

THE OLD MUTUAL LEGENDS PROGRAMME – OVERVIEW



The Old Mutual Legends Programme is an award-winning business development initiative that supports accelerated growth in emerging and community-based businesses in all nine provinces. Legends is designed and implemented on Old Mutual's behalf by enterprise development specialists Fetola.

History & target groups

Started in 2007 as a handcraft-focused initiative, Legends has expanded to include tourism, small-scale manufacture, services and other high potential sectors.

Designed by Fetola to meet Old Mutual's CSI mandate of empowerment, economic development and building sustainable communities, Legends assists entrepreneurs, SMMEs, social enterprises and non-profits with a special focus on Black-owned, women-led and rural/peri-urban projects.

Programme Purpose

The overall vision of Legends is to 'Change lives for the better, forever.' We do this by:

- **Strengthening** organizational viability
- **Boosting** individual Skills development
- **Supporting** women-owned & rural enterprises
- **Channeling** income into impoverished communities
- **Growing** broad-based black economic empowerment

Culture of Excellence

Legends interventions address Nine Critical Success Factors that form the foundation for any sustainable organisation. Using a combination of practical skills workshops, mentoring, an innovative e-learning programme, shared peer networks and ongoing consultant support, we help our beneficiaries attain new levels of success.

The strong entrepreneurial focus of Legends is matched by a number of tailored innovations designed to meet rapidly changing beneficiary needs:

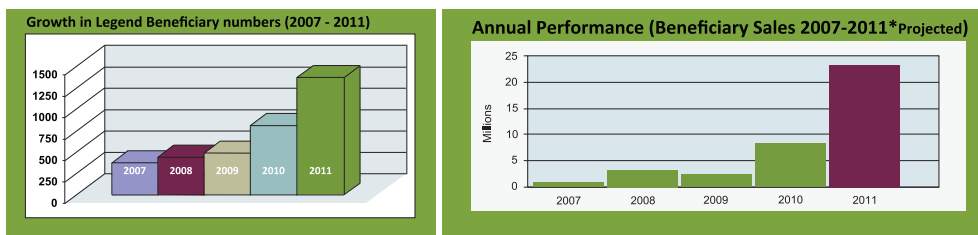
- **Vision-sessions & Selection process** – extended assessment of beneficiary needs & capabilities ensure selection of high-potential applicants
- **The Mentor Hotline®** provides access to mentor expertise throughout the country via email and cellphone on a 24/7 basis
- **Peer to peer shared network** – a simple-to-use shared email resource puts all participants in direct contact, encourages communication and builds a sense of community and shared learning
- **Practical e-learning programmes** address all Critical Success Factors and provide templates, online exercises and mentor feedback
- **Business systems development** provides the building blocks for growth. Systems include Piece-work production management, simple CRM, sales reporting, time management and financial management

Programme Impact

Legends has grown exponentially since 2007, from 16 organisations to 67 organisations in all nine provinces, with a total of over 1250 beneficiaries.

Legends delivers exceptional results for participants:

- Participant sales 3-year turnover increased by 290% (2007 – 2010)
- 1250 jobs supported, and over 100 new jobs created (2007 – 2010)
- Over 500 applications received for 2011 Programme, including SADCC neighbours
- R2.5 million in media & PR value to participants & stakeholders (2011)
- 75% women beneficiaries
- 90% of beneficiaries from rural or peri-urban poverty nodes
- Mail & Guardian Investing in the Future Awards Runner Up, 2010 - Best Enterprise Development Programme & Finalist - Best Business category, 2011



Selection Criteria

The **criteria for accepting participants** into the programme include the following:

1. The organisation must have viable growth potential
2. They must be black-owned or community benefit/social enterprise projects
3. Must be an established enterprise with proven business viability (minimum 2-3 yrs)
4. Leaders must show willingness to learn and to engage in change
5. Regular access to communications (email and cellphone)
6. Preference to enterprises benefiting women, rural communities, poor and needy communities, high poverty nodes, high impact in terms of job creation

Levels of Intervention

In a bid to broaden reach and inclusivity for our programme and get maximum impact from the programme budget, we offer more in-depth support to those projects identified as having the **most potential** for sustainable growth.

This is in keeping with our approach of rewarding and supporting promising beneficiaries and also seeking **maximum return on investment** for all stakeholders.

Beneficiaries are categorized in one of **three Levels**, with each level having access to a different suite of interventions. Participants may well progress to a higher level from one year to the next, entitling them to receive a wider range of support, depending on their participation, potential for growth and other factors.

Provided they meet basic deliverables and programme requirements in terms of participation and communication, all beneficiary business will be part of the Legends Programme for a period of three years before graduating from the programme. (see below for beneficiary responsibilities)

Our aim is to ensure that all participants receive value from being part of Legends at every intervention level!

“Legends is playing a significant role in helping us achieve our goal of a South Africa in which all communities are economically empowered, especially rural ones. As a business we recognize that what is good for our country is good for Old Mutual, hence we will continue to support such initiatives.” Dr Pandelani Mathoma, Old Mutual

Beneficiary Roles & Responsibilities

We view the Legends Programme as a partnership, with each partner having certain roles and responsibilities.

We have highlighted some of our responsibilities in the information contained above, below are some of the roles and responsibilities of all beneficiary participants in the Legends Programme.

Please read through these carefully and make sure your organization is willing to commit to them before officially joining Legends:

Your commitment is

1. To willingly participate in the process of change within your organization by taking an active role in:

- a) Business assessment processes
- b) Change management meetings and seminars
- c) Training, mentoring and consulting sessions
- d) Ensuring the allocated core consultant hours are used effectively.

2. To provide access to Information needed by the consultant/s during the contract period:

- a) Records and historical data needed for assessments and reporting
- b) Stakeholders, staff and project participants

3. To communicate openly & honestly

- a) On a regular basis via phone and email – by responding to email and calls within 2 working days
- b) By discussing concerns directly with the consultant &/or Fetola Programme Manager

4. To provide Monitoring & evaluation information for the duration of the programme and for an additional 2 years thereafter, including:

- a) Turnover, employment numbers & employee profiles
- b) Information on challenges and opportunities
- c) Other performance data by mutual agreement
- d) To complete and submit all templates and exercises issued by the Legends Team

5. To allow media access

- a) Whereby the results of this intervention are used for promotional purposes including Branding and Media opportunities that showcase the work of the beneficiary organization, development provider and the funding organization.

To maintain a respectful & professional relationship with the consultant and the Development Provider and specifically to avoid all and any actions that could bring the provider and/or the programme funder into disrepute.

“I have already learned so much and am so glad to be a part of Legends. It has opened my eyes to the potential for my business, and what I need to do to realize this potential.”

Thulisile Heshu, Women’s Vision Furniture.

For more information, visit www.fetola.co.za or call 021 - 7017466 / 086 111 1690

