myself.

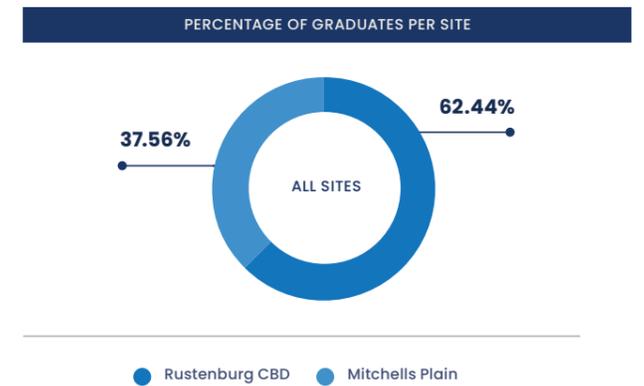
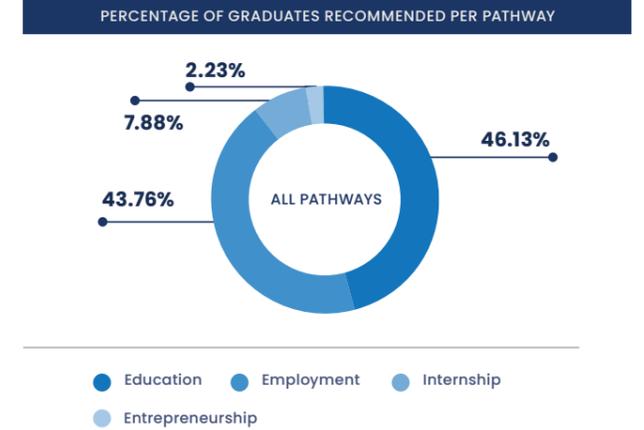


Economic Strengthening Livelihoods Programme Rustenburg and Mitchells Plain – M&E Output

The ESLP in Rustenburg and Mitchells Plain, like the ESLP in Soshanguve, aimed to empower and equip AGYW through skills training and inspire them to reach their goals and become responsible and successful in future economic opportunities. The programme differed from the one in Soshanguve in duration and in the number of participants.

The overall target for the programme was to reach 7,714 AGYW: 6,243 in Rustenburg and 1,471 in Mitchells Plain. AGYW were recruited into the programme to receive four days of skills training, whereafter they would graduate and be referred to either employment, entrepreneurship or education opportunities.

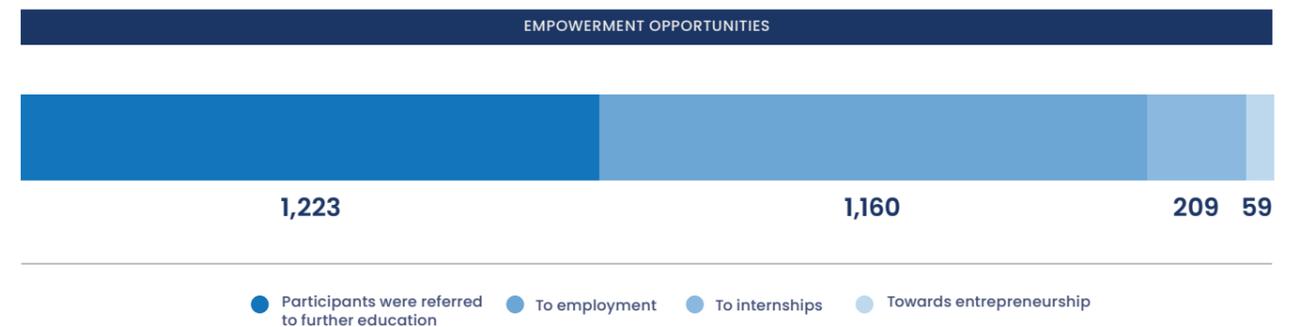
In addition to being referred to a livelihood opportunity, participants could apply for an opportunity to receive their learner’s licence and driving lessons in preparation for a driver’s licence test.



All data throughout the programme was gathered through paper-based assessments and group discussions.

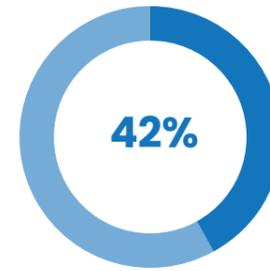
Beulah Africa’s facilitators trained a total of 4,147 participants across the two sites over the 29-week duration of the ESLP. Participants who successfully completed the four-day training graduated and received certificates of completion. From the total number of participants trained, 3,823 received their graduation certificates – 2,387 in Rustenburg and 1,436 in Mitchells Plain. Upon graduation, participants were referred to further economic empowerment opportunities:

In addition to the referral opportunities that participants received, they could apply for an opportunity to attain their learner’s and/or driver’s licences. Applicants for a learner’s licence received assistance in their preparation and booking for the test. 504 participants successfully completed their learner’s licence, and 26 received their driver’s licence after receiving a minimum of 10 driving lessons before their test date.



Economic Strengthening Livelihoods Programme Rustenburg and Mitchells Plain – Impact

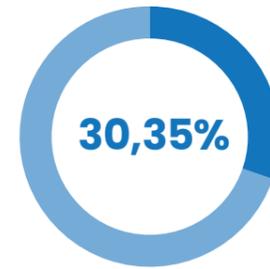
The social impact for this programme was measured according to participants' perceptions, specifically with regard to the skills they gained and their ability to successfully manage their personal finances and future economic opportunities.



The increase in participants' confidence to pass interviews

96% of participants believed that the programme impacted their lives very positively.

96% believed the course content was something practical to apply.



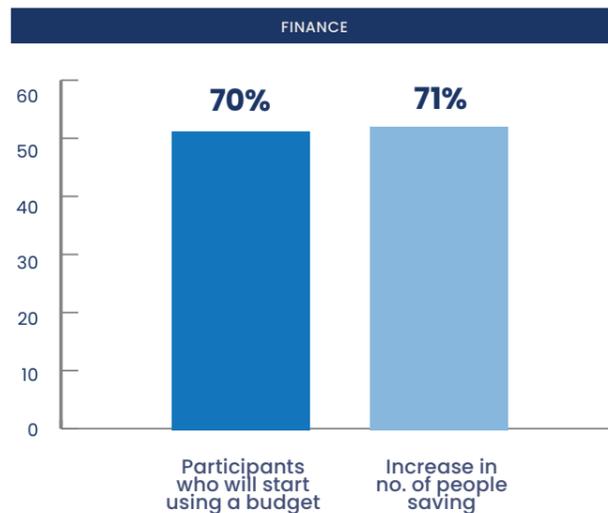
Average increase in confidence

Throughout the programme, the AGYW were encouraged to recognise their value and discover their abilities, dreams and potential. After just four days, participants who were shy and timid at the start of training stood up with confidence at graduation. Participants perceived themselves to be 30% more confident than before.

FINANCES

We believe that implementing basic financial principles greatly impact the lives of people, especially the financially poor. Making wise financial decisions can lead to increased disposable income, even if it is relatively small to begin with. Managing personal finances formed part of the four-day skills training course.

As a result of the training, 70% of participants were likely to start using a budget for their finances, and 71% indicated that they would start saving a portion of their monthly income.

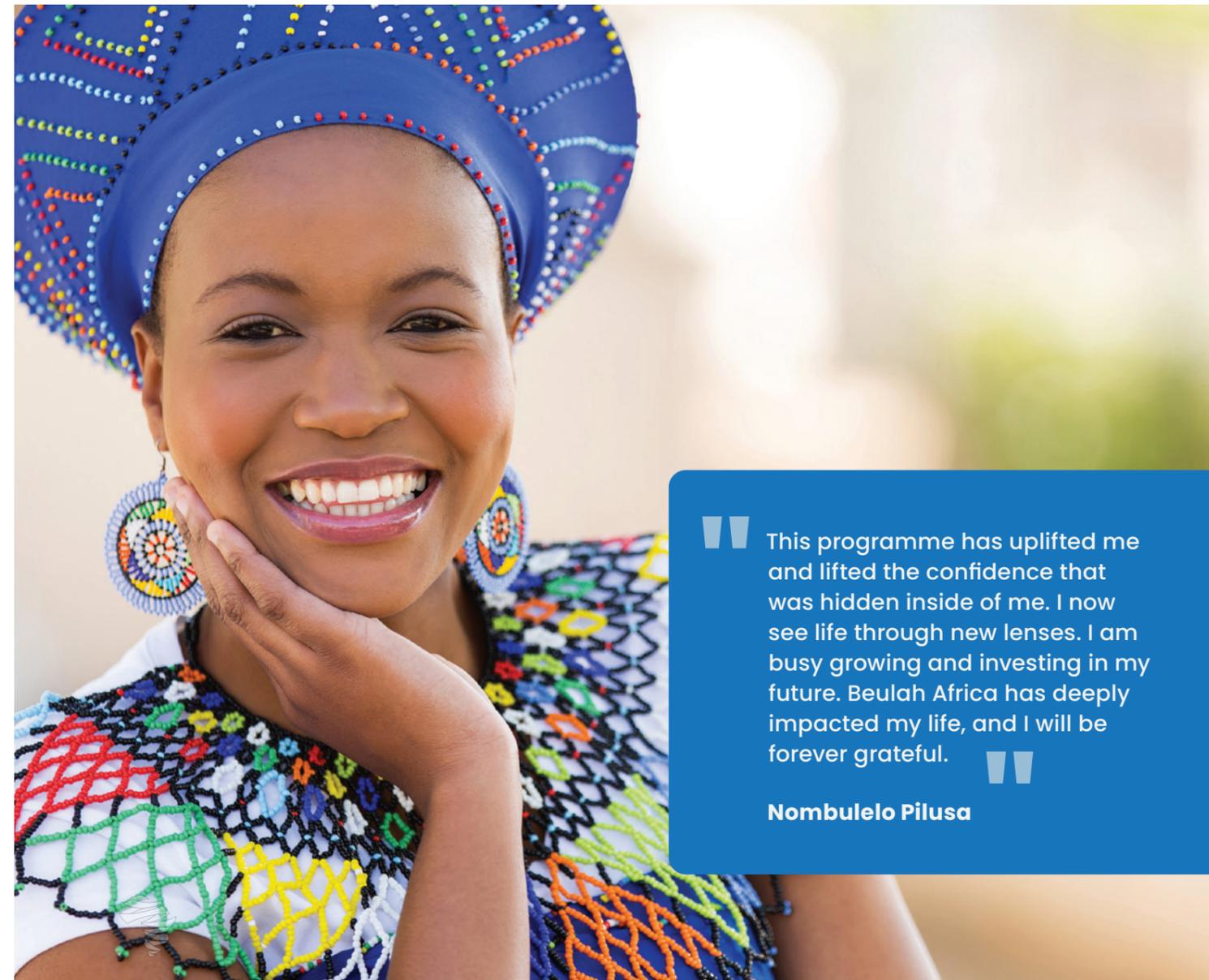


OCCUPATION

Participants were prepared for future work opportunities throughout the training. They learned about professional behaviour, customer service and more. Mock interviews were held so that participants could learn the skill of how to behave in an interview. We saw participants' hope and enthusiasm for the future grow as they gain confidence and realise their value.

For the ESLP programme in Rustenburg and Mitchells Plain, participants were referred to work opportunities, where they would apply for a specific position and go to the interview. Many of these participants were successful in their application and could apply the skills they gained in a working environment.

Data that was gathered after the training revealed participants readiness for their next opportunity.



“ This programme has uplifted me and lifted the confidence that was hidden inside of me. I now see life through new lenses. I am busy growing and investing in my future. Beulah Africa has deeply impacted my life, and I will be forever grateful. ”

Nombulelo Pilusa



Sex Worker Economic Empowerment Programme Overview

The SWEE programme was a pilot programme implemented in two districts: the West Rand and Greater Sekhukhune. The programme was aimed to provide economic empowerment services to empower participants with skills to diversify their income and seek alternative livelihood opportunities.



Another objective was to refer participants to partner organisations for further socio-economic support in the pursuit of alternative work opportunities, entrepreneurship or even further education opportunities.

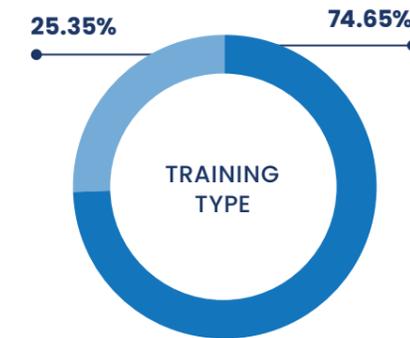
Training was conducted in Krugersdorp, Carletonville, Burgersfort and Groblersdal. The proposed target for the pilot programme was 40 sex workers per district, and participants needed to be between the ages of 25 and 35.

Training included financial literacy, work readiness, emerging leaders and entrepreneurial training. Further to the training, participants needed to attend group mentoring sessions once a month for a six-to-10-month period and participate in a savings club in order to graduate from the programme. After graduation, participants were referred into employment, entrepreneurship or education opportunities to provide them with long-term sustainable socio-economic support in their economic empowerment journey.

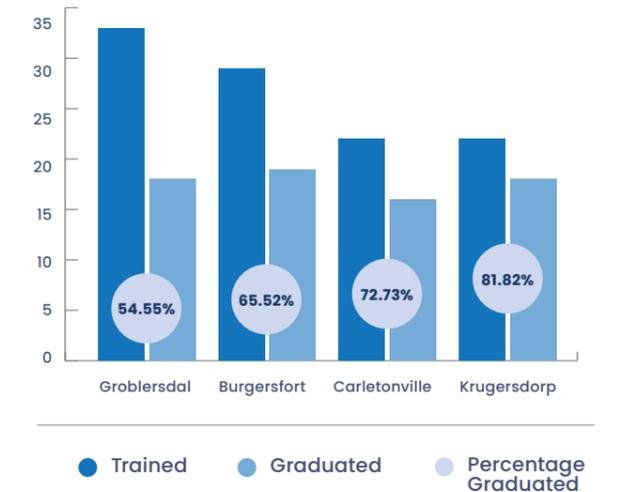
Sex Worker Economic Empowerment Programme M&E Output

Training Target		Attendance	
Total no. of participants trained	106	Group mentorship attendance	98%
No. of business plans created	18	Financial training attendance	103%
Total no. of participants graduates	71	Savings club attendance	105%
No. of small businesses established	10		

PERCENTAGE OF GRADUATES PER TRAINING TYPE



NO. OF PARTICIPANTS TRAINED VS GRADUATED PER SITE



REFERRALS TO ECONOMIC OPPORTUNITIES

In total, 57 participants were referred to work or educational opportunities. For employment, participants were directly referred to stakeholders. Seven participants were appointed by the CWP in Carletonville. Other opportunities included retail opportunities, and one of the participants was hired for a work opportunity at Stats SA. Additionally, participants were assisted in their application to the Department of Education, and five were appointed as teachers' assistants.

Two participants were successfully assisted in rewriting their matric. Participants were motivated and took responsibility to start applying for job opportunities by themselves. Some of them were successful in their applications. Participants were inspired by the programme, given hope for the future and empowered to take ownership to reach their goals.

Furthermore, business ventures were pursued. Participants received mentorship support by mentors in the same field of business and were assisted with company registration.



Sex Worker Economic Empowerment Programme Impact Outcomes

Qualitative data shows positive change to participants' lives as a result of SWEE through diversified income, self-esteem building, skills development and empowerment.

Many entrepreneurs emerged from the programme, working hard towards growing their businesses and seeking assistance and greater learning to make a success of their ventures.

Encouraging stories from participants of hope for a better future alluded that the seed, planted through the programme, was growing, taking root in participants' lives. Their stories spoke of the application of what they learnt and their endurance through tough times by applying leadership and winning mindsets.

One participant managed to save enough to rebuild her home that had burnt down. Another saved enough money so that she could move to Cape Town and kickstart her business. Savings clubs challenged participants to be self-controlled and make wise financial decisions. Participants started saving, and many reached their goals. A participant from Burgersfort decided to be part of a 52-weeks savings challenge whereby she saved R15,000 in her personal savings account.



I have learned a lot from the Economic Strengthening Livelihoods Programme. The work readiness training has equipped me to become a young professional and employable lady. To become independent and to make a success of my life. I now work at a baby care centre where I am gaining work experience. Thank you, Beulah Africa, for impacting my life in such a great way.



Mpho Mafora



Social Labour Plan Overview

As part of a company’s mining right they are required to have and implement an SLP to ensure their “social licence to operate”.



The objectives of the SLP (section 41 of the Mining Charter Regulations) are to:

- promote employment, and advance the social and economic welfare of all South Africans;
- contribute to the transformation of the mining industry; and
- ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they operate.

SLPs have the potential to become a strategic driver of quality development outcomes in the mining industry. As Beulah Africa, we aim to ensure that compliance has meaningful development impact.

As part of SLPs that were conducted for various mines, Beulah Africa has conducted comprehensive community analysis within impacted communities. This included, amongst others, social- and infrastructural-situation analyses of the communities.

We operated with the conviction that each element of the SLP could serve as a catalyst towards inspiring change in the lives of the employees or communities. These included:

- Human Resource Development (HRD) (training opportunities)
- Local Economic Development (LED) (infrastructure and income generating projects)
- Local Procurement (enterprise and supplier development)

Social Labour Plan M&E Output

We provided SLP consulting services to 19 clients, which included but are not limited to skills development facilitation services, community stakeholder engagements, internship programmes management, SLP audits and SLP and Mining Charter Reporting.

Services		Rand value
No. of clients who received SLP consulting services	No. of mining employees who benefitted from programmes	Rand value of HRD projects
19	6,919	R342,514,450
SLPs drafted for clients	No. of local municipalities	Rand value of LED projects
9	9	R166,381,110
No. of provinces		
5		



We have drafted SLPs for five operational mines and four green-field operations. The total number of employees who benefitted from the development initiatives identified were over 6,900. Additional SLP services were delivered to 10 clients. These services included skills audits.

These projects were spread across nine municipalities and five provinces. The total committed HRD spend on the projects amounted to over R342m and for LED projects over R166m.



Social Labour Plan Impact Outcomes

The impact that Beulah Africa’s public participation workshops had on communities could best be described by testimonies from participants.



In South Africa, part of legislation requires each mine to have an SLP. In the beginning, we worked off templates and generated generic SLPs. And all we found was that it was not really an achievable plan.

Beulah Africa came in, made it practical and achievable. Our main focus is to recover precious metals in the mining industry. What Beulah Africa has done is to enable us to recover the gold in people.

Hansie van Vreden

The training has given me insight, knowledge and new perspectives on how I look at things. I now know that, as a community member, I have the power to change things. I also learned how to deal with challenges without using violence.

My dream for my community is to see our youth being empowered, for them to receive bursaries and to have more workshops like this so that people can learn what we have learned. It was a pleasure to work with you, I had fun.

I hope in future we will have more of these workshops because we are empowered. It was good to work with the Beulah Africa team. Lastly, I am going to apply the knowledge I learnt in this training.

Nomvula Hhumbani



TESTIMONIES FROM PARTICIPANTS

Community Work Programme Overview and M&E (Output)

The CWP is a community-driven government programme sponsored by CoGTA.

Some of the programme deliverables are highlighted here

Total number of CWP participants empowered through job opportunities created

21,850

Number of training opportunities created

18,083

Number of Small Medium and Micro Enterprises that obtained business opportunities through the CWP

233

CWP Training Opportunities

Bursaries for further study opportunities

28

CWP Training Opportunities

18,083

Accredited Training

3,525 (19%)

Non-Accredited Training

14,558 (81%)

It aims to strengthen community development approaches and the economic ‘agency’ of people in marginalised economic areas, enhancing dignity and promoting social and economic inclusions. BA&FF JV was contracted by CoGTA to implement the programme in the North West Province for a three-and-a-half-year period, which started in 2018.

The BA&FF JV worked with government and community participants to find solutions for the successful implementation of the programme. Over the course of the three and a half years, BA&FF JV engaged with LRC stakeholders through workshops to improve relationships with community members and to gain insight in the mitigation of external risks that posed a threat to the success of the programme. During these

engagements, community members elaborated on the needs in the community.

Understanding community needs led to employment plans that were drafted. The community was included in the preparation for implementation of the plans. The programme provided a job-safety net for the unemployed. Wherever it was possible, BA&FF JV took careful measures to ensure meaningful impact was created through the programme. Various accredited and non-accredited trainings were provided for participants’ personal development. These trainings were aimed to inspire and give rise to small business ideas and skills development. Communities benefitted from useful work opportunities that were created.



Lesego Dube

Supervisor



Lesego Dube started as a participant in the CWP in Mahikeng, and later applied and was appointed as a supervisor.

“ In 2018, she won the best site administrator award, and in 2019, her site won the best participation rate target award. ”

Lesego Dube started as a participant in the CWP in Mahikeng, and later applied and was appointed as a supervisor.

During her time as supervisor, the CWP was still new, and the community had to be informed about what the programme entailed and what the possible impact of the programme would mean to them.

Lesego experienced being part of the CWP as an eye opener. Since she dealt with people from all walks of life, she learned how to serve her community every day, and she assisted the most vulnerable in her community. Through this, she made a meaningful impact.

The CWP offered Lesego an opportunity to obtain training in computer literacy, among other things. Through the training, she gained valuable skills, and today, she is one of the best site administrators of the CWP in the North West Province. She takes pride in her work and always goes the extra mile for the people she serves.

In 2018, she won the best site administrator award, and in 2019, her site won the best participation rate target award. She has a dream to see the CWP grow and that she will be part of history because she has made a change in the lives of the people of her community.



Only a life lived for others is a
life worth living.

- Albert Einstein -

5. Future Opportunities & Way Forward

South Africa and the rest of Africa is burgeoning with opportunities

Its development invites participation. Spectators to the transformational journey of the continent may miss out on the co-creation of a better tomorrow. An unemployment rate of 34.5% in South Africa, which is even more pronounced in ex-urban communities, is crying out for interventions that create opportunities for economic activity.

In some manner, suburban communities are in need of economic transformation, missing dynamic middle income economic structures on large scales. Should these structures be put in place, they could host a range of robust businesses – both labour intensive and small enterprises – that sustainably absorb the limited skill levels available among the townships’ unemployed masses.

Over the years, Beulah Africa has been involved in a variety of projects that address some of these problems. We have had the privilege of executing incredible visions and experiencing transformation first hand in the lives of people and communities we served. Through this, our own vision has been shaped and our learnings enhanced. We are exuberant about creating economic opportunities, and we celebrate with every person entering the job market with confidence in their ability to make a difference. We find the journey with communities that identify projects which will empower their people to rise above the status quo incredibly rewarding.

Through our experiences, we realised that we have only scratched the surface of what is possible – both in the execution of projects and in the measurement of the impact. We have addressed our various services previously in this report. The nature of the programmes that we have implemented thus far have been focused and standalone. However, we are convinced by observing the impact on people’s lives beyond what we have measured that an even greater impact is possible and probable if we combine the various service offerings.

Posing solutions to the abovementioned unemployment issues like low skills level and dormant local economy, Beulah Africa proposes an updated sustainable community development strategy called “Re a Aga” – combining our current service offerings into one programme.

This strategy is based on our firm development philosophy of “developing the people for the land” before we can start “developing the land for the people”. It furthermore builds on the iceberg model of systems thinking. Our focus is first and

foremost on people. Addressing the underlying mindsets, motivations and perceptions that either contribute or prohibit development. We must go deep into the foundations for visual and lasting effects on the surface (sustainable projects). The deeper and stronger the foundation, the greater the success will be.

The foundation on which sustainability is built requires greater effort and activity towards unearthing the most suitable projects, a receptive and engaged community and the individuals with the most potential for driving change.

A culmination of solutions to implement this strategy will be executed in our Re a Aga programme. Re a Aga empowers people and communities. It mobilises economic value-adding projects that work together to fight poverty and dependency in rural and semi-urban areas. The impact realised through this programme will be measured as depth of change in perception and behaviour for all participants over time.

Our sustainable community development programme Re a Aga progresses through three phases.

PHASE 1

The Foundation Phase of Re a Aga will produce a community development plan, containing suitable economic, infrastructure and social projects for development as informed by meaningful consultation with affected communities and existing development plans. During this phase, participants will be holistically prepared for economic value-adding opportunities in employment, entrepreneurship or further studies. The interactive participatory workshops with community members will allow us to gather data to determine the baseline for our impact measurement. Baseline measures will be determined in all areas where we want to see change on individual, household and community levels. During Phase 1, data will be gathered to measure the perception change of the interventions on community and individual levels.

PHASE 2

The Preparation Phase kicks in once a funder has committed to one of the identified initiatives or projects from the community development plan

prepared in Phase 1. Phase 2, therefore, prepares specific projects for development in partnership with (additional) funders, gearing participants towards opportunities through vocational skills training and supplier and enterprise development. During Phase 2, we will start to measure the impact on a household level through monitoring behavioural changes in individuals and whether these changes impact their households. Mentorship sessions and support will continue, economic activity will increase due to small businesses launched, and measurements will be taken of the impact on the community that result from the ICE pilot projects that were launched during Phase 1.

PHASE 3

The Implementation Phase builds on insights gleaned from Phases 1 and 2. Significant projects will be launched in Phase 3, with prepared and ready (skilled) individuals placed into further opportunities, ensuring collective ownership of projects from community champions.

The full scope of the impact on individuals, households and the communities, as well as the sustainability of the transformation, will become evident during Phase 3. Measures of ownership and the ability of the empowered community champions will be more tangible as projects are implemented and we as Beulah Africa reduce our facilitation activity. We will be able to measure the SROI. The implementation of projects will have an impact on social and economic structures, and the scope of this change will be measured. The influence of an implemented project on a once-dormant economy will be apparent.

Our Re a Aga proposes a creative socio-economic system adapted for raising productivity and by creating conditions for sustainable economic growth. We cannot simply solve problems by creating more opportunities. Neither can we merely help change mindsets and develop people without any hint of new opportunities. We need both for true economic development.

We value the detailed attention to projects that enables people to contribute to and sustain their economic wellbeing. Preparing people for development through significant projects and community ownership creates momentum.



Development is about
**transforming the lives of
people**, not just transforming
economies.

- Joseph E. Stiglitz -

6. Conclusion

At Beulah Africa, we are motivated by the change we witness daily through our services

As we embark on a journey with an individual, we continuously learn and are shaped by our own experiences. Throughout our programmes, we have seen mindsets change, economic opportunities created and individuals confidently take ownership of their lives and start providing for their families. The more we see transformation in someone's life, the more we are fuelled to further enhance that impact.



The same holds true for the results of impact measurement. We have had enriching experiences in gaining understanding of our impact so far, yet we are looking forward to improving the way we measure it so that we are able to sketch a more accurate picture of the change that is possible within communities in South Africa and throughout Africa.

We embrace locking hands with like-minded organisations that can share in developing our people and communities to co-create impact.

The challenges at hand and the comprehensive solutions need to address these challenges successfully and require partnerships. We hope that our stories of change will impact not only the lives of the people we directly engage with but also have a ripple effect on their families, communities and beyond.

We are excited about the future. Hope for a transformed country and continent lives in our hearts and creates the drumbeat that stirs us towards implementing our vision. The best is yet to come.



P
A
R
T
N
E
R
S
H
I
P

E
M
P
O
W
E
R
M
E
N
T

D
E
V
E
L
O
P
M
E
N
T

T
R
A
N
S
F
O
R
M
A
T
I
O
N

E
X
C
E
L
L
E
N
C
E

S
U
S
T
A
I
N
A
B
I
L
I
T
Y



We *beulah* people and communities!

www.beulahafrica.co.za

012 348 0682

beulah@beulahafrica.co.za

PostNet Suite #477,
Private Bag X15,
Menlo Park, 0102,
Pretoria, South Africa

84 Glenwood Road,
Lynnwood Glen 0081
Pretoria, South Africa

