

AS-IS ANALYSIS REPORT

IKHWEZI FARM GREENHOUSE FARMING

Plot 83, 359 JR
Boschkop
0056



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info@ikhwezi.co.za



Ikhwezi Farm As-Is Analysis Report

Disclosure on Use of AI-Assisted Tools

Parts of this report were enhanced using AI-assisted tools for grammar refinement, stylistic consistency, and visual design. All analysis, interpretations, and recommendations remain the sole work and responsibility of the consultant.

Prepared By:

22 On Sloane
Bryanston., Johannesburg,
SA 2000
info@22onsloane.com

Prepared For:

Ikhwezi Greenhouse Farming
1st Floor, 101 Commissioner St.,
Johannesburg, SA 2001
info@ikhwezi.co.za

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SECTION 1

Executive Summary



1.1 Introduction

Ikhwezi is a South African agribusiness firm with bases in Limpopo that works with aggregating, packaging, and distributing fresh produce directly from local smallholder farmers. The company extends its operations to the township and informal markets and supplies the school nutrition schemes, community kitchens, and emerging retailers. Its core model is direct engagement with rural growers, which provides market access for subsistence growers along with low-cost food to underserved communities. The company is built on social impact, food security, and inclusive agricultural development.

This As-Is Scenario Analysis presents a structured evaluation of Ikhwezi's current internal systems, operational maturity, and institutional readiness. The purpose of the assessment is to establish a reliable diagnostic baseline across five critical functional domains: Financial Position, IT Infrastructure, Operational Capacity, Market Position, and Governance. The approach follows a scoring methodology aligned with expectations from institutional funders, development finance institutions, and public procurement systems.

While Ikhwezi has local market reach and delivery capacity, its internal management remains founder-dominated and informally run. Financial processes are not written down and take place manually. No computerized systems exist for CRM, accounting, or task coordination. Delivery processes are not routinized, and coordination is affected through oral word and personal networks. Formalization of its market strategy and internal governance procedures is yet to happen for the business. These limitations create risks for scalability, compliance, and credibility that can limit its ability to attract institutional stakeholders or secure external finance. This evaluation is the foundation upon which to assess gaps and develop the interventions required to make an investable and scalable business.



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1.2 Key Findings



The following summary presents Ikhwezi's operational strengths and structural limitations across five core domains. While the business demonstrates active delivery of fresh produce and engagement with rural farmer networks, its internal systems remain informal, undocumented, and overly reliant on the founder.

This section provides a snapshot of the institutional gaps that must be addressed to enable scalability, funder engagement, and procurement eligibility.

Financial Position:

Ikhwezi generates income from regular vegetable orders and follows informal pricing guidelines. Even without formally budgeted funds, accounting programs, or documented financial reports, all entries are manually administered and have no internal controls.

IT Infrastructure:

There is no computerized finance, CRM, stock, or scheduling platform. All operations are done via WhatsApp and spreadsheets. The absence of basic IT tools reduces traceability, reporting, and productivity.

Operational Capacity:

As the delivery of service is being done, it is facilitated by founder memory and oral delegation. There are no written SOPs, no job description, and no planning tools for teams. There is no measurement or monitoring of performance.

Market Position:

Ikhwezi is selling in informal markets and there is steady demand. The business has no go-to-market strategy, segmentation plan, or brand positioning system, however.

Governance:

The business is properly registered and B-BBEE compliant, but doesn't have in-house policies, advisory structure, or risk mitigation documented instruments.

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1.3 Overall Score

With 27% readiness score, Ikhwezi farm while being active and mission-focused, the organization lacks official processes in finance, digital tools, operations, and governance. It limits its ability to attract funders or expand. The score reflects the importance of each area in funder and procurement evaluations.



Total 27%

Scores Per Domain

9.0 %

IT Infrastructure: Entirely manual processes; no CRM, financial systems, or cybersecurity.

24 %

Operational Capacity: Technical execution evident; no SOPs, staffing documentation, or KPIs.

31 %

Market Position: Clear pitch, some branding; no structured GTM strategy or sales funnel.

25 %

Governance: Legal compliance present; no internal oversight, policy, or risk systems.

29 %

Financial: Basic revenue activity; no budgets, controls, or accounting system in place.

1.4 Implications



The diagnostic reveals a socially relevant enterprise with demonstrated delivery activity but significant institutional weaknesses. Ikhwezi’s operational success in aggregating and distributing farm produce is currently enabled by founder-led coordination and informal practices. To transition from informal activity to institutional readiness, Ikhwezi must prioritize the following interventions:

<p>Financial Systems Require Digitization and Governance</p> <p>Deploy accounting tools to improve financial tracking, introduce structured budgeting processes, and establish regular reporting to strengthen internal controls and support funding readiness.</p>	<p>Digital Tools Must Be Fully Activated and Governed</p> <p>Implement CRM, digital invoicing, and basic cybersecurity protocols to reduce inefficiencies and improve traceability.</p>	<p>Operational Consistency Depends on Systemization</p> <p>Document SOPs, define staff roles, and introduce performance tracking systems to improve consistency and reduce founder dependency..</p>
<p>Commercial Growth Requires Structure, Not Just Visibility</p> <p>Develop a segmented go-to-market plan, deploy branded materials, and track pipeline data using a simple CRM or spreadsheet system</p>	<p>Governance Is a High-Risk Exposure</p> <p>Establish a basic governance charter, draft core organizational policies, and introduce a risk register to meet compliance expectations</p>	



SECTION 2

Methodology



2.1 Introduction



This diagnostic assessment was conducted to establish a clear, evidence-informed understanding of Ikhwezi's institutional maturity, internal operating capacity, and overall readiness for scale. The aim was to provide a structured organizational baseline that can inform targeted capacity-building, attract funder confidence, and support integration into formal procurement and investment systems.

The evaluation employed an integrated enterprise evaluation framework that was specifically tailored to evaluating early-stage firms for underpenetrated and informal market settings. The methodology focused on five main areas that are at the core of institutional functionality and due diligence: Financial Position, IT Infrastructure, Operational Capacity, Market Position, and Governance. These topics were chosen for their strategic relevance to funding consideration, procurement integration, and organizational viability.

Scoring was according to a weighted model that rewards realistic implementation in practice over hopeful declarations or unrecorded intentions. The analysis centered on verifiable realities such as recorded procedures, software applications, reporting forms, and structural regulations rather than informal practices or intentions. In cases of partial systems implementation, conservative scores were used to reflect actual institutional readiness.

The diagnostic framework also accounted for the informal nature of Ikhwezi's current operations by adapting traditional performance standards to be accessible, fair, and aligned with scalable growth. Each domain was assessed individually and in relation to the overall business model to produce a composite readiness score. This forms the foundation for defining Ikhwezi's To-Be State and implementation roadmap.



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2.2 Assessment Goals



The primary objective of this assessment was to establish a structured, evidence-informed baseline of Ikhwezi's current internal capacity, systems, and operational maturity. The diagnostic process aimed to go beyond surface-level observations and uncover deeper structural limitations that may hinder the business's ability to scale, attract investment, or participate in formal procurement ecosystems.

By applying a domain-based diagnostic framework, the assessment evaluated the presence, functionality, and institutionalization of core business systems across finance, IT, operations, market engagement, and governance. This approach allowed for a detailed analysis of both existing strengths and critical gaps that may impact the business's readiness for strategic partnerships, public procurement, or donor-backed growth initiatives.

Key objectives included:

- Determine the level of formalization across financial, operational, and governance functions Verifying the use and effectiveness of key systems and tools
- Assess the degree of digital enablement and process automation Distinguishing between planned intent and real-world application
- Identify risks related to founder dependency, informality, and undocumented systems
- Create a quantifiable baseline for tracking progress and targeting support
- Generate a structured foundation for Gap Analysis, To-Be Architecture, and Roadmap design

The output is designed to guide both internal action and external engagement with funders, clients, and ecosystem partners.

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2.3 Assessment Areas



The assessment applied a structured diagnostic framework to evaluate Ikhwezi across five critical functional domains. Each domain was examined to identify internal strengths, maturity levels, and structural gaps that may affect the enterprise's ability to grow, attract funding, or participate in institutional procurement systems.

Financial Position:

This domain reviewed the presence and quality of budgeting processes, accounting tools, financial controls, and reporting structures. It also assessed whether the business has a capital access strategy or financial planning tools.

IT Infrastructure:

Evaluated the existence and use of digital tools such as CRM platforms, accounting software, inventory tracking, and cybersecurity protocols. Emphasis was placed on how digitization supports service delivery and compliance.

Operational Capacity:

Focused on staffing models, coordination practices, and standard operating procedures. The assessment examined role clarity, internal planning tools, and delivery consistency.

Market Position:

Reviewed Ikhwezi's go-to-market approach, branding, segmentation logic, and sales infrastructure to determine commercial maturity and customer engagement.

Governance:

Assessed compliance with statutory requirements, internal policy frameworks, risk management tools, and the presence of oversight structures such as boards or advisory panels.



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2.4 Evidence Reviewed



The assessment of Ikhwezi's institutional maturity was based on a combination of submitted documentation, direct business descriptions, and informal records provided during the diagnostic process. The goal was to verify the presence, structure, and usage of key systems, while accounting for the operational realities of a growing agribusiness embedded in rural supply chains.

The document set included a business profile, product and pricing summaries, photographic records of field operations, a list of informal clients, and the company's CIPC registration and B-BBEE affidavit. These inputs were reviewed to evaluate delivery history, compliance standing, and operational scope. Additional insight was derived from narrative explanations provided by the founder regarding internal workflows, farmer sourcing practices, delivery coordination, and pricing logic.

Review Criteria and Process

- CIPC registration certificate and B-BBEE affidavit.
- Informal produce catalogues and handwritten pricing sheets.
- Project photographs and delivery documentation (e.g., WhatsApp confirmations).
- Verbal descriptions of weekly cash flow handling and procurement.
- A basic client list used for recurring sales to local buyers.

The assessment team found no formal financial statements, no accounting or CRM software, and no written policies or operational guidelines. In the absence of structured documentation, a conservative scoring approach was applied. Findings were validated wherever informal evidence or consistent verbal reporting could substantiate operational activity.

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2.5 Scoring Criteria



The diagnostic assessment applied a structured scoring framework to evaluate Ikhwezi’s internal systems and determine its institutional readiness across five domains. Each domain was assessed based on the presence, usage, and enforcement of core systems and practices, with an emphasis on verifiable evidence overstated intentions.

Score Range	Readiness Level
0–25%	Very Low – No system in place
26–59%	Partial – Incomplete or informal
60–89%	Functional – Needs refinement
90–100%	Fully Implemented

Table 1: Readiness Scoring Framework



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2.6 Process Limitations



While this diagnostic sought to provide an accurate and evidence-based assessment of Ikhwezi's internal systems, several process limitations should be acknowledged. These constraints influenced the depth of scoring and the level of verification achievable during the review.

Firstly, the business operates in a highly informal context with limited documentation. Many processes—such as pricing, client engagement, and delivery coordination—are executed through verbal communication or messaging platforms like WhatsApp. As a result, some functional activity could not be validated through formal tools, spreadsheets, or written policies. In such cases, scoring was applied conservatively and based only on observable or repeatable practices.

The assessment relied on documents submitted voluntarily by the business and narrative inputs from the founder. There was no third-party verification or direct observation of operations. This introduces some dependency on the consistency and accuracy of self-reported information.

Several key domains—particularly IT Infrastructure and Governance—had minimal to no documentation available. This limited the ability to assess partial implementation, pilot projects, or work-in-progress systems. In the absence of documented plans, even if conceptual frameworks existed, scoring reverted to a 'very low' or 'partial' designation.

Despite these limitations, the process provides a useful and structured baseline. It accurately highlights readiness gaps and prioritizes the institutional upgrades needed to enable formal engagement with funders, government programs, and ecosystem partners.

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2.7 Outputs

The diagnostic process for Ikhwezi produced a structured and evidence-based set of outputs designed to support the company's long-term growth and institutional maturity. These outputs aim to inform capacity-building efforts, reinforce organisational credibility, and guide Ikhwezi toward greater scale readiness. The process consolidated findings across five critical functional domains offering both a narrative and quantified baseline of where the company currently stands. The diagnostic approach focused not only on identifying gaps but also on recognising existing strengths and areas of early system development, providing a clear foundation for future strategic planning.

The primary outcome of the assessment is a composite readiness score of 26.57%, which reflects Ikhwezi's current operational structure, the degree of system formalisation, and the organisation's alignment with institutional expectations. This score was generated using a weighted scoring framework that prioritises implemented and verifiable systems over theoretical or aspirational plans. As a result, it offers a credible performance benchmark that can be tracked over time to assess improvement. Supporting this score are domain-level scorecards detailing specific gaps and strengths, narrative findings on the use and maturity of internal processes, and risk exposure insights in areas such as compliance, financial oversight, and dependency on individual roles.

Additional deliverables include prioritised recommendations aligned to funding, procurement, and operational scale, as well as evidence maps that link specific gaps to required systems—such as accounting tools, SOPs, or governance frameworks. These insights form the basis for the next phase of Ikhwezi's development, which includes a comprehensive Gap Analysis, the design of a To-Be Architecture, and a practical Implementation Roadmap. Altogether, these outputs serve both internal and external purposes: they support internal decision-making and planning, while also preparing the business for engagements with funders, ecosystem enablers, grant applications, incubator programs, and ESG-aligned reporting requirements.



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SECTION 3

State Overview



3.1 Introduction



Ikhwezi is a Black-owned agribusiness enterprise based in Limpopo, South Africa, focused on unlocking economic opportunity within rural agricultural ecosystems. The company aggregates fresh produce from smallholder farmers, performs basic processing and packaging, and supplies bulk volumes to institutional buyers, community feeding schemes, and informal market retailers. Its model is rooted in inclusive value chain participation, rural job creation, and food security. With a hands-on approach to community engagement, Ikhwezi facilitates production coordination, post-harvest logistics, and market linkage—particularly in under-resourced areas.

The company's supply model currently services township-based food vendors, local schools, and community kitchens with high-demand vegetables such as spinach, tomatoes, and cabbage. These deliveries are coordinated informally, and pricing is determined through a mix of buyer negotiation and founder-driven cost estimation. Ikhwezi's logistics capacity is modest, with personal vehicles and hired bakkies used for transportation. Despite these limitations, the company demonstrates reliability in meeting local demand and flexibility in dealing with short lead times and variable supply volumes.

However, while Ikhwezi is commercially active and socially impactful, its strategic posture remains underdeveloped. There is no written business plan, investment model, or formal roadmap articulating how the company intends to scale its operations, attract funding, or optimize supply chain efficiency. Resource allocation decisions are made reactively, and the company lacks strategic tools such as scenario planning, cash flow projections, or growth metrics. This limits its ability to make data-driven decisions, evaluate opportunity costs, or engage meaningfully with institutional stakeholders. Strengthening the strategic framework is therefore essential to unlocking the enterprise's full potential.

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3.2 Strategic Profile



Ikhwezi has articulated a mission centered on transforming rural agriculture by creating direct linkages between smallholder farmers and reliable markets. Its strategy is grounded in solving three interconnected challenges: limited market access for rural producers, undernutrition in low-income communities, and the exclusion of informal agribusinesses from mainstream value chains. The company aims to operate as a bridge—aggregating small-scale production and consolidating it into volume-ready consignments that meet institutional or informal market demand.

While this mission is compelling and well-aligned with national development objectives, the company’s strategic execution model remains informal and undocumented. Ikhwezi’s current growth strategy is based on word-of-mouth expansion, incremental infrastructure investment, and deepening relationships with farmer networks and township vendors. Sales growth is pursued opportunistically, and there is no formal client acquisition plan, resource mobilization strategy, or capital roadmap in place.

Internally, the company has not codified its objectives into written goals, milestones, or performance indicators. While the founder has a clear operational vision, there is no business plan, pitch deck, or theory of change that can be used to engage funders or development partners. The absence of a pricing strategy, margin analysis, or supply chain performance metrics further constrains financial planning and risk management.

Despite this, the company has a strong sense of purpose and a unique operating model that blends local relevance with scalability potential. Formalizing this intent into a structured strategy—backed by financial models, operational KPIs, and segmentation logic—will be key to unlocking funding, improving efficiency, and navigating the transition from an informal player to an institutional supplier.

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3.3 Observations



The strategic review of Ikhwezi highlights a business with high mission clarity but limited structural articulation of its growth path. The enterprise is driven by a compelling social and economic mandate—linking rural smallholder farmers to underserved markets through an aggregation and distribution model that addresses both supply inefficiencies and food insecurity. This focus on inclusive value chains, combined with demonstrated grassroots execution, provides a strong foundation for relevance and impact.

However, the company's strategy is largely intuitive and undocumented. There is no formal business plan, investment thesis, or logic model to guide operational decisions or communicate long-term vision. Ikhwezi has not yet articulated a financial strategy to support working capital, asset acquisition, or regional expansion. Without a structured roadmap or measurable outcomes, execution is reactive and highly dependent on the founder's coordination and personal networks.

The current operating environment does not include strategic tools such as market segmentation analysis, competitive benchmarking, or pricing sensitivity tests. The company lacks a clearly defined value proposition for different buyer segments—whether institutional (e.g., schools), retail (e.g., spaza shops), or informal traders. This hinders its ability to optimize offerings, set margins, or position itself effectively against competitors.

Furthermore, there is no talent development framework or long-term human resource plan to support team growth or leadership delegation. The absence of scenario planning or scale-readiness assessments limits resilience and adaptability under changing market or climate conditions.

In summary, while the company exhibits strategic intent and sector alignment, it must translate vision into structured documentation, investment readiness materials, and decision-making frameworks to engage funders and navigate scale.



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3.4 Strategic Score

The score for this Domain was obtained by scoring the top five priorities of this domain and adding up their scores.



17.5 %

Vision and Purpose Clarity

Score: 70%
Weight: 25%
Contribution: 17.5%
Justification: Clear mission and social impact focus, aligned with rural development goals.

5.0 %

Strategic Goal Definition

Score: 20%
Weight: 25%
Contribution: 5.00%
Justification: No written goals or execution plan; intent exists but remains informal.

3.0 %

Planning Documentation

Score: 15%
Weight: 20%
Contribution: 3.0%
Justification: No business plan, growth roadmap, or milestone tracker submitted..

4.0 %

Investment Readiness

Score: 20%
Weight: 20%
Contribution: 4.0%
Justification: No pitch materials, cost models, or capital planning tools available.

4.5%

Competitive Positioning

Score: 30%
Weight: 15%
Contribution: 4.5%
Justification: General market fit exists, but no segmentation, branding, or differentiation.

Strategic Domain Score 34%

3.5 Interpretation



Ikhwezi's strategic assessment reveals a purpose-led agribusiness with meaningful local relevance but underdeveloped internal planning mechanisms. The company demonstrates clear intent to uplift smallholder farmers and address food insecurity in township and peri-urban areas, positioning itself within South Africa's inclusive growth and transformation agenda. However, while this vision is well-articulated at a conceptual level, it has not been translated into formal systems or tools that enable scalable, sustainable execution.

The absence of documented strategy—such as a business plan, structured objectives, or capital roadmap—prevents the enterprise from presenting a clear investment case to funders or public institutions. Strategic goals are not tied to specific timelines, budgets, or growth milestones, and there are no measurable performance indicators in place. This limits the business's ability to assess progress, course-correct, or allocate resources effectively.

Without strategic segmentation of its customer base, Ikhwezi is unable to tailor its value proposition, pricing, or delivery model to meet the needs of different buyer categories. As a result, marketing remains reactive and founder-led, with no campaigns or engagement strategies aligned to specific market channels.

Additionally, the company lacks financial models that project future revenues, capital requirements, or profitability scenarios. This makes it difficult to attract investors or secure grant support, especially from institutions that require structured risk analysis and impact forecasts.

Despite these gaps, Ikhwezi's core mission, delivery traction, and community roots offer a strong strategic foundation. By developing structured plans, tools, and documentation to support its vision, the company can enhance its credibility, compete for procurement opportunities, and access catalytic capital for scale.

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SECTION 4

Financial Position



4.1 Introduction

Financial management is central to an enterprise's credibility, sustainability, and ability to engage with funders, suppliers, and institutional buyers. For a business like Ikhwezi—operating in agriculture with variable cash flows, input dependencies, and logistical costs—sound financial systems are particularly critical. They enable accurate cost tracking, informed pricing, and the ability to manage both working capital and long-term planning. Without such systems, the company remains vulnerable to under-pricing, margin erosion, supply disruptions, and non-compliance with funder or procurement standards.

Currently, Ikhwezi functions without a formal finance department or any structured financial tools. Financial oversight is conducted entirely by the founder, using informal methods such as cash journals, WhatsApp records, and verbal estimations. There is no documented budgeting process, no accounting software, and no tracking of unit-level profitability. Invoices are prepared manually, and there is no systematic reconciliation of income against costs. While the business has an intuitive understanding of cash inflows and outflows, it lacks the tools to produce reports or monitor financial health across time.

This informality severely limits the company's ability to engage with institutional actors who require financial transparency and reporting. Without documentation, Ikhwezi cannot provide funders or auditors with visibility into revenue trends, cost drivers, or financial risks. This also restricts internal decision-making, as there is no data-driven method to allocate resources, price products strategically, or evaluate financial performance per customer segment or product line.

To become a credible supplier or fund recipient, Ikhwezi must urgently formalize its financial systems. This will not only reduce risk but also build the foundation for operational resilience and strategic investment.



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4.2 Documentation



The financial documentation submitted by Ikhwezi reflects an early-stage enterprise operating without formalized finance systems. The assessment team received no structured financial statements, budgets, or accounting records. Instead, the available materials included handwritten pricing notes, product quantity logs, informal income estimates, and a VAT registration certificate. These documents, while indicative of active trade, provide limited insight into the company's financial performance or internal controls.

The assessment also confirmed the absence of internal financial policies or oversight mechanisms. There is no separation of duties, approval workflows, or expenditure limits. Payment decisions and financial commitments are made solely by the founder, with no documentation of delegated authority or accountability.

Documents reviewed included:

- VAT registration certificate
- Handwritten produce pricing sheet
- Informal client list with approximate monthly volumes
- Verbal explanations of seasonal pricing adjustments and delivery costs

Not provided:

- Income statements or balance sheets
- Budget plans or cost projections
- Bank statements, ledgers, or financial dashboards
- Pricing models or profitability analysis tools

This lack of documentation significantly limits financial transparency and institutional readiness.



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4.3 Key Findings



Ikhwezi’s financial systems remain informal and undocumented, with all financial activity managed directly by the founder. There are no standardized procedures for budgeting, cost tracking, or profitability analysis, and all income and expense information is handled manually. This lack of structure introduces risk and makes it difficult to evaluate financial performance or prepare the business for scale.

Financial Indicator	Findings
Revenue Forecasting	Revenue is driven by ad hoc sales; no monthly or seasonal projections exist.
Budgeting and Cost Management	No structured budget is in place; costs are tracked from memory or verbally.
Financial Controls	No approval process, delegation of authority, or oversight structures exist.
Capital Strategy	No investment plan or fundraising roadmap exists; capital is reinvested ad hoc.
Profitability Monitoring	No margin tracking tools or job-level costing methods are in use.

Table 2: Financial Systems Assessment



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4.4 Financial Score

The score for this Domain was obtained by scoring the top five priorities of this domain and adding up their scores.



9 %

Revenue Forecasting

Score: 35%
Weight: 25%
Contribution: 9%
Justification: Sales occur, but there are no projections or scenario planning tools..

6.0 %

Budgeting & Cost Control

Score: 30%
Weight: 20%
Contribution: 6.00%
Justification: No documented budgets; costs are tracked informally without reconciliation.

3.0 %

Financial Controls

Score: 15%
Weight: 20%
Contribution: 3.0%
Justification: No internal approvals, sign-off policies, or expenditure oversight.

7.0 %

Capital Access Planning

Score: 35%
Weight: 20%
Contribution: 7.0%
Justification: No investment strategy or documentation exists; capital access is reactive.

4%

Profitability & Costing

Score: 25%
Weight: 15%
Contribution: 4%
Justification: No job-level costing or margin analysis performed; pricing is experience-based.

Financial Domain Score 29%

4.5 Interpretation



Ikhwezi's financial score of 28.5% reflects a business that is operationally active but structurally underdeveloped in terms of financial systems and institutional readiness. While the company is generating revenue through fresh produce sales and has developed informal pricing and distribution practices, it lacks the financial infrastructure necessary to support sustainable growth, investor confidence, or procurement engagement.

The absence of basic budgeting, accounting, and reporting tools restricts the enterprise's ability to make informed decisions, track costs, or assess profitability. Without financial statements, budget forecasts, or internal controls, there is limited visibility into how the business performs across different seasons, products, or customer segments. This impedes both short-term management and long-term planning.

The reliance on manual methods and founder memory creates a high-risk environment, where errors, missed opportunities, and financial inefficiencies can go undetected. There is no mechanism to validate pricing assumptions, calculate margins, or determine breakeven thresholds. This exposes the business to under-pricing and unplanned cash shortfalls, especially when supply chain costs fluctuate or customer payments are delayed.

Moreover, the lack of capital access planning means Ikhwezi has no framework for engaging with funders, banks, or development finance institutions. It cannot produce financial packs or scenario models to support fundraising, and it is unprepared for due diligence processes that require transparency and compliance.

To transition from an informal operation to a scalable enterprise, Ikhwezi must professionalize its financial management. This includes adopting digital tools, establishing approval processes, documenting transactions, and building financial literacy within the team to enable disciplined growth and institutional credibility.

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4.6 Priorities

To strengthen its financial maturity and prepare for procurement engagement and funder readiness, Ikhwezi must prioritize the formalization of internal finance systems.



These interventions are designed to be practical, scalable, and appropriate for a growing agribusiness operating in a resource-constrained environment. Implementing even basic financial tools will significantly reduce risk, improve transparency, and support strategic decision-making.

The following priorities are recommended:

- Deploy Cloud-Based Accounting Software- Adopt an entry-level accounting platform (e.g., QuickBooks, Xero, Wave) to automate income and expense tracking, generate basic reports, and maintain digital records.
- Develop a Simple Budget Template- Create a project-based budgeting tool that estimates costs and revenues per client or crop cycle, allowing for variance tracking and scenario planning.
- Establish Financial Controls and Approval Protocols- Introduce dual sign-off for major expenses, petty cash policies, and spending thresholds to improve accountability and reduce misuse of funds.
- Build a Financial Dashboard or Summary Tracker- Use Excel or Google Sheets to monitor cash flow, recurring costs, and income trends on a monthly basis.
- Conduct Basic Margin and Break-Even Analysis- Develop costing worksheets for key produce lines to assess pricing adequacy and identify loss-making transactions.
- Prepare an Investor-Facing Finance Pack- Compile a set of financial documents—including a simplified income statement, revenue forecast, and capital use case—to support grant applications and funding pitches.

These actions will help institutionalize Vision Communications' finance function, reduce operational risk, and improve engagement with stakeholders requiring financial due diligence.

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SECTION 5

IT Infrastructure



5.1 Introduction

Information technology systems are foundational for operational efficiency, data traceability, and institutional credibility. For a business like Ikhwezi—operating in a logistics-heavy, coordination-intensive environment—basic digital tools are essential to reduce manual errors, improve client responsiveness, and enable performance monitoring. Digitization supports critical functions such as invoicing, inventory tracking, customer engagement, financial reporting, and compliance, particularly when engaging with institutional buyers or funders.

At present, Ikhwezi does not utilize any structured IT systems. All functions—including sales coordination, pricing, client communication, and cash flow tracking—are managed manually, predominantly through WhatsApp, Excel, and handwritten notes. There is no accounting software, CRM system, inventory tool, or cloud-based document repository. Operational records are fragmented and stored across devices without backups or user permissions.

This absence of IT infrastructure limits the company's ability to create audit trails, automate workflows, or generate standardized reports. It also inhibits productivity by requiring repeated manual input, increasing turnaround times and the risk of human error. As order volumes grow or complexity increases, this setup becomes a bottleneck, making it difficult to scale efficiently or engage professionally with partners who expect structured digital operations.

Moreover, the lack of cybersecurity protocols—such as antivirus protection, password policies, or cloud backups—leaves the company vulnerable to data loss, fraud, or unauthorized access. This is especially critical when handling sensitive information such as pricing structures, supplier details, or financial transactions.

To prepare for growth and institutional engagement, Ikhwezi must begin investing in affordable, fit-for-purpose digital systems that support its most critical operations and reduce dependency on manual coordination.



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5.2 Documentation



The documentation submitted for assessment confirms that Ikhwezi does not currently operate with any formal IT systems across its core business functions. All administrative and operational processes are coordinated manually, with digital interaction limited to basic communication tools such as WhatsApp and informal spreadsheets.

During the assessment, the following items were made available for review:

- Screenshots of WhatsApp threads used to confirm orders, delivery times, and pricing with clients and suppliers.
- A simple Excel file used intermittently for recording quantities delivered.
- Photos of handwritten notes capturing client orders and monthly sales estimates.
- Founder explanations regarding the use of personal devices and email accounts to manage operations

There was no evidence of active software platforms for CRM, accounting, inventory, or workflow automation. No desktop or mobile applications are currently in use to support logistics, reporting, or service tracking. Additionally, there are no digital records of invoices, delivery schedules, or client engagement history.

The enterprise has not developed any IT usage policies, cybersecurity protocols, or data backup plans. Files are stored locally on personal devices, with no cloud access, shared folders, or document version control. No systems exist to manage user permissions or secure sensitive company or client data.

The absence of even baseline digital tools presents risks to data integrity, customer relationship management, operational traceability, and long-term recordkeeping. It also constrains the ability to scale efficiently or interface professionally with institutions that expect digital engagement.



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5.3 Key Findings



Ikhwezi’s current IT infrastructure is non-existent beyond the use of basic communication tools and isolated spreadsheets. All critical business functions are handled manually or through messaging apps. This informal approach severely limits the business’s ability to monitor performance, protect data, or engage professionally with funders and institutional clients.

Technology Indicator	Findings
CRM Deployment	No system in place; client records are not stored, segmented, or tracked.
Accounting System	No financial systems in use; all transactions are recorded informally.
Cybersecurity Measures	No antivirus software, backup protocol, or password management practices.
Workflow Digitization	No digital tools used for order tracking, inventory, or delivery scheduling.
IT Strategy and Scalability Plan	No roadmap, software planning, or digital vendor engagement observed.

Table 3: Technology Systems Assessment



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5.4 Digital Systems Score



The score for this Domain was obtained by scoring the top five priorities of this domain and adding up their scores.

Digital Systems Score 9%

2.5 %	CRM System Development Score: 10% Weight: 25% Contribution: 2.5% Justification: No CRM platform or lead tracking system in place; customer data is not stored.
2.0 %	Accounting System Development Score: 10% Weight: 20% Contribution: 2.0% Justification: No digital tools used for invoicing or expense tracking.
1.0 %	Cybersecurity Infrastructure Score: 5% Weight: 20% Contribution: 1.0% Justification: No antivirus, backup, or security protocols exist.
2.0 %	Workflow Digitization Score: 10% Weight: 20% Contribution: 2.0% Justification: Order and inventory processes are fully manual...
1.5%	IT Scalability Roadmap Score: 10% Weight: 15% Contribution: 1.5% Justification: No strategy or vendor engagement for future digitization.

5.5 Interpretation



Ikhwezi's digital infrastructure score of 9.0% reflects a business that operates entirely without formal IT systems. While the company is functionally active in aggregating and delivering produce, its reliance on manual coordination, verbal communication, and non-standardized recordkeeping presents substantial risks. The absence of even baseline systems—such as a CRM, accounting software, or inventory tracker—hampers operational control, service consistency, and long-term traceability.

This informal setup also restricts Ikhwezi's ability to demonstrate transparency, manage institutional relationships, or meet compliance expectations from funders and procurement entities. Without structured digital records, the company cannot generate performance reports, track delivery timelines, or analyze customer purchasing behavior. Furthermore, the lack of cloud-based storage or shared access platforms inhibits collaboration and makes the business highly dependent on the founder's personal knowledge and device access.

The complete absence of cybersecurity protocols introduces additional exposure. Sensitive information—such as pricing details, delivery schedules, and client contacts—is stored on unsecured personal devices with no backups or recovery mechanisms in place. This places both the enterprise and its stakeholders at risk, particularly in the event of device loss, data corruption, or malicious access.

The current state of IT infrastructure reflects a micro-enterprise operating in survival mode rather than a scale-ready business. Without basic digitization, Ikhwezi is unable to operate efficiently at volume, engage with ecosystem partners, or comply with data governance expectations. To unlock institutional engagement and position for growth, the company must begin by adopting simple, accessible digital tools that improve coordination, visibility, and resilience.

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5.6 Priorities

To address its digital infrastructure gaps and prepare for scale, Ikhwezi must prioritize the deployment of essential IT tools that support service delivery, client management, and financial accountability.

The aim is not to over-engineer systems but to implement foundational platforms that can grow with the business while immediately reducing inefficiencies and institutional risk.

Recommended priorities include:

- Deploy a basic CRM tool (e.g., Zoho, HubSpot Free, Bitrix24) to manage leads, client details, bookings, and follow-ups.
- Implement cloud-based accounting software (e.g., QuickBooks, Xero, Wave) to automate invoicing, expense tracking, and reporting.
- Use digital quotation and job tracker templates in Google Sheets to standardize pricing, bookings, and event scheduling.
- Introduce basic cybersecurity measures, including device-level antivirus, cloud backups (e.g., Google Drive), and password management.
- Draft a 6–12 months IT roadmap, detailing system needs by function, estimated costs, and phased implementation plans.
- Explore bundled SaaS tools (e.g., Zoho One or Monday.com) that combine CRM, finance, HR, and task coordination into one dashboard.

These digital investments will enable Ikhwezi to operate more efficiently, build professional credibility, and meet the expectations of funders, clients, and procurement agencies.



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SECTION 6

Operational Capacity



6.1 Introduction



Operational capacity refers to the systems, people, and processes that enable a business to deliver consistent, high-quality services at scale. For an agribusiness like Ikhwezi—dependent on rural sourcing, coordinated delivery, and real-time responsiveness—internal operations must be systematized to reduce inefficiencies, ensure accountability, and maintain service continuity. A well-structured operating model includes clear role definitions, documented workflows, and performance monitoring mechanisms.

At present, Ikhwezi delivers fresh produce to clients across peri-urban and township markets, often under tight timelines and with variable supply. While the company has demonstrated its ability to fulfill orders and sustain market engagement, its operating model remains fully informal. All delivery planning, supplier coordination, and team delegation are performed by the founder, with no written standard operating procedures (SOPs), schedules, or accountability systems in place.

There are no staff job descriptions, contracts, or shift plans. Crew deployment is arranged ad hoc via phone calls or messages, with no formal onboarding, performance reviews, or task tracking mechanisms. As a result, operational knowledge resides exclusively with the founder, making the business highly vulnerable to disruption, quality variance, or coordination breakdowns.

This approach limits scalability and introduces risk, particularly as order volumes increase or client expectations evolve. It also reduces Ikhwezi's attractiveness to institutional buyers who require service level consistency, delivery logs, and operational transparency.

To build a scalable and resilient operation, Ikhwezi must begin transitioning from founder-reliant routines to structured, repeatable systems that can support delegation, performance tracking, and quality assurance.

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6.2 Documentation



The operational documentation submitted by Ikhwezi reflects a business that is active in field execution but lacks formalized internal systems to support coordination, staffing, or service quality assurance.

Most of the enterprise's operations—sourcing, packaging, scheduling, and delivery—are conducted manually, with the founder managing all functions without supporting tools or written processes.

Materials provided for review included:

- WhatsApp message threads confirming orders, pick-up times, and driver coordination.
- Handwritten delivery notes used for tallying quantities and recipient names.
- Photographs of produce packaging and offloading at client sites.
- Informal team lists used to organize casual laborers for loading and delivery.

Not provided:

- Documented standard operating procedures (SOPs) for core workflows.
- Job descriptions, shift rosters, or team assignment protocols.
- Delivery schedules, route plans, or logistics checklists.
- Internal reporting tools to track delivery success, delays, or rejections.
- Performance management systems or records of staff feedback and reviews.

All operational knowledge remains undocumented and resides solely with the founder, who makes decisions in real time based on memory and personal relationships. In its current state, Ikhwezi's operations reflect practical hustle and delivery capability, but not institutional readiness.

To meet procurement standards or support scaling efforts, the business must invest in documenting, standardizing, and tracking its core delivery functions.

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6.3 Key Findings



Ikhwezi has established functional delivery routines and a track record of fulfilling produce orders, but its operational systems remain entirely informal and founder-dependent. The business coordinates sourcing, packaging, and distribution through real-time communication and memory, with no supporting documentation, planning tools, or quality assurance mechanisms.

Operational Indicator	Findings
Organizational Structure	No formal structure exists; all roles, decisions, and coordination handled by founder.
Team Capacity & Resourcing	Casual workers and family members assist ad hoc; no contracts or defined roles.
Standard Operating Procedures	No documented procedures for sourcing, packaging, delivery, or client handovers.
Performance Monitoring	No system in place to track staff output, service timelines, or customer satisfaction.
Scalability Planning	No workforce plan, equipment procurement strategy, or delegation model exists.

Table 4: Operational Capacity Assessment



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6.4 Operational Score



The score for this Domain was obtained by scoring the top five priorities of this domain and adding up their scores.

10.0 %

Organizational Structure

Score: 40%
Weight: 25%
Contribution: 10.0%
Justification: Basic role execution exists, but there are no formal roles or delegation mechanisms..

5.0 %

Team Capacity and Resourcing

Score: 25%
Weight: 20%
Contribution: 5.0%
Justification: Staffing is ad hoc and undocumented; no onboarding or contracts in place.

4.0 %

SOPs and Workflow Documentation

Score: 20%
Weight: 20%
Contribution: 4.0%
Justification :No process documentation; execution relies entirely on founder memory.

2.0 %

Performance and KPI Tracking

Score: 10%
Weight: 20%
Contribution: 2.0%
Justification: No monitoring of delivery timelines, staff productivity, or service quality.

3.0%

Scalability and Planning

Score: 20%
Weight: 10%
Contribution: 3.0%
Justification: No documented plan for team growth, logistics expansion, or role delegation.

Operational Score 24%

6.5 Interpretation



Ikhwezi's operational score of 24.75% highlights a business that has proven its ability to deliver in real-world conditions but lacks the systems necessary for consistency, delegation, and scale. While the company effectively sources and distributes produce, its operating model is wholly reliant on founder oversight, informal communication, and undocumented routines. This exposes the business to coordination breakdowns, service quality issues, and capacity bottlenecks as demand grows.

The absence of documented standard operating procedures (SOPs) prevents the establishment of a repeatable service standard. Without written workflows, new team members cannot be trained consistently, and quality assurance becomes difficult to enforce. Operational planning is reactive, with no structured scheduling, shift planning, or logistics management tools in place.

Additionally, the company lacks the ability to monitor and evaluate its delivery performance. There are no key performance indicators (KPIs), customer feedback tools, or staff accountability mechanisms. This limits Ikhwezi's ability to optimize resource use, track efficiency, or identify service improvement opportunities.

The informal staffing model—relying on casual labor without contracts, defined roles, or performance expectations—further constrains growth. The business cannot confidently bid for larger contracts or participate in institutional procurement processes without demonstrating its ability to coordinate reliable, scalable service delivery.

Overall, while Ikhwezi is operationally active, it must shift from informal practices to structured systems if it aims to build a sustainable, scalable business. Establishing core delivery processes, documenting responsibilities, and introducing basic monitoring tools will significantly strengthen its institutional credibility and operational resilience.

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6.6 Priorities

To build a scalable and resilient operational foundation, Ikhwezi must transition from informal routines to structured processes that support quality, accountability, and team delegation. These priority actions are designed to institutionalize delivery workflows, reduce dependency on the founder, and improve readiness for procurement engagement.



The following interventions are recommended:

- Document standard operating procedures (SOPs) for core service areas: setup, rehearsals, de-rigging, testing, transport, and troubleshooting.
- Create an organizational structure and job profiles, even for freelancers, detailing expected duties, authority levels, and key competencies.
- Develop a basic crew deployment log, tracking who worked where, for how long, and under which project, to support accountability and performance feedback.
- Implement a simple feedback system, allowing clients to rate services, identify gaps, and build a performance baseline over time.
- Establish a weekly delivery coordination system, using tools like Google Calendar, Trello, or Excel to schedule crews, allocate equipment, and track job completion.
- Draft a scale-up plan, identifying when to hire full-time staff, acquire additional equipment, or formalize vendor partnerships based on workload trends.

These low-cost but high-impact interventions will improve delivery consistency, enable growth, and demonstrate operational discipline—qualities essential for funders, ecosystem partners, and institutional buyers.

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SECTION 7

Market Position



7.1 Introduction



Market positioning reflects a company's ability to understand its customers, articulate a compelling value proposition, and implement a structured go-to-market (GTM) strategy. For Ikhwezi—operating in South Africa's informal agrifood landscape—effective market positioning is essential to differentiate from competitors, retain clients, and establish credibility with institutional buyers. A clear GTM strategy, segmentation logic, and consistent brand presence are key indicators of commercial readiness and long-term viability.

Ikhwezi currently serves a range of clients including informal traders, community kitchens, and school nutrition programs. These relationships have been built organically through founder-led outreach and word-of-mouth referrals. While this demonstrates market traction, the company lacks a documented GTM plan, segmented customer profiles, or formal sales and retention strategies. Marketing activity is ad hoc, and there is no system to manage leads, track conversion rates, or optimize sales efforts.

The business operates without a CRM system, marketing collateral, or digital presence beyond personal communication tools. Brand identity is minimal and inconsistently applied, with no logo, brochures, or social media strategy. Client records are stored informally, and there is no analysis of purchasing trends, seasonal demand, or customer lifetime value.

Without structured commercial systems, Ikhwezi remains dependent on founder networks and cannot scale outreach or systematically convert new clients. As the company aims to grow its client base and engage institutional buyers, it will need to formalize its commercial infrastructure—starting with segmentation, value proposition articulation, and lead tracking systems that support predictable growth and client retention.

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7.2 Documentation

The documentation submitted for the market positioning assessment confirms that Ikhwezi operates with limited formal sales infrastructure. Client acquisition, retention, and communication are driven entirely by the founder and executed informally through personal networks, phone calls, and WhatsApp messaging..

Documents reviewed included:

- A basic Excel list of repeat customers, compiled from delivery notes and phone contacts.
- Screenshots of WhatsApp conversations used to confirm orders and negotiate prices.
- Informal photos of product displays at community kitchens and distribution points.
- Verbal descriptions of customer types (e.g., schools, vendors, soup kitchens) and seasonal demand trends.

Not provided:

- A go-to-market (GTM) strategy or sales plan.
- Client segmentation by geography, volume, or procurement type.
- CRM system or sales tracking spreadsheet to monitor leads and conversion status.
- Marketing materials such as flyers, brochures, or branded invoices.
- Social media strategy or website showcasing products, impact, or testimonials.
- Customer feedback tools or retention metrics to measure satisfaction or repeat purchase drivers.

While these findings confirm Ikhwezi's active engagement with local buyers, they also reveal the absence of structured commercial tools. To become competitive in institutional and formal markets, Ikhwezi must begin developing its marketing systems and tools—starting with basic client management, branding, and structured GTM planning.



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7.3 Key Findings



Ikhwezi’s market activity reflects an enterprise with grassroots traction and strong relational engagement, but without the structured commercial systems necessary to scale or professionalize. All client engagement, pricing, and sales processes are founder-driven and manually coordinated, with no supporting strategy, segmentation, or marketing infrastructure.

Market Indicator	Findings
Customer Segmentation	Clients are broadly defined (e.g., schools, traders), but no segmentation model exists.
Value Proposition Articulation	The business offers affordable produce delivery but lacks a formal pitch or sector positioning.
Go-To-Market (GTM) Strategy	No documented plan, marketing funnel, or outreach strategy is in place.
Sales Process and Tools	Sales are initiated through personal outreach; no CRM or pipeline tracking tools exist.
Branding and Market Presence	No formal branding, materials, or online presence; marketing is informal and ad hoc.

Table 5: Market Position Assessment



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7.4 Market & Sales Score



The score for this Domain was obtained by scoring the top five priorities of this domain and adding up their scores.

Market & Sales Score 31%

7.5 %	Customer Segmentation & Targeting Score: 30% Weight: 25% Contribution: 7.5% Justification: Clients are identified broadly, but no structured segmentation or buyer personas exist.
9.0 %	Value Proportion Clarity Score: 45% Weight: 20% Contribution: 9.0% Justification: Ikhwezi delivers value through access and affordability, but messaging is informal.
5.0 %	Go-To-Market(GTM) Strategy Score: 25% Weight: 20% Contribution: 5.0% Justification: No outreach plan, channel strategy, or structured conversion system is in place.
7.0 %	Brand Development & Visual Identity Score: 35% Weight: 20% Contribution: 7.0% Justification: Visual identity is weak; limited brand materials and no online presence exist.
2.25 %	Sales Process & CRM Enablement Score: 15% Weight: 15% Contribution: 2.25% Justification: All sales are manual; no CRM, pipeline, or retention system is in use.

7.5 Interpretation



Ikhwezi's commercial score of 30.0% reflects a business with demonstrated market relevance but no structured systems to support consistent customer acquisition, positioning, or retention. The company has built informal client relationships and secured recurring orders, primarily through word-of-mouth, proximity, and founder engagement. However, these gains are not underpinned by repeatable marketing systems, segmentation logic, or sales tracking infrastructure.

Without formal targeting or value proposition articulation, Ikhwezi is unable to differentiate itself effectively or tailor its messaging to different buyer types. There is no clarity on which segments are most profitable, most loyal, or most strategically aligned. This prevents the company from focusing its limited resources where they would yield the greatest impact.

The lack of a go-to-market strategy, CRM platform, and conversion pipeline also hinders scalability. Leads are not recorded, followed up systematically, or categorized by readiness. The absence of sales data means the company cannot assess conversion rates, optimize campaigns, or forecast demand.

Similarly, brand development is underutilized. There is no visual identity or branded materials to signal professionalism, build recognition, or reinforce credibility. This weakens the company's presentation in institutional spaces where brand consistency and reputation are decision-making factors.

Together, these gaps limit Ikhwezi's ability to grow predictably, present a compelling offer to institutional buyers, or build long-term loyalty among clients. To address these limitations, the business must adopt basic CRM tools, develop its GTM strategy, and define its market segments. These interventions will enable more intentional, data-informed market engagement and enhance the business's procurement and funding prospects.

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7.6 Priorities

To strengthen its market position and improve institutional readiness, Ikhwezi must transition from informal outreach to a structured commercial strategy that supports growth, visibility, and retention. These priorities are designed to establish foundational marketing systems, improve client engagement, and build credibility with funders and procurement stakeholders.

The following actions are recommended:

- Develop a Go-To-Market (GTM) plan outlining key customer segments, marketing tactics, procurement channels, and lead generation strategy.
- Create client personas and segmentation logic based on past client types (e.g., municipalities, corporates, agencies), volume potential, and decision cycles.
- Implement a CRM platform (e.g., HubSpot Free, Zoho, or Excel-based tracker) to record inquiries, monitor pipeline stages, and follow up systematically.
- Design professional marketing collateral, including sector-specific one-pagers, pitch decks, branded quotations, and services brochures.
- Enhance brand visibility, using social media (Instagram, LinkedIn) and a basic website to showcase projects, testimonials, and compliance credentials.
- Track sales metrics, such as leads generated, quotations sent, jobs booked, and average revenue per client, using a weekly dashboard.
- Implement a feedback loop, requesting post-event ratings and testimonials to drive service improvement and repeat business.

These interventions will help Ikhwezi professionalize its market engagement, support customer retention, and prepare the business for institutional partnerships and contract opportunities.



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SECTION 8

Governance



8.1 Introduction



Governance refers to the internal structures, policies, and oversight mechanisms that guide decision-making, ensure accountability, and promote ethical conduct within a business. For enterprises seeking to engage institutional funders or participate in public procurement systems, strong governance is a non-negotiable requirement. It reflects the business's ability to manage risk, uphold compliance, and make transparent, well-documented decisions.

In the case of Ikhwezi, governance is limited to statutory compliance. The company is formally registered and possesses a valid B-BBEE affidavit. However, there are no internal governance frameworks in place. Decision-making is centralized in the founder, with no board, advisory group, or external oversight. There are no documented policies guiding procurement, ethics, conflict of interest, or data protection.

Without formal governance mechanisms, the business is exposed to operational and reputational risks. The absence of delegated authority structures means that key functions—such as financial approvals, vendor selection, and performance review—are handled without checks or traceability. This creates vulnerabilities, particularly when scaling operations, managing multiple team members, or handling sensitive information.

Moreover, without a documented governance charter, Ikhwezi cannot demonstrate how it manages risks or upholds compliance with sectoral or contractual standards. This makes it difficult to engage with funders, development partners, or procurement offices that require evidence of structured oversight and ethical management.

To meet institutional expectations and prepare for scalable growth, Ikhwezi must introduce basic governance tools and routines. These include advisory structures, internal policies, and risk registers that ensure transparency, reduce founder dependency, and enable responsible leadership.

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8.2 Documentation



The documentation submitted for assessment confirms that Ikhwezi's governance systems are limited to foundational compliance requirements. The company is registered with the Companies and Intellectual Property Commission (CIPC) and holds a valid B-BBEE affidavit. However, no internal governance documents were provided to demonstrate how decision-making, accountability, or risk management is structured within the organization.

Documents reviewed included:

- CIPC company registration indicating active business status.
- VAT registration reference
- Level 1 B-BBEE affidavit

Not provided:

- No governance charter, board meeting records, or decision logs
- Advisory board or oversight structure to guide strategic or ethical matters.
- Internal policies on procurement, ethics, financial approvals, or human resources.
- Risk register, compliance monitoring plans, or audit schedules.
- Delegation of authority framework or written escalation procedures.
- Whistleblower mechanisms or formal grievance processes.

All governance-related activity appears to be managed informally by the founder, with no written documentation to support transparency, oversight, or role separation. It also undermines the credibility of the business in the eyes of institutional funders and public-sector partners, who often require formal governance systems as part of due diligence and contract eligibility.

To align with minimum institutional standards, Ikhwezi must begin developing core governance documents that define internal conduct, guide decision-making, and create mechanisms for risk oversight and accountability.



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8.3 Key Findings



Ikhwezi has satisfied basic legal registration and B-BBEE compliance requirements but lacks any internal governance systems or oversight mechanisms. The absence of written policies for a business aiming to engage funders, enter procurement pipelines, or scale operations responsibly.

Governance Indicator	Findings
Legal Registration & Tax Status	Company is registered and VAT compliant with Level 1 B-BBEE affidavit.
Board Structure and Oversight	No board or advisory structure exists; the founder makes all decisions unilaterally, without formal review or escalation.
Policy Framework	No internal policies are in place for HR, procurement, ethics, safety, or compliance; informal decisions are made without documentation..
Risk Management	No register, matrix, or protocol exists to track, mitigate, or assign responsibility for operational or compliance risks .
Compliance Monitoring	No review mechanisms for statutory compliance, filings, or internal controls.

Table 6: Governance & Compliance Assessment



8.4 Governance Score

The score for this Domain was obtained by scoring the top five priorities of this domain and adding up their scores.



18.75 %

Legal Registration & Statutory Status

Score: 75%
Weight: 25%
Contribution: 18.75%
Justification: Company is fully compliant with CIPC, VAT, and B-BBEE requirements.

2.0 %

Board Governance & Oversight

Score: 10%
Weight: 20%
Contribution: 2.0%
Justification: No advisory board or oversight function; decisions centralized in the founder.

1.0 %

Policy Framework

Score: 5%
Weight: 20%
Contribution: 1.0%
Justification: No written policies on HR, procurement, ethics, or compliance..

1.0 %

Risk Management

Score: 5%
Weight: 20%
Contribution: 1.0%
Justification: No risk identification or mitigation tools in place.

2.25%

Compliance Monitoring

Score: 15%
Weight: 15%
Contribution: 2.25%
Justification: External compliance is maintained, but there are no internal review mechanisms.

Governance Score 23%

8.5 Interpretation



Ikhwezi's governance score of 23.0% highlights a foundational compliance posture without the internal mechanisms needed to support transparency, ethical decision-making, or institutional accountability. The business has satisfied core statutory obligations—such as registration, VAT compliance, and B-BBEE certification—but it lacks the formal governance structures expected by funders, public-sector partners, and formal procurement frameworks.

Currently, the company operates under a centralized model where the founder makes all strategic, operational, and financial decisions. While this may be efficient at a micro-enterprise level, it presents significant risks as the company scales. Without a delegation framework, internal policies, or advisory oversight, there is no mechanism to ensure consistency, challenge decisions, or manage conflicts of interest.

The absence of documented policies on procurement, human resources, and ethics also weakens the company's ability to uphold best practices or meet institutional criteria. This is particularly problematic when bidding for government contracts or applying for grants, where policy frameworks and internal accountability systems are mandatory.

Furthermore, Ikhwezi has no risk register, escalation protocols, or compliance monitoring procedures. This leaves the business unable to proactively manage operational, financial, or reputational risks—key considerations for partners looking to engage in long-term, trust-based relationships.

For Ikhwezi to transition into a fundable and procurement-ready organization, it must move beyond statutory compliance and embed internal governance mechanisms. These should include policies, advisory structures, and risk management routines that build credibility, reduce founder dependency, and support responsible business growth. reduce risk, and reinforce long-term strategic resilience.

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8.6 Priorities

To institutionalize its governance and increase procurement eligibility, Ikhwezi must implement foundational governance structures that promote transparency, mitigate risk, and support strategic oversight. These interventions should be practical, scalable, and aligned with best practices for early-stage enterprises transitioning into formal procurement or funding environments.

The following governance priorities are recommended:

- Establish an advisory board with two to three experienced professionals who can support strategic guidance and accountability.
- Develop a governance charter, documenting roles, decision rights, and oversight processes—including frequency of reviews and escalation protocols.
- Draft core organizational policies, including HR conduct, procurement practices, ethics and anti-corruption, health & safety, and data handling.
- Create and maintain a risk register, identifying key operational and reputational risks, responsible persons, and mitigation actions.
- Schedule quarterly compliance checks, including statutory document reviews, policy updates, and staff compliance refreshers.
- Document board/advisory meeting minutes, internal decisions, and approvals to build an institutional audit trail.

These governance enhancements will reduce key-person dependency, align with institutional expectations, and signal professionalism to external partners and funders.



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SECTION 9

Conclusion



9. Conclusion



This As-Is Analysis confirms that Ikhwezi is a mission-driven agribusiness with visible operational activity, strong community engagement, and relevance in addressing rural market access and food security challenges. The enterprise is legally registered, B-BBEE compliant, and actively delivering value through fresh produce aggregation and distribution. Its grassroots model reflects social impact alignment and delivery traction—particularly in servicing low-income markets, informal traders, and community nutrition programs.

Despite these strengths, the composite readiness score of 26.57% highlights Ikhwezi's institutional immaturity across five key domains: Finance, IT, Operations, Market, and Governance. The business remains structurally informal, reliant on the founder, and without the systems, documentation, or controls required to scale or qualify for procurement and investment.

Financial practices are undocumented, with no accounting systems, budgeting tools, or reporting processes. The business operates without digital infrastructure for client, delivery, or financial tracking. Operational workflows are informal, lacking SOPs, team roles, or performance metrics. Commercial engagement is reactive, with no go-to-market strategy, CRM system, or brand identity. Governance is limited to statutory filings, with no internal policies, advisory oversight, or risk mitigation mechanisms.

The findings in this report provide a detailed diagnostic baseline from which to build. They form the foundation for the Gap Analysis, To-Be Architecture, and Strategic Roadmap that will enable Ikhwezi to transition into a scalable, procurement-ready, and investment-attractive agribusiness. By addressing these structural gaps, the enterprise can unlock new markets, deepen its social impact, and build the institutional credibility required for long-term sustainability.



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