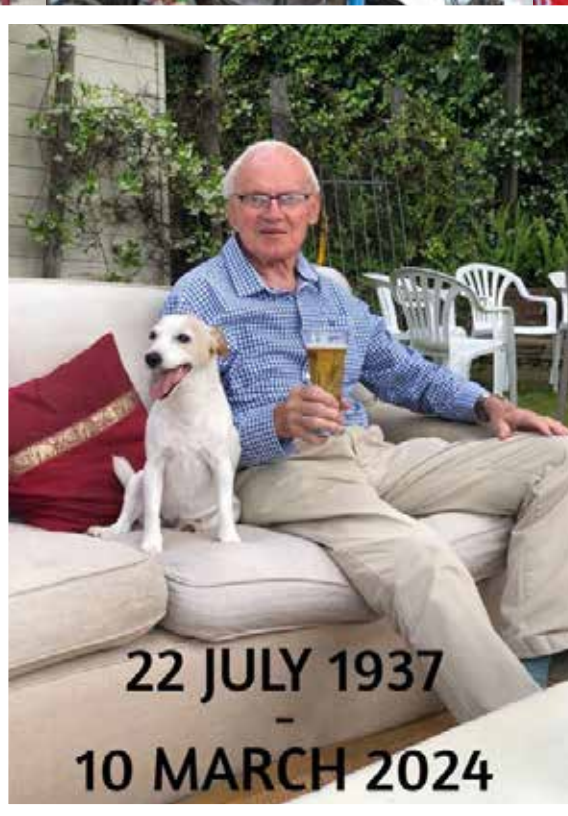




Bicycling Empowerment Network (BEN)



ANNUAL REPORT

SEPTEMBER 2023 - AUGUST 2024





Bicycling Empowerment Network

CEO Annual Report

9 December 2024

Overview

2024 was a particularly painful year for BEN where we lost our founder, Louis de Waal. Louis passed away on 10th March 2024 – the day of the Cape Town Cycle Tour. This was perhaps fitting as Louis played a key role in establishing that event over 40 years ago and for many years was one of only a few riders to have participated in all of the Tours. Louis' passion for active mobility and for economic justice and transformation underpinned his motives for establishing BEN in 2002. His vision and active involvement in the organisation helped position BEN to be one of the most impactful cycling advocacy and community empowerment initiatives in the Province. For the BEN family, Louis was more than a colleague and leader, he was a compassionate and skilled mentor who generously shared his knowledge, guidance and wisdom. He was and will remain well loved in the cycling community and we feel honoured to be able to take his legacy forward.

2023/4 has been a busy year for BEN, one which has seen our impact footprint further broaden. We have been active on three significant funded projects including the fifth year of conducting the Bicycle Distribution Project (BDP) which is part of the Provincial Sustainable Transport Programme (PSTP), and the second year of a project funded by the Department of Economic Development and Tourism's Booster Fund. In addition to this, BEN started work on a new project funded by the Industrial Development Corporation (IDC) aimed at capacitating the Langa Bicycle Hub (LBH) through a process of deep immersive support and interaction.

While this expanded footprint is important and gratifying in terms of our developmental impact, these projects are largely funded in a way that covers project costs but does not adequately contribute to operational overheads, placing pressure on the organisation. This is a pattern that we reflected on this time last year, but which is becoming more entrenched. In short, during the year, we were able to deliver successfully on these projects, but we had to do so with limited operational resources, meaning that we were effectively doing more than in previous years, while operating with limited HR resources that have not grown along with the increase in project activities. This has placed pressure on all the staff at various times during the year. A priority going forward, as it was this time last year, is to secure more unrestricted funding to cover our overheads so that we can expand appropriately to deal with this increased operational activity.

During the year, we strengthened many of our core relationships in a number of ways. Our long-term partnership with the Province's Mobility Department remains robust, despite significant changes across various levels within the Department. Our work with DEDAT's Booster Fund has progressed well – and once again, the work done as part of the programme has been well received and impactful. Our new project with the IDC has proven to be successful and our work capacitating the LBH has been interesting, impactful and well received, both by the IDC and by LBH itself. We are currently negotiating a second phase to this work.

We continue to enjoy good relations with other Departments including the Premier's Office and the Department of Culture and Sport (DECAS) We are also active participants in many of the City's mobility initiatives and events.

Overall, we have enjoyed another successful year in terms of delivering on our mandate as articulated in our Theory of Change, especially in terms of empowering individuals and organisations through the deployment of our intervention elements.

BEN's Intervention logic

BEN's overall impact mandate is to facilitate access to social and economic opportunity through bicycles and cycling.

This impact mandate is given expression through a number of intervention activity streams including:

- **Access to Bicycles** - Supply of affordable bicycles to disadvantaged communities,
- **Enterprise Development and Support** - Economic Empowerment and SMME Support - and the promotion of Cycling Townships,
- **Safe Cycling Training** - Foster safe cycling practices,
- **Training and skills development/transfer** - Formal capacity development of township and project based mechanics,
- **Policy and advocacy** - Growing cycling and contributing to stronger NMT policy and practice.

Our intervention logic, or theory of change is heavily dependent on working in partnership and collaborating with a wide range of like-minded organisations and individuals.



Once again, BEN's mobile workshop was put to good use and was used to provide off-site training

Staffing and HR

This has been a relatively stable year from an HR perspective. There were no staff movements among our permanent employees.

With the renewal of the Booster Fund Project, we re-appointed a project administrator to assist the implementation of the project in a contract capacity which lasted the duration of the financial year.

In addition to this, from time-to-time we contracted in resources on a short-term basis to assist in supporting the Workshop Manager in dealing with some of the increased volume of work. This were limited short-term contract arrangements.

The increased workflow that we have once again seen this year points to the need to appoint additional staffing, although our current funding pattern has made this difficult and we have had to make do with temporary stop-gap measures.

Training and skills transfer

Internal staff training

During the year, Sue Strybis attended a CANVA digital content workshop to develop her media and social media skills, while Tim Mosdell and Yvonne Tripod attended a Corporate Social Investment (CSI) orientated course hosted by Trialogue.

External training offered by BEN

This year BEN conducted intensive, immersive training for the Langa Bicycle Hub (LBH). This training involved approximately 70 engagements with the Hub. The objective of the training was to capacitate LBH in a number of ways, including regulatory compliance, financial management systems, IT systems, SARS registrations, strategy and planning, asset management, infrastructure development, etc.



BEN also provided on-the-job immersive training to James Esterhuizen, who was contracted over the period to assist with the Booster Project.

All beneficiaries of the Bicycle Distribution Programme of the Provincial Sustainable Transport Program received basic bicycle maintenance training as part of that program's distribution activities.

Two mechanics from the Yzerfontein area enrolled on our full bike mechanic course and provided positive feedback on their experience.

Once again, BEN's mobile workshop was put to good use and was used to provide off-site training on a number of occasions, the most notable being a trip to Uniondale to provide mechanic training to members of the Uniondale Cycling Club.

Mobile Training was also provided as part of our Bicycle Advocacy Days held in George and Langa.

Accreditation of training

We continue to work on getting our training offering formally accredited although this is proving to be difficult given the changing landscape of the training sector in South Africa.

The impending change from SETA (Sector Education and Training Authority) to Quality Council for Trades and Occupations (QCTO) qualifications is part of the government's efforts to streamline and improve the country's education and training system. Doc Prinsloo continues to support us in navigating this process. The process is complex, with accredited providers needing a formal relationship with a



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operational partnerships**

government training provider. Doc Prinsloo has been communicating with a range of potential partners in this process including the Garden Route Skills Mecca, the South Cape TVET College, various Sector Education Training Authorities (SETAs), and other training providers. BEN and TorqueZone, an organisation that has formal accreditation, are in the process of negotiating a MOU to help advance this process.

Funded Programmes

During the course of the year, BEN has been fortunate to have worked on a number of funded programmes.

Langa Bicycle Hub (LBH) Project

This is a new programme and was funded by the Industrial Development Corporation (IDC). The project is an organizational development (OD) project aimed at strengthening the LBH. This capacity development project involved; developing the Hub's infrastructure, the provision of mechanic and SMME training, the development of internal admin systems, regulatory compliance – SARS, SAPS, Department of Labour, etc., registrations on key databases such as the Central Supplier Database (CSD), UIF, SETA, etc. The project also involved joint work on a number of advocacy events. This has been a successful project and the Hub is now in a much stronger organizational position. Work is currently being done to secure second phase funding for this project.

Mobility Department – Provincial Sustainable Transport Program – Bicycle Distribution Programme

This is an important ongoing project that is now midway through its second 3 year cycle. The project involves the programmatic distribution of bicycles into various projects across the province. These projects include scholar mobility projects, neighbourhood watch projects, community and youth development projects, recreational projects, and projects that support SMMEs. The bicycle distributions include safe cycling elements, basic bicycle maintenance

training, and basic servicing. The project also included two Bicycle Advocacy events held in George and Langa.

Department of Economic Development and Tourism (DEDAT) Booster Fund

This is the second year that BEN has been involved with the Booster Fund. This year the project focused on providing physical premises upgrades to 15 of the SMMEs that currently sit under BEN's support umbrella. During the project, approximately R750K worth of upgrades was provided to this group, representing a significant boost to these businesses. BEN also enjoyed direct support as the project funded training materials and equipment to the organisation.

Jowell Family Trust

For the second year, the Jowell Family Trust funded a BEN project. This year the Trust kindly contributed to the shipping, handling and clearing costs of a container of donated used bicycles from the United Kingdom. This support was most welcome and also represents a fitting legacy for Neil Jowell, an avid cyclist and friend of BEN's who passed away a few years ago.



BEN adopts a broad view of advocacy, recognizing that in order to grow cycling and unlock the benefits of this growth, we need to adopt a multi-pronged approach to advocacy.

Strategic Relationships

BEN continues to place a premium on building meaningful strategic and operational partnerships – we see this as a key success factor in achieving our impact objectives, particularly given the relatively small size of our organisation and associated capacity constraints. The following summarises some of these key relationships.

- PPA represents our closest partnership from both a strategic and operational point of view. Over the years this relationship has deepened. We are now working actively with the Neil Robinson, the PPA CEO to revisit and formalize our relationship and to improve the way we work together operationally – particularly in terms of our Bike4All and Cool Kid on a Bike initiatives.
- The Mobility Department is another key strategic relationship for BEN with our work with the Department going back many years. BEN is certainly considered to be a trusted advisor to the Department, and we have every reason to expect that this relationship will continue to evolve and grow. There have been ongoing changes in personnel within the Department, and we have worked hard at building strong relationships with the new officials and politicians
- BEN's activities providing SMME support as part of the Department of Economic Affairs and Tourism's Booster Fund has been very successful. During this work, we have managed to build strong relationships with the Department and with the Enterprise Development Unit in particular.
- BEN remains engaged with the Premier's Office and actively participates in, an awareness activities focusing on cycling advocacy and promoting non-motorised transport (including the Premier's Rides). The Premier's office is aware of our mobile workshop capacity and has indicated that they would like to incorporate this resource into their Tour Caravan for future events.

- BEN has also continued working closely with the Bicycle Mayor of Cape Town, Sindile Mavundla. We note the momentum that his office has been able to generate in terms of cycling advocacy and will continue to work closely with him to mutually support each other's programmes in an integrated and collaborative fashion.

- Re-Cycle in the UK has, over the past few years, emerged as our key supplier of second-hand bicycles. This relationship has strengthened significantly over the past few years with us having regular strategic meetings and conducting joint M&E work. BEN engages formally with Re-Cycle on a monthly basis and hosted a productive visit from them recently.

- BEN's network of SMME that it supports has increased from our original BECs to include approximately 40 small cycling businesses. We have developed communication channels and contact points with this group, which collectively represents an important constituency of small business owners.

- BEN has also developed good strategic working relationships with a number of companies and organisations such as Rotary, PURA, Pedals for Peace and Ciovita.

Advocacy and cycling awareness

BEN adopts a broad view of advocacy, recognizing that in order to grow cycling and unlock the benefits of this growth, we need to adopt a multi-pronged approach to advocacy. This includes all activities that could contribute to the growth of the sector.

Over the last few years, BEN has played an active role in participating in the City of Cape Town's Integrated Transport Planning (ITP) Sub-Committee. This forum provides a good opportunity for coordination, collaboration and joint advocacy work.

As mentioned, we continue to enjoy a strong relationship with the Premier's Office and remain involved in the Premier's Awareness Rides when and where they occur. We also continue to work closely with the Bicycle Mayor on advocacy related initiatives, and we see great potential in this regard.

The Active Mobility Forum (AMF) has established itself as a broad-based advocacy initiative. This Forum continues to grow and build momentum and has become a significant advocacy voice and resource. BEN is an active participant in the Forum.

A Bicycle Advocacy Day was held in George in March and involved many local organisations and both the MECs for Mobility and for Community Safety as well as a number of District and Local Officials. This event enjoyed a high profile in terms of press and media coverage.

As part of Womens' Day in August, another Bicycle Advocacy event was held in Langa where the role of women in mobility was explored. The event was well attended and covered by social media.

Financial Position

As has been the case for a number of years, BEN has been seeing a change in the funding patterns for the organisation. This year, once again has seen a large shift in balance from Grants and Donations to Funded Project Income – although not as pronounced as this time last year. This has resulted in another increase in gross income as is evident in our income statement. This increase in income is once again made up largely of earmarked project funding and while this has resulted in BEN being able to significantly ramp up our implementation efforts and expand our support footprint, sadly it has also contributed to a large increase in expenditure, as much of this funding simply flows in and out of the organisation. Over the years, the relative decrease we are seeing in unencumbered Grant and Donor funding has meant that we are under pressure to fund non-project overheads – as these are typically not covered by Funded Project income. The net effect of all of this has resulted in BEN essentially breaking even during the period under review, despite being much more active in terms of delivering on our mandate.



BICYCLING EMPOWERMENT NETWORK

STATEMENT OF COMPREHENSIVE INCOME

1 SEPTEMBER 2023 - 31 AUGUST 2024

Figures in R	2024	2023
Gross revenue		
Sales	791,461	589,585
Grants and donations	946,378	238,412
Project income	4,780,182	5,485,549
	6,518,021	6,313,546
Cost of sales	431,256	484,629
Gross income	6,086,765	5,828,917
Other income		
Interest received	63,402	68,824
Recoveries	1,212	1,296
Sundry income	-	-
	64,614	70,120
	6,151,379	5,899,037
Operating expenditure	811,707	738,346
Net operating income before project expenditure	5,339,672	5,160,691
Project expenditure	5,333,453	5,473,380
(Deficit) / Surplus for the year	6,219	(312,689)

comprehensive income

STATEMENT OF FINANCIAL POSITION

AS AT 31 AUGUST 2024

Figures in R	2024	2023
Assets		
Non-current assets		
Property, plant and equipment	415,749	414,717
Current assets		
Inventories	49,047	137,915
Trade & other receivables	171,191	539,380
Cash	1,823,136	1,240,116
	2,043,374	1,917,411
Total assets	2,459,123	2,332,128
Equity & liabilities		
Equity		
Accumulated surplus	1,932,557	1,926,338
	1,932,557	1,926,338
Current liabilities		
Provision for future expenditure	-	29,250
Trade and other payables	272,624	255,047
Deferred income	253,942	121,493
	526,566	405,790
Total equity and liabilities	2,459,123	2,332,128

financial position

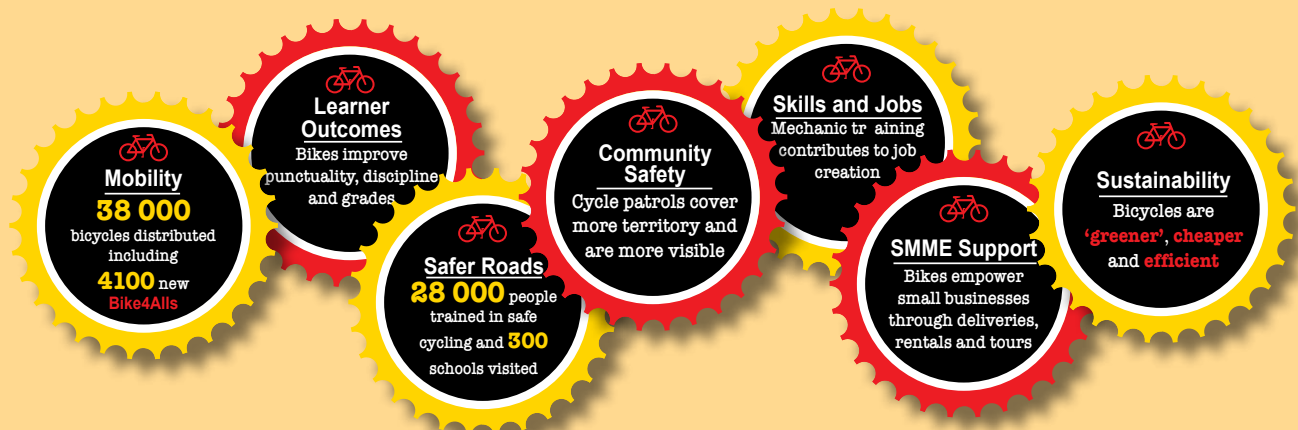
financial ratios

Financial Health of BEN	Take Action					
	Monitor					
	Celebrate					
	2024	2023	2022	2021	2020	2019
1 Current ratio						
Current assets to current liabilities						
Indicates liquidity of Organisation						
Evaluates the organisations ability to pay its short-term debt obligations (creditors, taxes, wages)						
Current assets	2 043 426	1 917 410	2 420 393	2 335 468	3 543 213	2 452 473
Current liabilities	526 622	405 789	186 323	207 312	1 583 736	1 066 035
Standard 2:1	3.9	4.7	13.0	11.3	2.2	2.3
2 Acid Test						
Current assets less inventory to current liabilities						
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	2 043 426	1 917 410	2 420 393	2 335 468	3 543 213	2 452 473
Less inventory	-49 047	-137 915	-42678	-22 511	-55 040	-150 607
	1 994 379	1 779 495	2 377 715	2 312 957	3 488 173	2 301 866
Current liabilities	526 622	405 789	186 323	207 312	1 583 736	1 066 035
Standard 1:1	3.8	4.4	12.8	11.2	2.2	2.2
3 Reserve Fund Indicator						
Net assets to monthly expenses						
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	1 932 553	1 926 338	2 239 025	2 137 974	1 976 064	645
Monthly expenses	218 073	203 988	190 535	221 542	241 475	223 070
Standard 2:1	8.9	9.4	11.8	9.7	8.2	2.7
4 Survival Ratio						
Bank balance plus debtors less creditors	1 044 570	1 177 485	1 859 767	2 157 915		
Basic core cost	218 073	203 988	190 535	221 542		
Standard 6	4.8	5.8	9.8	9.7		

Donor Appreciation

In addition to the funded programmes outlined above, BEN continues to rely on donor funding from benefactors. This stream of revenue is crucial, as many of the funded programmes do not directly cover organizational overheads and additional revenue needs to be secured to cover these expenses. BEN would like to extend a heartfelt thanks to the following donors who have supported the organisation through the years:

- Annette Andre de la Porte
- Anton, Rosemary, and Paul de Waal
- Nussbaum Foundation
- ER Tonnesen Trust
- Personal Trust Foundation
- Bevan Summers
- Caroline Petersen
- HE Winkler
- Andre du Toit
- Gail Jennings
- My School Card
- Shaniel Juggernath
- Roy Andrew
- Russel Yeo
- Rickus Jooste
- Bertie Phillips
- Ben de Lange
- Re-Cycle UK
- Jowell Foundation





Strategic Focus going forward

BEN regularly revisits 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:

Human Resources

Given the pressure we find ourselves in, in terms of core funding, BEN has had to once again, make use of existing staffing, despite an increase in our project work. While our operational activities have increased significantly, our staffing has not kept pace. This has placed significant pressure on BEN as an organisation, and also on individual staff. While we have managed to pilot our way through this year given these constraints, this is not really sustainable in the long-term, and is a pattern that we have seen over the last few years since COVID. BEN needs to prioritise our core-funding efforts in order to address this HR dynamic.

SMME Support

Our enterprise development model has continued evolving over the years and our core focus in this regard has evolved from supporting a small group of home-grown Bicycle Empowerment Centres (BECs), to a

broader, more inclusive model where we are now supporting a much larger network of bicycling related enterprises. The Booster Fund project has helped to accelerate this, by providing a larger envelope of support that we are able to deploy.

Accredited training

We continue to work towards a future where our capacity development and training efforts are formally recognized. Through our ongoing relationship with Doctor Florus Prinsloo, we continue our efforts to see our training becoming formally recognized in terms of the National Qualifications Framework. We are currently engaging with the Torque Zone Academy which offers the accredited Cytech course with a view to developing a Memorandum of Understanding which could see us collaborating on providing accredited training.

Collaboration

BEN holds the view that, in order to maximise our impact, we have to leverage our good relations with like-minded organisations. While it is exciting to see the sector expanding with new organisations and energy emerging, there is a risk of the sector fragmenting as new players seek to establish themselves in the space. We continue to see the value in collaboration rather than competition, and where possible, will continue to endeavour to play a coordinating and unifying role in bringing the different constituencies together.

Impact Analysis

Our increased involvement in larger-scale funded programmes such as work with DEDAT's Booster Fund, the IDC, and in the Mobility Department's PSTP bicycle distribution efforts has had the positive effect of us developing sharper and more focused tools in terms of tracking project progress and impact. This has been a stated goal of ours over the years and it is pleasing to see this evolution. We see M&E and impact analysis as being an increasingly important element of the work that we do.



One of the dominant themes of the year has been the shifting nature of the funding and support we receive in order to continue our intervention efforts.



BEN's sustainability

One of the dominant themes of the year has been the shifting nature of the funding and support we receive in order to continue our intervention efforts. As in recent previous years, we are seeing the need to really ramp up our efforts to secure non-earmarked, core funding to cover the overhead costs associated with the increase in project load that we are seeing. Consequently, we are doubling our efforts to attempt to attract this type of funding support. Currently we have active proposals lodged with the following:

- The de Waal family – since Louis' passing, the de Waal family has pledged support extending into 2025,
- The IDC,
- The DG Murray Trust
- The Jowell Foundation.

Fundraising, and particularly targeting core funding is a strategic priority for BEN.

During the course of the year, BEN has also been working on improving our offering the potential CSI partners. Towards this end, we have secured an Independent Competent Person Report (ICPR) confirming the BEN meets the requirements of a Socio Economic Development beneficiary as set out in paragraph 3.2 of Code Series 500 in the Broad Based Economic Empowerment Codes of Good Practice as gazetted on 11 October 2013. This allows CSI partners to claim Socio Economic points.

How can you help?

Volunteer

Become a volunteer. BEN often is in need of assistance of volunteers who can assist us with:

- * Bicycle repair/maintenance
- * Unpacking and sorting of donated bicycles
- * Fundraising, marketing, social media or admin
- * Events
- * Administration

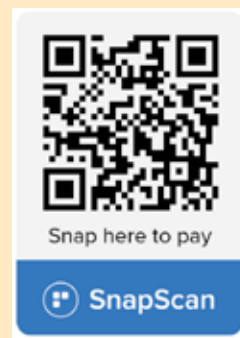
Donate bicycles & Equipment

- * Used Bicycles
- * Helmets & Reflective Safety Equipment
- * Cycling Clothing & Shoes
- * Bicycle Tools & Spares
- * Bicycle Trailers & Attachments

Donations can be delivered to our office or you can contact us for arrange for collection

Financial donations

For ease of convenience you can donate via Snapscan using the following QR code:



Alternatively you can make a donation or set up a recurring gift using the banking details below:

Bicycling Empowerment Network

First National Bank

Branch 200409, Tokai

Current Account: 6203 4204 082

Swift Code: FIRNZAJJ

If you require an 18A Certificate to allow you to claim donation tax benefits, kindly contact the office directly.

Supporting BEN creates opportunities to earn Socio Economic Development points. BEN has an Independent Competent Person Report confirming the BEN meets the requirements of a Socio Economic Development beneficiary as set out in paragraph 3.2 of Code Series 500 in the Broad Based Economic Empowerment Codes of Good Practice as gazetted on 11 October 2013.



“Cyclists see considerably more of
this beautiful world than any other
class of citizens.”

Dr. K.K. Doty



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