



Bicycling Empowerment Network (BEN)



**ANNUAL REPORT**

SEPTEMBER 2018 - AUGUST 2019





## **Bicycling Empowerment Network**

General Manager's Annual Report

27 November 2019

### **Overview**

The 2018/19 financial year has been an extraordinary period for BEN. Despite a tough economic climate, this has been the year where many of the initiatives that we have been developing have come to fruition.

Our network of Bicycle Entrepreneurs has grown substantially. Apart from our existing BECs, we have extended our envelope of enterprise development support to 26 additional community mechanics in the province. We also offered comprehensive mechanic training to six emerging mechanics and provided a year-long internship to Ayabonga Komani.

The strategic partnerships that we have been evolving have delivered well, resulting in almost 7500 bikes being distributed. 1700 bicycles were distributed directly via the #bike4all programme, 4100 were distributed under our partnership with Qhubeka, and 1435 used bikes were distributed largely via our BEC network. Safety training was rolled out to 5700 people.

From a policy and advocacy point of view, The Bicycle Mobility Consortium (BMC), comprising BEN, PPA and Qhubeka finalized the Bicycle Distribution Implementation Framework for the Western Cape Department of Transport and Public Works via the Provincial Sustainable Transport Programme (PSTP). The consortium

has subsequently successfully tendered to conduct a pilot an end-to-end bicycle distribution programme for the Department.

### **Human Resources**

The year has been relatively stable from a staffing point of view. We lost Zane van Aarde to our sister organization PPA, but were very fortunate to get Samantha Simon back after her short leave of absence. She plays the office manager role. We also welcomed Nicky Jacobs to the BEN family in June - she fills the important fundraising position. Solly Jones is nearing retirement and a replacement for him needs to be identified going forward.

.....

in this financial  
year we received 7  
containers, totalling to  
72 since 2002...

.....

## Governance

In terms of governance, we have seen significant changes to the BEN Board. Meshack Nchupetsang, Gilbert Thomas, and Bradley Thompson left the board during the financial year. We are grateful for the time and dedication they put in over the years. Going into the new financial year, we are very honoured and happy to welcome Marleen Potgieter and Tembile Kulati to the Board. Their involvement will result in an injection of energy into the Board and we look forward to a long and productive term of office. Tim Mosdell has also moved onto the Board and now plays the role of Executive Director. Louis de Waal remains in the Chair. One of the first tasks of the restructured Board is to refine and revise our Memorandum of Incorporation (MOI) and to finalise portfolio roles. This process is currently ongoing.

## Financial Position

2018 and 2019 have been tough years for all sectors including the NPO environment. Despite this, BEN has had a successful year. Working via our strategic partnerships has meant that we have been able to substantially increase our impact footprint whilst maintaining the size and shape of the organization. Over the year, we managed to generate a surplus of R460K and have managed to begin developing a contingency reserve, although much more needs to be done going into the future.



...we received 1435  
used bicycles, a total  
of 19866 to date...



## BICYCLING EMPOWERMENT NETWORK

### STATEMENT OF COMPREHENSIVE INCOME

1 SEPTEMBER 2018 - 31 AUGUST 2019

Figures in R	2019	2018
<b>Gross revenue</b>		
Sales	357,707	521,064
Grants and donations	3,077,209	759,552
Project income	1,513,820	1,993,061
	4,948,736	3,273,677
<b>Cost of sales</b>	256,314	427,027
<b>Gross income</b>	4,692,422	2,846,650
<b>Other income</b>		
Interest received	176,668	140,100
Recoveries	6,370	51,817
	183,038	191,917
	4,875,460	3,038,567
<b>Operating expenditure</b>	1,003,881	2,524,711
<b>Net operating income before project expenditure</b>	3,871,579	513,856
<b>Project expenditure</b>	2,609,857	415,435
<b>Surplus before contingency reserve</b>	1,261,722	98,42
<b>Less contingency reserve</b>	800,000	-
<b>Surplus for the year</b>	<b>461,722</b>	<b>98,421</b>

### STATEMENT OF FINANCIAL POSITION

AS AT 31 AUGUST 2019

Figures in R	2019	2018
<b>Assets</b>		
<b>Non-current assets</b>		
Property, plant and equipment	25,264	21,502
<b>Current assets</b>		
Inventories	150,607	9,473
Trade & other receivables	23,949	42,077
Cash	2,277,918	3,097,281
	2,452,474	3,148,831
<b>Total assets</b>	<b>2,477,738</b>	<b>3,170,333</b>
<b>Equity &amp; liabilities</b>		
<b>Equity</b>		
Other components of equity	800,000	-
Retained earnings	611,702	149,980
	1,411,702	149,980
<b>Current liabilities</b>		
Income received in advance	815,000	2,815,056
Trade and other payables	251,036	205,297
	1,066,036	3,020,353
<b>Total equity and liabilities</b>	<b>2,477,738</b>	<b>3,170,333</b>

income statement

balance sheet

# financial ratio

Financial Health of BEN	Take Action								
	Monitor								
	Celebrate								
	2019	2018	2017	2016	2015	2014	2013	2012	2011
<b>1 Current ratio</b>									
<b>Current assets to current liabilities</b>									
Indicates liquidity of Organisation Evaluates the organisations ability to pay its short-term debt obligations (creditors, taxes, wages)									
Current assets	2 452 473	3 148 830	1 042 516	249 613	413 771	551 400	248 401	439 732	408 951
Current liabilities	1 066 035	3 020 353	1 036 425	278 735	124 123	164 220	217 575	316 518	328 020
<b>Standard 2:1</b>	<b>2,3</b>	<b>1,0</b>	<b>1,0</b>	<b>0,90</b>	<b>3,33</b>	<b>3,36</b>	<b>1,14</b>	<b>1,39</b>	<b>1,25</b>
<b>2 Acid Test</b>									
<b>Current assets less inventory to current liabilities</b>									
Similar to current ratio, but removes inventory from equation as inventory is more difficult to turn into cash Inventory is less liquid than other current assets									
Current assets	2 452 473	3 148 830	1 042 516	249 613	413 771	551 400	248 401	439 732	408 951
Less inventory	-150 607	-9 473	-92 115	-43 580	-236 306	-55 441	-176 138	-101 241	-350 607
	2 301 866	3 139 357	950 401	206 033	177 465	495 959	72 263	338 491	58 344
Current liabilities	1 066 035	3 020 353	1 036 425	278 735	124 123	164 220	217 575	316 518	328 020
<b>Standard 1:1</b>	<b>2,2</b>	<b>1,0</b>	<b>0,92</b>	<b>0,74</b>	<b>1,43</b>	<b>3,02</b>	<b>0,33</b>	<b>1,07</b>	<b>0,18</b>
<b>3 Reserve Fund Indicator</b>									
<b>Net assets to monthly expenses</b>									
If all assets were cashed, months of reserve available Indicates if all the assets were sold and all debts paid, how many months reserve would be available to continue operating									
Net assets	611 703	149 979	51 555	40 251	316 469	413 268	60 963	134 136	82 699
Monthly expenses	223 070	206 968	178 643	176 556	178 935	124 298	111 511	89 461	62 625
<b>Standard 2:1</b>	<b>2,7</b>	<b>0,7</b>	<b>0,29</b>	<b>0,23</b>	<b>1,77</b>	<b>3,32</b>	<b>0,55</b>	<b>1,50</b>	<b>1,32</b>

## Bike4All

### A PPA AND BEN PARTNERSHIP

- 500 HELMETS** CO-SPONSORED BY POLISPORT
- BIKE4ALL CYCLE TOUR CHALLENGE** 8 BICYCLES DONATED
- 2 BIKE RENTAL SITES** MCGREGOR & GREYTON
- 450 BMX BICYCLES** DISTRIBUTED
- BIKE4ALL REACH** WC, GAUTENG, FREE STATE, KZN, NORTHERN CAPE
- 2750 BICYCLES** DISTRIBUTED
- LEARN2CYCLE LESSONS** 120 MOWBRAY 90 KHAYELITSHA
- SAFETY TRAINING 3500** YOUTH & ADULTS
- V&A WATERFRONT BIKE SHARE** 30 BICYCLES-5 WEEKS
- FIRST GEARED BIKE4ALL BICYCLES** ARRIVE IN OCTOBER
- 2500** SAFE CYCLING BOOKLETS



## Partnerships and Collaboration

Working in strong partnerships has become a feature of the way BEN works in recent years. In particular, our partnership with PPA through the #bike4all initiative has gone from strength to strength over the years. What began as a relatively loose collaboration has evolved into a strong, high profile brand that has notched up significant achievements. The partnership is constantly evolving and developing and increasingly is shaped by active joint strategic planning.

Another significant partnership has been the three-way collaboration between Qhubeka, BEN and PPA. Over the year, this partnership resulted in the joint programming of 4100 bicycles and a number of train-the-trainer safe cycling initiatives. This partnership, under the leadership of BEN, was also responsible for developing the Department of Transport and Public Works' Bicycle Distribution Implementation Framework - a blueprint for the comprehensive programming of bicycles in the province. Recently the partnership, under the Bicycle Mobility Consortium (BMC) banner, successfully tendered to conduct a 3 year bicycle distribution programme for the Department.

BEN also collaborates with a number of other cycling role-players and community focused organisations including, but not limited to: Pedals for Peace, Claremont Rotary, Open Streets, the Premiers' Office, the City of Cape Town, Khaltsha Cycles, Bicycle South, Cape Town Cycle Tour Trust, Masicorp, Masi 750, etc.



...conducted safety training to 2320 learners, totalling 9390...



...we received 284  
new bikes, now  
totalling to 8189  
since we started...

### **Strategic Focus going forward**

BEN prides itself in regularly reviewing its strategy and approach with a view to ongoing improvement and refinement. Our work is based on a dynamic Theory of Change and monitoring and evaluation framework that helps to shape our strategic direction. In addition to our ongoing programme of work, the organization has identified the following areas that require a particular focus in the year going forward:

### **Refinement of our enterprise development model**

BEN is well known for its enterprise development model and network of Bicycle Empowerment Centres (BECs). Over the past year, BEN has been actively engaging with other community mechanics across the province with a view to providing support services to them. We have also been developing ideas around establishing cooperatives with a view to taking our enterprise development support activities to scale. This has prompted a process aimed at reviewing and refining our enterprise development support offering.





## Development of accredited training and a bicycle apprenticeship model

BEN is one of the few organisations in the country offering comprehensive bicycle mechanic training. While we certify our training internally, it remains a frustration that our courses are not recognized nationally and do not form part of a formal qualification structure. BEN, working closely with Shonaquip (a NPO that builds and distributes wheelchairs), has had a number of engagements with the Department of Economic Development and Tourism (DEDAT) with a view to developing mechanisms to offer accredited training in an apprenticeship model. To date, a curriculum has been finalized as has a recognition of prior learning toolkit. In the coming months we are working towards developing a pilot of the programme.

## Continued evolution of partnerships

An ongoing focus will be the formalization of our partnerships. Both the BEN/PPA partnership and the three-way Qhubeka/PPA/BEN collaboration require ongoing maintenance and the refreshing of MOUs.

## Facilitating the development of community cycling infrastructure

Over the past year, BEN has been involved in facilitating the provision of community cycling infrastructure, with a focus on BMX tracks. We played a role in reactivating the Princess Vlei facility, we built a track at Lavender Hill school, and we are supporting initiatives to develop a world-class facility at the multi-purpose sports centre at Langa. This is a new focus area for BEN and we need to consider how to take this forward in the coming years.



...8 new safety training facilitators totalling to 92 so far...



---

## ...and we trained 11 Bicycle Mechanics totalling to 84

---

### Improving our M&E Capability

While we have a well structured Theory of Change that guides our work, there is much more that BEN can do in terms of understanding the impact that our activities are having on our targeted communities. Over the past year, we have evolved many of the tools and instruments required to do this. We have developed a compelling methodology to do this which we have structured into a funding proposal, and we hope to raise the resources to comprehensively deal with this matter.

### Strengthening BEN's sustainability

As economic conditions continue to deteriorate in the country, most NGOs and PBOs find themselves under financial pressure. While we have made good progress in stabilizing BEN from a financial perspective, our contingency reserves need to be significantly enhanced. We have improved our fundraising capability significantly, but are under no illusions as to the difficulties ahead. We will need to be prudent, vigilant and agile in order to make the most of what is likely to be a relatively constrained set of opportunities.





# how bicycles change lives

“The finest mode of transport know to man.”

- Adam Hart-Davis on the bicycle



Bicycling Empowerment Network (BEN)