



# DEVELOPMENT WITH DESIGN

ANNUAL OVERVIEW / 2020



ASISA

ENTERPRISE AND

SUPPLIER DEVELOPMENT

## PURPOSE

ASISA's Enterprise and Supplier Development initiatives exist to grow small and medium enterprises for impact. We build SMEs that support our funders' value chains, create jobs and move society forward to create a brighter future for our country.

## VISION

Our vision is to create meaningful and sustainable shared value for our funders, enterprises and nation through the SMEs we grow and support.

## MISSION

We invest in the growth of SMEs with the potential to create far reaching impact through an innovative combination of tailored business acceleration and investment support.

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“BUSINESS IS GOOD  
FOR DEVELOPMENT”



DEVELOPMENT IS  
GOOD FOR BUSINESS."

World Business Council For Sustainable Development

# INVESTMENT OVERVIEW

For the ASISA Enterprise and Supplier Development Funds the 2020 financial year once again saw collaboration as the tone which underpinned the initiative's activities, performance and impact. The year saw an unprecedented amount of activity including the implementation of new funding products for SMEs, raising and deployment of additional capital and the growth in total SME investees supported.

The key objectives for the 2020 financial year were to:

- ... Continue to support ASISA members by providing an optimal solution for Enterprise and Supplier Development loan and investment capital
- ... Source and fund appropriate SMEs which require growth capital in a sustainable way
- ... Provide access to market to these investees through the ASISA membership, while adding diversity to ASISA members' supply chain
- ... Provide hands-on, bespoke non-financial support to investee companies to give them the best chance of scaling sustainably

Since inception in 2013, the funds have invested over R327mn into 34 SMEs, creating over 441 jobs in the process to-date. The funds have collaborated with numerous partners in the past year, including:

- ... GreenCape and the University of Cape Towns, Bertha Centre for Social Innovation and Entrepreneurship through the Green Outcomes Fund which will focus on sourcing and funding suitable businesses in the green economy and targeting additional job creation
- ... A number of international government DFI's through the provision of risk mitigating capital, allowing the funds to take on additional risk and create greater impact without putting sustainability in jeopardy
- ... The Johannesburg Stock Exchange (JSE) in developing and implementing a guarantee product for emerging black stock brokers to improve their

capital adequacy, allowing them to grow by trading higher volumes without introducing additional risk into the financial system

- ... The South African Institute of Chartered Accountants (SAICA) through the implementation of a pilot programme for the provision of support in improving the financial management of investee companies
- ... Industry asset allocators in supporting emerging black-owned private equity and multi-manager fund management businesses
- ... Numerous mentors and other specialists through the provision of non-financial business development support

A primary focus for the funds through the upcoming year will be supporting current and future investees through the COVID-19 pandemic and its social and economic implications. This will include support for investees in distress as well as providing growth funding to businesses well positioned to grow during this time, such as those in the healthcare and technology sectors.

We would like to say a special thanks to the ASISA members through their ongoing support to the funds through the provision of capital, due diligence insight and access to market, as well as their governance support via the board and investment committees.

We look forward to creating more impact into the new financial year, especially in these unprecedented times.



A handwritten signature in dark ink, appearing to read 'Greg McDonald'.

GREG MCDONALD  
Portfolio Head

# ACCELERATION OVERVIEW



For the ASISA ESD Manco, the 2020 financial year was a significant year in which collaboration has stood out as being key to programme delivery and assisting SMEs to grow and develop.

It has been a busy year with 12 programmes running with an equal 50/50 split between ESD and Intermediary programmes.

It has been a strong year for building key relationships with clients, service providers and the SMEs we work with in order to obtain the same goal – growing SMEs.

The key objectives for the year were to:

- ... Deliver impactful business development support across the intermediaries and SMEs
- ... Design bespoke programmes to meet the growing needs of the sponsors supply chain
- ... Source and onboard supply chain fit SMEs onto the programmes
- ... Renew programmes for longevity and SME support longer than 12 months
- ... Ensure sponsors objectives were met both from an ED and SD perspective

The Manco worked with over 132 SMEs and Intermediaries over the last year, which was our biggest reach to date, creating 51 jobs and supporting over 820 jobs – an achievement we are very proud of.

AMANDA URBAN  
Head of Programmes

We have had the privilege of partnering with the following sponsors to deliver the programmes:

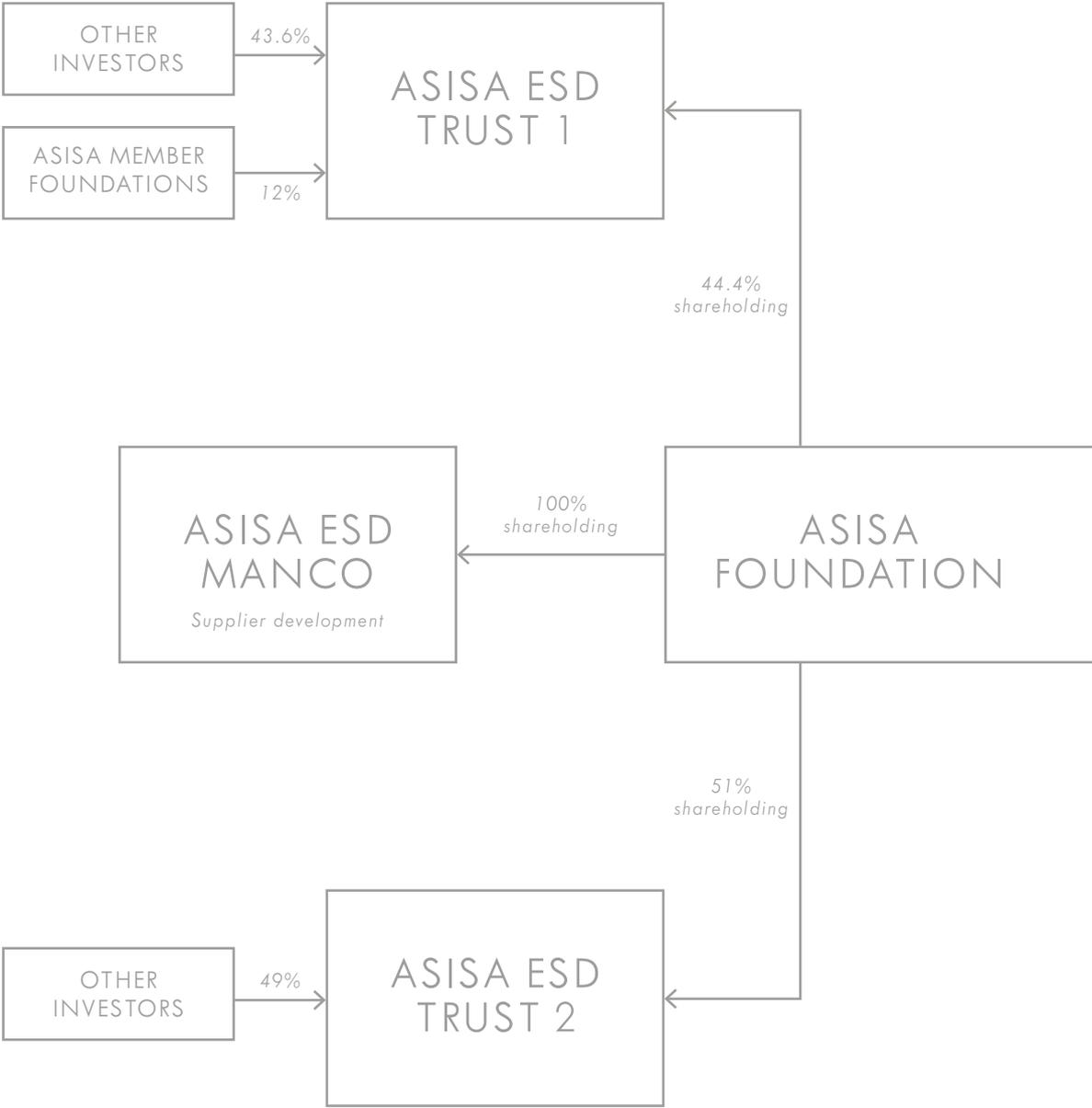
- ... SANLAM: 5th year of the ESD and Intermediary Programme. Focused on supply chain linked businesses and BlueStar businesses.
- ... INSETA: SD and Intermediary Programme. Biggest intake to date with 30 SMEs and 30 Brokers.
- ... OUTSURANCE KWANDE PROGRAMME: two streams focused on Towing and MBR businesses
- ... IFA PROGRAMME: an industry initiative partnering with Allan Gray, Coronation, Investec Asset Management and Prudential to deliver a two-pronged programme focusing on independent IFAs and Internships for graduating students.
- ... STOCKBROKER PROGRAMME: in partnership with Coronation, Investec Asset Management, Old Mutual Investments, Prudential, Sanlam Investments and Stanlib. Focused on working with black owned Stockbrokers.
- ... LIBERTY: a total of 4 programmes focused on SD, ED, and 2 Intermediary programmes.

Our business model has allowed us to meet the individual needs of SMEs and Intermediaries while at the same time cover relevant topics that all businesses face. The model is constructed of:

- ... Mentorship
- ... Specialist Coaches
- ... Specialists Projects
- ... Bootcamps and Workshops

We would like to thank the sponsors, ASISA Trustees and the businesses we have worked with for the continued support and willingness to embrace change.

# OWNERSHIP





# BOARD OVERVIEW

The ASISA Enterprise and Supplier Development (ESD) initiative comprises three entities: the ASISA Enterprise Development Fund Trust, the ASISA Supplier Development Fund Trust and ASISA ESD Proprietary Limited, which is the management company (Manco). The Manco Board has the governance responsibility for the trusts and is supported by the Investment Committee.

The Board has decided it needs no other committees and handles the work required in respect of audit, risk, compliance, and ethics itself.

In the year under review, assets under management earmarked for SME investments increased to R531 million, of which more than 60% has been committed (R327million). The investment portfolio held 34 investee companies at the end of February 2020. For SME development programmes, the Board saw an additional R60 million in funding raised with a further R66 million in funding deployed across a portfolio of 12 programmes. All in all, across all initiatives, 735 small and medium businesses have been impacted realising 29% revenue growth and the creation of over 1 000 jobs. Prospects for the next financial year are likely to be muted as South Africa faces significant headwinds. Nonetheless there are opportunities for investment and business acceleration in small businesses in sectors such as technology and health that could unlock growth potential and create jobs.

Thank you to my fellow Board members for your dedication, commitment, independent thought, and ethical leadership. Also, many thanks to the management teams of Edge Growth and ASISA for their innovation and professionalism, which makes it all possible.



INGRID GOODSPEED  
*Governing Board Chair*

## INVESTMENT COMMITTEE OVERVIEW

The ASISA ESD Investment Committee evaluates and approves the deployment of loan and equity capital into black-owned small and medium enterprises (SMEs) that are ASISA member supply chain aligned. The majority of enterprises included in the ESD investment portfolio have performed extremely well during the period under review, delivering growth in revenue as well as job numbers as a direct result of the funding received together with post investment support.

The ASISA ESD initiative was established by ASISA with the support of our members to unlock the growth potential of South Africa's SME sector within member supply chains through the development and funding of high-potential black owned SMEs. In addition, these businesses are given access to market through exposure to the wider ASISA member universe. It is extremely fulfilling to be part of this initiative, which is making a tangible difference where it matters most, namely achieving inclusive growth.

I would like to thank the members of this committee for the time and effort dedicated to this worthwhile initiative. I would also like to commend the Edge Growth team for the detailed and professional support to the Investment Committee, which makes our work so much easier.



LEON CAMPHER  
*Investment Committee  
Chair*

## BOARD OF DIRECTORS as at 02/2020

Our initiatives are governed by a Board of Directors representing industry and Government with more than 200 combined years of specialist experience in financial services, governance, fund management, procurement and transformation.



**INGRID GOODSPEED**  
*Non-Executive Director*



**RUTH BENJAMIN-SWAILES**  
*CEO, ASISA Foundation*



**NIRAJ GUDKA**  
*Chief Operating Officer,  
PSG Konsult*



**RAY-ANN SEDRES**  
*Head of Sustainability,  
Santam*



**SCHALK FOURIE**  
*Non-Executive Director*



**DALTON DATECHONG**  
*Procurement - Group Finance,  
Liberty*



**ZULFA ABDURAHMAN**  
*Chief Risk Officer,  
Old Mutual*



**FRANCOIS ADRIAAN**  
*Senior Policy Advisor, ASISA*



**RODGER WALTER**  
*Chief Financial Officer, ASISA*



**LEHLOHONOLO MOKOMELA**  
*Group Transformation  
Head, MMI Holdings*



**KENEILOE SELAMOLELA**  
*Chief Transformation Officer,  
OUTsurance*

## INVESTMENT COMMITTEE as at 02/2020

Our Investment Committee is responsible for evaluating and approving the Fund's portfolio of investments and boasts investment professionals with experience in private equity, SMEs and developmental investing.



**LEON CAMPHER**  
*CEO, ASISA*



**RIAZ GARDEE**  
*Head of Corporate Finance,  
Liberty*



**JAMES HOWARD**  
*Portfolio Manager,  
Future Growth*



**JOHN STURGEON**  
*Group Executive, Corp  
Finance, Liberty Holdings  
LTD; Chairperson of Audit  
and Risk Committee*



**MIKE HERRINGTON**  
*Executive Director,  
Global Entrepreneurship Monitor;  
UCT Entrepreneurship Head*



**HANNEKE LOUW**  
*Corporate Finance and  
Investments, Santam*



**TASKEEN ISMAEL**  
*Corporate Finance Manager,  
Old Mutual*

# IMPACT ACHIEVEMENTS SINCE INCEPTION

We are proud of the impact we have created. The image below summarises our achievements.



ASISA

ENTERPRISE AND SUPPLIER DEVELOPMENT

fold

R529M

1

DEPLOYED INTO SME INVESTMENTS (R327M) AND DEVELOPMENT (R202M)

fold

2

29%

AVERAGE REVENUE INCREASE ACROSS SME'S SUPPORTED

3

4

1056

JOBS CREATED

4324

JOBS SUPPORTED

fold

5

R190M

SPENT IN INDUSTRY PROCUREMENT FROM OUR SUPPORTED SME'S

6

735 SME'S

INVESTED IN AND DEVELOPED

fold

7

75,500 HRS

OF BUSINESS SUPPORT FOR SME'S

**445** **290**  
 BROKERS AND FINANCIAL PLANNERS SME SUPPLIERS

fold

fold

fold

92 119

75 2

18 2

56 24

7 1

190 139

1 1

6 2

735 SME'S DEVELOPED



## INVESTMENT HIGHLIGHTS

Ashlee Panel Beaters

Atisa Securities

Bobats Insurance

Bopa Moruo

EMG Technologies

Eagle Towers

G&T Auto

HIM

Iyeza Health

JD Coachworks

Judante Building Solutions

Kandua

Khumo Securities

Lefika Securities

MSD Construction

Meerkat

Navigare Securities

Noah Capital

Pineapple Technologies

Quartile Capital

Reach Republic

Recomed

Sanari Capital

Sensor Networks

South Side Plumbing

TCJ Autobody

Vunani Securities

Waste Want

Weaver Investment Management

# WASTE NOT, WANT NOT

Investment into a family recycling business creates jobs and helps clean up communities



Waste Want was started as a small family recycling business in 2010 operating out of a garage. Anthony and Lydia Jardine realised the desperate need for more recycling services in Cape Town's rapidly growing communities, particularly in the informal areas, where approximately 10% of waste is recycled and the remaining 90% disposed of in landfills. Waste Want quickly expanded from the garage to an independent property in Stikland to handle the volumes coming in.

## IDENTIFYING POTENTIAL FOR GROWTH

In 2014, Waste Want was recognised by the ASISA ESD Fund as an SME set to make a solid contribution to local economy and at the same time, deal with the challenges of waste disposal in high-density informal settlement. In order to expand their offering and services and fulfil their mission, Waste Want needed:

- ... To expand their premises in order to handle large volumes of waste
- ... Specialised equipment for effective waste processing
- ... Financial management optimisation
- ... Data analysis to inform process flows
- ... Employee buy-in and ownership
- ... Reviews of reporting structure and process to inform strategy

## IMPLEMENTING A STRUCTURED APPROACH

The ASISA ESD fund took a three-phase approach:

- ... Creating room for growth: Injecting funding into the business to assist them to acquire vehicles, machinery and put down a rental deposit for a second 3000+ m2 industrial property in Elsie's River.
- ... Optimisation of business processes: Mentoring Waste

Want's key personnel in financial management, reporting interventions, business cost optimisation and even business model audits, helping them to use data collection to drive their business decisions and create productive process flows.

- ... Development of an organisational culture: Through a consultative process, Waste Want identified the importance of creating a culture of ownership. The fund's consultants assisted with a strategy to decentralise leadership and empower individuals, workshopping how to create workplace rhythms for meetings, inculcate the importance of metrics and a sense of contributing to the greater picture.
- ... Engagement with local community: As Waste Want expanded, they drew employees from the informal areas to meet their staffing needs.
- ... Expansion on solid foundations: During the 2020 financial year, the ASISA ESD Fund provided a second cash investment, with which Waste Want purchased a larger 3483.9 m2 property in the north east of Philippi and was able to contract for recycling tenders from City of Cape Town and Helderberg. A professional Material Recoverables Facility was installed along with an expanded processing facility to handle recycling from the surrounding communities.

## SEEING TRANSFORMATION IN ACTION

Today Waste Want is a strong job creator within its local community (supporting over 100 employees during busy periods) and is recognised for its excellent waste management and recycling, generation of useful waste products and its work with youth to encourage recycling.



## INVESTMENT HIGHLIGHTS

Ashlee Panel Beaters  
Atisa Securities  
Bobats Insurance  
Bopa Moruo  
EMG Technologies  
Eagle Towers  
G&T Auto  
HIM  
Iyeza Health  
JD Coachworks  
Judante Building Solutions  
Kandua  
Khumo Securities  
Lefika Securities  
MSD Construction  
Meerkat  
Navigare Securities  
Noah Capital  
Pineapple Technologies  
Quartile Capital  
Reach Republic  
Recomed  
Sanari Capital  
Sensor Networks  
South Side Plumbing  
TCJ Autobody  
Vunani Securities  
Waste Want  
Weaver Investment Management

# WOMEN AT WORK

## Entrepreneur steers autobody repair business into success and sustainability



TCJ Auto Body was founded in 2008 by Ms Zareena Jacobs who is a dynamic lady with a passion for the automotive industry. Not afraid to enter a male-dominated industry, she's grown TCJ Auto Body from a small one-garage workshop into a 2000 square metre business on the West Rand fully equipped to handle all major and non-structural auto body repairs.

### BACKING AN ENTREPRENEUR WHO IS LEADING THE WAY FOR WOMEN

In 2019 TCJ came to the attention of the Kwande Programme run by OUTsurance and managed by SME-enabler Edge Growth. TCJ was invited to join the Programme which is aimed at scaling SMEs to their full potential through access to funding, skills and markets. was invited to join the Programme which is aimed at scaling SMEs to their full potential through access to funding, skills and markets.

TCJ's business competitiveness is firmly embedded in the company's emphasis on valuing their employees as much as their clients. TCJ has built an enviable market reputation based on that quality and service and is ably led by founder Ms Jacobs.

### SPRINGBOARDING AN SME POISED FOR GROWTH

The ASISA SD Trust strategically invested a sum of R3,000,000 in June 2019, enabling TCJ to purchase equipment and set up working capital which will help the business become an OEM-approved repairer and allow for effective management of operational costs to ensure profitability, without compromising on service and workmanship.

Edge Growth teams also worked with TCJ to review business development strategies and optimise finance management. Key to this process was input from an MBR specialist who assisted with mentoring and updates to inventory management processes.

### TAKING POLE POSITION FOR THE FUTURE

TCJ has seen revenue growth of 44% since the Fund's investment in June 2019. Exciting new developments are underway with a partnership with Santam that will add an additional revenue stream. TCJ's emphasis on the value their employees bring to the business has seen their team upskilled on the latest technology and opens the opportunity to expand employment opportunities.

It's clear that TCJ Auto Body is strategically poised for growth and transformation in the auto body repair industry. It's also exciting to see a company that is actively creating space for the emergence of other black women-owned businesses in South Africa.



## ACCELERATION HIGHLIGHTS

### IFA PROGRAMME

*Main sponsors being Allan Gray, Coronation, Investec Asset Management and Prudential. Additional contributions made by Argon, Colourfield, FutureGrowth, Gray Swan, OMIG, PSG, Swiss Re, Sygnia Asset Management, Taquanta,*

### INSETA

### LIBERTY

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### MMH

*Metropolitan and Momentum*

### OUTSURANCE

### SANLAM ESD PROGRAMME

*Contributions made by Sanlam Foundation, Santam and Sanlam Investments*

### STOCKBROKER PROGRAMME

*Main sponsors being Coronation, Investec Asset Management, Old Mutual Investments, Prudential, Sanlam Investments and Stanlib. Additional contributions made by Kagiso*

# LIBERTY BWO PROGRAMME

“The program came at the right time to help me clarify and capacitate my business with SME management skills. Being part of a community of fellow SME's is very encouraging and uplifting. I have learnt a lot starting from people management to financial management and resilience. Managed to build a new product and reposition myself in the Financial Coaching and Financial Wellness market. This differentiating position received radio interview exposure on KAYA FM recently and traction is slowly coming in. This year has been extremely tough on multiple fronts and the program helped me survive these setbacks and to keep going and constantly pursuing new avenues. Having Pieter as my mentor was one of the best things that could have ever happened to me.”

NONHLANHLA NXELE  
*Tokoloho Financial Services*

Liberty launched its first Black-Woman Owned (BWO) Intermediary Development Programme in 2019 under the Blue Skies ESD banner.

The programme focused on providing support to black-woman owned independent intermediaries with the aim of enhancing Liberty's and the industry's distribution channels and enhancing the development on black-woman-owned brokerages through customized business development support.

Nine black-woman owned independent intermediaries were selected and provided with specialised business development support for a period of 10 months from April 2019 to January 2020.





## ACCELERATION HIGHLIGHTS

### IFA PROGRAMME

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### INSETA

### LIBERTY

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*Metropolitan and Momentum*

### OUTSURANCE

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### SANLAM ESD PROGRAMME

*Contributions made by Sanlam Foundation, Santam and Sanlam Investments*

### STOCKBROKER PROGRAMME

*Main sponsors being Coronation, Investec Asset Management, Old Mutual Investments, Prudential, Sanlam Investments and Stanlib. Additional contributions made by Kagiso*

# OUTSURANCE KWANDE PROGRAMME

“I would like to take this opportunity to thank my Mentor. His input with the business development support provided insights that will ensure my business continues to grow post the programme. The interventions and recommendations were appropriately developed and were fit for my business. My mentor always availed himself and always willing to go the extra mile. Entrepreneurship is a very lonely road – this mentorship has surpassed my expectations.”

INDRANI GOVENDER  
*RicinZ Construction*

OUTsurance's E&SD Programme was initiated in February 2019 and formally launched as the Kwande Programme in April 2019.

The programme is a 24-month programme providing business development support to 28 SMEs - all of which are within OUTsurance's supply chain. These businesses include 8 MBRs, 14 Towers and 6 non-motor SMEs ranging from plumbers, builders, electricians, and other artisans.

its first year of implementation, great outcomes were highlighted including key learnings noted to help inform the improvement of the second year of the programme. As part of the first year a total of 29 full-time and 10 part-time jobs were created by the programme SMEs, the average SME revenue increased by 14% while profit increased by an average of 17%. With this said, the programme had an SME commitment rate of 100% with no fall offs.

All SMEs that took part in year 1 of the programme have since been graduated to form part of year 2 of the programme set to kick-off on the first of April 2020.





## ACCELERATION HIGHLIGHTS

### IFA PROGRAMME

*Main sponsors being Allan Gray, Coronation, Investec Asset Management and Prudential. Additional contributions made by Argon, Colourfield, FutureGrowth, Gray Swan, OMIG, PSG, Swiss Re, Sygnia Asset Management, Taquanta,*

### INSETA

### LIBERTY

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*Metropolitan and Momentum*

### OUTSURANCE

### SANLAM ESD PROGRAMME

*Contributions made by Sanlam Foundation, Santam and Sanlam Investments*

### STOCKBROKER PROGRAMME

*Main sponsors being Coronation, Investec Asset Management, Old Mutual Investments, Prudential, Sanlam Investments and Stanlib. Additional contributions made by Kagiso*

# SANLAM ESD PROGRAMME

“Having a mentor is like having a compass that help you navigate your business to the next level. Rise Uniforms created 13 jobs between 2018 (start of the Programme) and 2019 (end of the Programme). This is no small outcome. The Sanlam Programme is a structured programme in which measurement of achievements is the key of the programme, Rise Uniforms main objective during the programme was to increase sales which resulted in us having to increase our capacity, and that resulted in us having to create more job opportunities. The program is built around your business is not one size fits all – you and your mentor get to identify the project you will be implementing in your business and it’s not imposed on you, therefore the program directly addresses the gaps identified in your business.”

NTOMBI NONXUBA  
*Rise Uniforms*

Sanlam’s Enterprise and Supplier Development (ESD) Programme was initiated in July 2013 to support the strategic growth and development of small and medium enterprises linked to Sanlam’s supply chain and distribution networks.

The Programme targets the creation of shared value for Sanlam, the Industry and South Africa by providing best practice Enterprise and Supplier Development (ESD) support, demonstrating Sanlam’s commitment to uplifting South Africa by promoting sustainable development and job creation.

The intent of the Sanlam ESD Programme is to transform, develop and grow Sanlam’s distribution network and supply chain through the creation and support of an environment fostering financial resilience and sustainability for high potential businesses.



# COUNTERING COVID-19

The COVID-19 pandemic and the subsequent steps taken by the Government to aggressively slow the spread of the SARS-CoV-2 virus have had a debilitating impact on many of the country's SMEs.

However, there are also those who were well positioned to seize the opportunity as a growth trajectory by making a positive contribution towards helping society deal with COVID-19 related challenges. We would like to share with you the inspiring stories of three of the majority black owned SMEs supported by the ESD initiative that were in a position to shift into top gear as the pandemic started unfolding in South Africa.

## IYEZA HEALTH



Iyeza Health evolved from "Iyeza Express" – a bicycle courier business founded in 2013 by Sizwe Nzima. Since then the business has Together with Siraaj Adams, a former Metropolitan Health manager with a wealth of pharmaceutical experience, they have since developed the business into a growing Cape Town based pharmaceutical logistics company.

With the help of funding from the ASISA ESD initiative in December 2018, Iyeza Health was able to acquire delivery vehicles, bicycles and other items required for the growth of the business. Iyeza Health was also provided with working capital in February 2019 for their "I-Health" pharmacy.

Since the start of the COVID-19 pandemic in South Africa, the demand for Iyeza Health's door-to-door medicine delivery service has surged. Monthly deliveries now exceed 100 000. Between 9 and 20 March alone, 25 additional private pharmacies signed up with Iyeza Logistics. Iyeza Health is also partnering with corporates to deliver pharmaceutical products such as family planning medication and screening devices to their employees working from home. In the public health sector, several clinic pharmacies in Cape Town have called on Iyeza Health to assist with delivering chronic medication to patients.

## RECOMED



The ASISA ESD initiative recognised the growth potential of online healthcare bookings platform RecoMed in 2016 and has been supporting the company with growth funding and development for the past four years. The platform was launched in 2013 by experienced tech founder, Sheraan Amod. Since then RecoMed has grown into South Africa's largest online medical booking platform, enabling patients to find a wide range of general and specialist healthcare providers near them and make bookings online.

With the spread of the COVID-19 pandemic to South Africa, RecoMed has recorded an increase of 30% in online bookings during March 2020, with 3 290 appointments booked on Monday, 16 March, alone. The booking of medical assessments for insurance purposes is excluded from the RecoMed offering until lockdown restrictions are lifted.

## EM GUIDANCE



The ASISA ESD initiative included Essential Medical Guidance (EMGuidance) in its investment portfolio in December 2018. Launched in 2012, EMGuidance is a black-owned technology business, which provides healthcare professionals with access to evidence-based medicine resources, clinical guidelines as well as clinical decision support tools.

In response to the COVID-19 pandemic, EMGuidance significantly ramped up its operations to support the more than 25 000 South African healthcare professionals and over 5 000 global users with comprehensive relevant and trusted information. Instead of having to source and verify information from numerous sources, healthcare providers can access relevant clinical and pharmaceutical information via EMGuidance.

EMGuidance continues working with local healthcare authorities and experts in expanding practical COVID-19 related content, protocols and care coordination information. The platform is also working towards publishing region specific COVID-19 guidance relevant for global users.

# VISION 2021 AND BEYOND

## CAPACITY BUILDING

Ensure the continued growth and sustainability of the SMEs we support by providing best practice business development support.



## DEPLOYMENT

Continue to invest in the growth of SMEs through financial support and developmental programmes to create further shared value for our funders, investees and society.



## CAPITAL RAISING

Raise additional funding for the continued support of SME development initiatives in support of our industry and nation.



## EMPOWERMENT

Ensure the optimal alignment of our initiatives to regulatory, compliance and transformation outcomes that marry the spirit and intent of the BEE code.



## SUCCESS STORIES

Create financial and reputational benefit for funders by delivering high impact success stories.



## LEADING PRACTICE

Align to broader stakeholder priorities with regard to leading practice enterprise and supplier development.



## COVID SUPPORT

Provide specific support to businesses struggling through the COVID environment, including funding and business development support.





# OUR FUNDERS

We wish to extend our sincere gratitude to our funders for their support of ASISA's Enterprise and Supplier Development activities (since inception).







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