

Seda WORKSHOPS  
ENABLE  
AFRICAN TRADE

1

Seda STARS SHINE  
AT  
the dti AWARDS

4

DEVELOPING GIANTS  
READY FOR  
THE NEXT STEP

7

BAMBOO BEATS  
A NEW PATH  
TO SUCCESS

8



## Success Through Succession

Sports fans (and which true South African isn't?) all understand the importance of succession in their team's fortunes. Whether you follow soccer, cricket, rugby or any other team sport, it's vital that your team has a settled and sound management, an insightful coach who can communicate with and motivate the players, and a squad that mixes experience and youth, individual brilliance and teamwork. The best teams are also not afraid to leave the beaten path, to try something different and import specialist skills or tactics if it will give them an edge.

Most importantly, these qualities cannot apply for just a single season or even several seasons. There must be succession plans in place to ensure that the retirement or trading of a coach or top player doesn't leave the team struggling to maintain form. Long-term success is only repeatable through succession and continuity.

These same principles apply to the entrepreneurial SMME sector of the national economy.

The good news is that our South African 'team' of small enterprise owners is geared for long-term success, and there is ample evidence in this edition of Imbadu.

Let's start with the management. Although Seda is not the only player in promoting and assisting small enterprises in South Africa, it is a major player. Following a concerted effort to stabilise the organisation in previous years, Seda is now operating with stability and sustainability, meeting most targets and exceeding many. You can find key figures and a summary of the 2010/11 performance on page 9.

Then we move to the coaches, our team of Business Advisors and other specialists whose guidance and mentorship helps our entrepreneurs to reach their full potential. Initiatives like the Entrepreneur's Day events and workshops have become established and repeatable successes. Check out pages 2-3 for details.

However, the management and coaches can only do so much; the players themselves must deliver the results on the field. That starts with the players being given "game time" and a chance to showcase their talents. In this edition, we feature a report on the Durban Business Fair (page 6) and an exciting international initiative to create opportunities beyond our borders (page 1).

Our entrepreneurial team is also willing to try out new tactics and methods in attaining success. See for yourself how a new project in Mpumalanga has imported a foreign 'star' to create jobs while contributing to the national environmental and emissions reduction priorities.

Finally, even in team sports, there are awards to recognise individual brilliance. Our feature article for this edition (pages 4 & 5) covers the dti Awards and the individual Seda clients who have earned their accolades as "player of the year".

Based on this evidence, there is no doubt that South Africa's entrepreneurial team is not only reaping the benefits of talent, planning, innovation, hard work and sound management. We are also set to continue and compound these benefits well into the future.

**Editorial Team**



# Contents

- 01 Seda workshops enable African trade
- 02 Entrepreneur's Day offers one-stop-shop support
- 03 Seda reaches out to NC entrepreneurs
- 04 Seda stars shine at dti Awards
- 06 Seda takes centre stage at Durban Business Fair
- 07 Developing giants ready for the next step
- 08 Bamboo beats a new path to success
- 09 Seda wraps up another successful year

# Seda workshops

## ENABLE AFRICAN TRADE

Increased trade between African nations has been identified as crucial for unlocking the continent's economic growth potential. Speaking at the SADC-COMESA-EAC Tripartite summit meeting in Sandton, President Jacob Zuma noted, "Removing barriers to intra-African trade will not in itself lead to the realisation of our full potential for growth... We must simultaneously design interventions that will build production capabilities to fully take advantage of more open regional markets."

This also entails interventions to foster exporter-customer relationships and capacitate businesses - particularly small enterprises - with the skills and knowledge to identify and leverage export opportunities. This is the goal of a new Seda workshops initiative announced by CEO Hlonela Lupuwana.

"The *Doing Business Africa Workshops*, rolled out across the country, help export ready small enterprises to identify trading opportunities in Africa and learn the ropes of trading in the continent," explains Lupuwana. "The workshops bring together export industry experts as well as representatives from African countries to interact with small enterprise owners. The workshops are essentially networking sessions where small enterprises learn about the dynamics of trading in Africa with regard to exporting and importing."

Workshop attendees receive first-hand information from representatives of African countries about the opportunities available in their markets, and how SMMEs can access these markets. Countries participating at the workshops include Botswana, Tanzania, Benin, Mozambique, Zambia and Angola among others.

The workshops cover a broad range of topics such as:

- International commercial terms (incoterms), freight, customs etc.;
- Export processes;
- Understanding the global environment; and
- Incentives scheme.

The overarching goal of the workshops is to increase trade, especially in the SMME sector, to help Africa realise its growth potential. Hlonela Lupuwana continues, "Many countries, especially those in the East, are realising that Africa is the next big world market and, accordingly, have positioned themselves to take full advantage of Africa's future growth. Our obligation as an organisation working with small enterprises in South Africa is to ensure that our small enterprises also fully participate and take advantage of these opportunities by contributing to intra-African trade."

The workshops are being held in every province and run over two days. Workshops have already concluded in Mpumalanga, Northern Cape, North West and Eastern Cape.

Workshop places are limited so registering in advance is essential. If you would like to attend a *Doing Business Africa workshop*, please contact your nearest Seda office.



The different speakers at the workshops held around the country.



# Entrepreneur's Day offers ONE-STOP-SHOP SUPPORT

Entrepreneur's Day has become a prominent fixture on the Seda calendar, consisting of a number of events aimed at supporting small enterprises. Recently, Seda hosted an Entrepreneur's Day at Kapenta Bay in the KwaZulu-Natal coastal town of Port Shepstone. Seda partnered with the uGu District Municipality and Hibiscus Local Municipality in hosting the event. Entrepreneur's Day was also supported by the Department of Trade and Industry, the KZN Department of Economic Development and Tourism, Ithala, Khula Enterprise Finance and the South Coast Chamber of Commerce.

Seda's aim in staging this event was to provide pre start-up and start-up enterprises (operational for two years or less) with information and advice to either start or improve their businesses. More than 300 people participated in the event and 13 organisations exhibited their products and services.

"The benefit of these events is that all support services are integrated in one place, offering easy access to the entrepreneurs who attended," explains Lindani Dhlomo, Seda's Provincial Manager for KZN. "The main objective was to empower even more entrepreneurs with knowledge of the resources they will need to start or grow their businesses".

The event gave KZN entrepreneurs the opportunity to network and receive advice on starting, registering and running their business; forming a cooperative; and accessing funding from a range of exhibiting SMME support institutions. Further advice and expertise was offered by government departments and agencies, banks and financial institutions, organised businesses and corporates.

"Start-up enterprises are playing a vital role in job creation and must be supported to grow and become sustainable," states Koenie Slabbert, Seda COO. "The South African economy has lost jobs during all four quarters of the 2010/2011 financial year. Yet, for this same period, 27% of Seda assisted clients reported an increase in the number of people employed by their business. This illustrates the importance of small enterprises to the economy. Although these Entrepreneur's Day events target micro enterprises, which are not viewed as significant employment creators," says Slabbert.

The Kapenta Bay Entrepreneur's Day was a great success and reflects how these events have grown over the past few years. In 2009 the Entrepreneur's Day programme attracted 3488 potential and existing entrepreneurs nationally, of which 82% were first-time attendees. Since then, this figure has almost doubled to more than 6000 attendees nationwide.

"This can only mean that entrepreneurs are increasingly recognising the value of Entrepreneur's Day. We expect huge growth again this year as entrepreneurs realise the importance of having the right information," concludes Koenie Slabbert.

*The Seda KZN Provincial Manager, Mr Lindani Dhlomo, speaking at the Entrepreneur's Day event in Port Shepstone.*



*SMMEs participating during the question and answer session.*

## Seda reaches out to NC ENTREPRENEURS

Seda Northern Cape, in conjunction with its stakeholders, held its 4th Ntataise Entrepreneur's Day event recently at Upington in the Siyanda District. The Entrepreneur's Day events are a national initiative held annually in all nine provinces. The strategic objective of Entrepreneur's Day is to foster and promote the culture of entrepreneurship in South Africa as well as ensure equitable access to business support services for small enterprises. The 2011 campaign was held under the theme '*Integrating all support services to benefit entrepreneurs*'.

Through these events, information is shared with prospective entrepreneurs in need of pre-start-up and start-up assistance, not only from Seda but other important stakeholders within the SMME development sector.

The Northern Cape has chosen to retain the name "Ntataise" for the event. Loosely translated, this Setswana word means "baby walk", "teaching to walk", "assisting to get on their feet", mentoring and providing support and guidance. The implication is that Seda, in partnership with stakeholders in the enterprise development arena, commits itself to hand-hold those pre-start-up and start-up entrepreneurs who so often find the business environment too daunting to tackle alone.

The objectives of the two day event were:

- To present lectures on key issues where entrepreneurs are facing challenges in the day-to-day running of their business;
- To create opportunities for business owners to gather information and seek advice from the stakeholders present;
- To actively participate in discussions around the typical challenges that entrepreneurs are faced with in starting or managing their businesses; and
- To network with other business owners.

Peer education and interaction are key principles of the Entrepreneur's Day approach. During the proceedings, an opportunity was provided to those Northern Cape entrepreneurs, assisted by Seda and other stakeholders during the past year, who wished to share the benefit of their experiences. Two entrepreneurs presented their success stories, which clearly served as an inspiration to their peers facing the same challenges.

Although the Entrepreneur's Day events focus naturally on the serious side of starting and managing a business, the programme also contained fun and social activities like a Fashion Show. The success of the Entrepreneur's Day event was crowned by the customary gala dinner, which paid homage to the achievements of SMMEs and the stakeholders who have supported them.

Seda Northern Cape is already looking forward to the 2012 Ntataise Entrepreneur's Day event, where once again we will help entrepreneurs to take their first tentative "baby steps" in the business world - and then go on to become self-sufficient, independent and successful enterprises in their own right.

*Father Gift Van Staden, the District Mayor of Siyanda District Municipality welcoming delegates at Ntataise Entrepreneur's Day Event.*



*Various products displayed by SMMEs during Ntataise event*





# Seda stars shine

## AT THE dti AWARDS

The annual Department of Trade and Industry (dti) Technology Awards is a highlight event on both the dti and Seda calendars. The ceremony grants four awards to each of three specialised initiatives under the dti ambit: the Seda Technology Programme (Stp), the Support Programme for Industrial Innovation (SPII) and the Technology and Human Resources for Industry Programme (THRIP). Award winners represent the best in their respective industries, as Seda's clients have again shown at the 2011 awards.

"The Stp section of the Technology Awards seeks to identify and honour those who excel at business incubation, technology transfer and quality & standards technical support, along with the cream of SMME enterprises," explains Elia Netshisaulu, Project Officer who also served as Seda's Project Leader for the Technology Awards. "All Seda supported clients are eligible for the four awards in the Stp category and we encouraged all clients to submit applications. Award winners receive a plaque from the dti along with national media recognition for their achievements. Their work will also be highlighted by Stp to foster prestige and increased publicity for the worthy winners."

Twenty Stp clients submitted applications which were evaluated by the adjudication panel comprising Seda representatives Ranjit Alummoottil (Stp Executive Manager), Tervern Jaftha (Senior Manager for Quality & Standards), Marion Brauns (Manager for Incubation) and Nosipho Khonkwane (Former Senior Manager for Technology Transfer) along with two dti representatives Nonhlanhla Shembe and Patrick Mtsweni and based on their outstanding performance the winners were:

### Incubator of the year: Seda Construction Incubator (SCI)

Based in Durban, the SCI develops emerging contractors through providing both technical and business administration skills which are geared towards the efficient management of their businesses. The available resources range from skills provided by staff and consultants to administration back-up, legal and technical information. As such, the SCI serves as a comprehensive one-stop resource centre. The other finalists were the Soshanguve Manufacturing Technology Demonstration Centre (SMTDC) and the Seda Platinum Incubator.

*Right: Elia Netshisaulu: Stp Project Officer*

*Far Right: Finalist for Best Performing TTF Intervention: Amelia Ramphadi of Amelia Women Projects handing out one of her samples to the Deputy Minister of Trade and Industry: Ms Elizabeth Thabethe.*

### Most Successful Graduated Incubatee: Lakeshore Trading 102

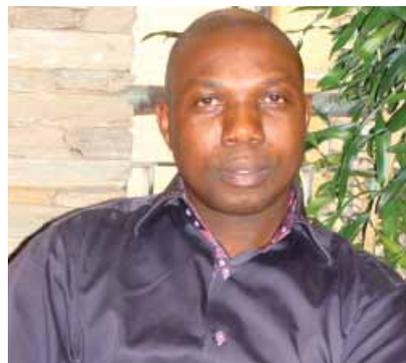
With Seda's help, Lakeshore Trading 102 CEO Delisile Nyanda has grown this company with remarkable speed and success. When it joined the incubator, Lakeshore was an entry level contractor with a level 2 CIDB grading. Under the guidance of the SCI, they were able to deliver all their high quality projects within budget and on schedule. As a result, they have become an emerging force in construction, growing their annual turnover from R1 million in 2007 to its current level of around R13 million. The other two finalists in this category were Velile Business Enterprise and Sinotho Electrical and Civil Contractors.

### Best Performing Quality Intervention: Guard-4-Sure Security Services (Pty) Ltd

Guard4Sure is a Pretoria-based ICT Security Specialist Company operating in the Security, Risk Management and Loss Control fields. To fulfill their vision of customer service excellence, they have developed functional Quality Objectives for each business unit or level, as a means of continuously tracking and improving their products and services. This programme was implemented and achieved through the intervention of the Quality and Standards division of Stp. Other finalists in this category were Sinjana Engineering (Pty) Ltd and Revival Products CC.

### Best Performing Technology Transfer Fund Intervention: L and W Precision and General Engineering

Located at Bellville in the Western Cape, L and W Precision and General Engineering is an independent company offering tool-making, manufacturing, machining, plastic injection moulding, repairs and maintenance to customers. The company used its Technology Transfer Fund incentive to purchase a CNC Lathe and Surface Grinder which enabled L and W to do most of its work in-house. Outsourcing was reduced, the end product improved tremendously and profitability increased. This resulted in the business converting temporary jobs into permanent positions and has set the company on the path to increased production volumes and sustainable profits. The other finalists were Mbunu B Farming Cluster and Amelia Women Project CC.





The dti Technology Awards is more than just a prize-giving ceremony. Each year, the gala dinner is preceded by a two day exhibition in which finalists in the various categories get to showcase their products, services and achievements to the public and media. In addition, the awards are not hosted in just the major centres of Johannesburg, Pretoria or Cape Town. Instead, the event is held in a different province each year, allowing local scholars to visit the exhibition and pique their interest in technology-related fields and careers.

The 2011 awards were held at Bolivia Lodge in Polokwane late last year. The Seda finalists were among the five hundred VIP guests at the black-tie event. Dr Rob Davies, Trade and Industry Minister, was the keynote speaker and also presented the awards to the deserving winners.

“The three day event was a highly rewarding experience for all concerned,” confirms Elia Netshisaulu, “Around 400 Limpopo scholars attended the exhibitions, and many were excited about the prospect of entering the field of technology. Our finalists also used this opportunity to network among themselves and with other businesses and resource providers who could assist them. The date and venue of the 2012 dti Technology Awards has not been announced yet. But I urge all our Stp clients to keep an eye out for it and submit their applications on time,” concludes Netshisaulu.

Imbadu will be announcing these details and previewing the 2012 awards. So be sure to check out future editions for further information.



- Above, top to bottom:*
1. *Best Performing TTF Intervention: Limpopo MEC for Economic Development and Tourism, Mr Pitso Moloto, Winner: Ms Wendy Manuel of L & W Precision and General Engineering, Deputy Minister of Trade and Industry: Ms Elizabeth Thabethe and Minister of Trade and Industry: Dr Rob Davies*
  2. *Most Successful Graduated Incubatee: Limpopo MEC for Economic Development and Tourism, Mr Pitso Moloto, Deputy Minister of Trade and Industry: Ms Elizabeth Thabethe, Winner: Ms Delisile Nyanda of Lakeshore Trading 102, and Minister of Trade and Industry: Dr Rob Davies*
  3. *Best Performing Quality Intervention: Deputy Minister of Trade and Industry: Ms Elizabeth Thabethe, Winner: Mr Percyvale Mangena of Guard-4-Sure Security Services (Pty) Ltd, and Minister of Trade and Industry: Dr Rob Davies*
  4. *Incubator Of The Year: Limpopo MEC for Economic Development and Tourism, Mr Pitso Moloto, Winner: Mr Mthunzi Nyandeni of Seda Construction Incubator, Deputy Minister of Trade and Industry: Ms Elizabeth Thabethe and Minister of Trade and Industry: Dr Rob Davies*



## Seda takes centre stage at DURBAN BUSINESS FAIR

The Durban Business Fair, previously known as the SMME Fair, is the leading small business expo in Southern Africa. 2011 marked the 13th Small Business Fair and was held at the Durban Exhibition Centre. As expected, Seda was a primary role player in the success of the Fair.

The Fair featured a revitalised look and feel, along with a new approach to exhibitors and information sharing sessions. The aim is to leverage opportunities for business by forging and strengthening linkages between small and larger businesses. Seda demonstrated its commitment to these goals by being one of the major sponsors of the Fair, and hosting a well-attended presentation on how Seda programmes and initiatives can help small businesses and entrepreneurs.

As ever, the major benefit of the Fair was the opportunity for SMMEs to showcase their products and services, and market themselves to Fair visitors and potential clients. Networking among businesses is also a key focus and attraction. The success of previous Fairs resulted in the hosts broadening the target areas to include the secondary Central Business District in Durban, as well as outlying townships and rural areas. Apart from a greater attendance by KwaZulu-Natal visitors, the Fair also drew representatives of government, NGOs, educational institutions, industry and even international buyers. Tourism-related businesses, in particular, relished the opportunity to interact with the thousands of visitors.

To signify the importance which Seda attaches to this annual showcase, CEO Hlonela Lupuwana attended the Fair, using the opportunity to chat with Seda clients and discuss ways in which Seda can assist them further in establishing and growing their enterprises. The prominent Seda stand, with its breathtaking features, attracted 682 registered visitors over the three days, helping our organisation to gain new clients and raise awareness of the value that Seda brings to the SMME sector.

As is customary with expos which target SMMEs, Seda also sponsored 20 SMME clients to exhibit during the event. For many, this was their first major expo and presented a golden opportunity to showcase their wares. Sonto Duma, founder of Dumabezwe Ethnic Designs, was one of the delighted recipients of the Seda sponsorship and was thrilled with her experience of exhibiting.

**“I made R3000 in direct sales and also secured an order from a new customer - a buyer from the US who wants local bags and belts,” beams Duma.**

These and other success stories demonstrate the event’s proven capacity for increasing business and even generating export opportunities. The Durban Business Fair seems set for a long and rewarding tenure as the premier annual event for SMMEs, not just in KwaZulu-Natal but throughout South Africa. With Seda’s ongoing contributions, the Fair is poised to grow from strength to strength.



*Seda CEO: Ms Hlonela Lupuwana with Mr Nathi Mzila, KZN Marketing Specialist, Ms Sa Ngidi, Senior Manager: Office of the CEO and Mr Koenie Slabbert, Seda COO interacting with one of Seda’s SMMEs exhibiting at the Fair.*

## DEVELOPING GIANTS ready for the next step

Due to our common status as developing economies with regional prominence, South Africa undertakes many joint projects with its partners in the Brazil-India-South Africa (BRISA) alliance. This naturally includes initiatives to develop small enterprises, undertaken respectively by Seda, the National Small Industries Corporation (NSIC) of India and the Brazilian Micro and Small Business Support Service (SEBRAE). Recently, Seda hosted the Indian and Brazilian delegations for the 5th Summit on Small Business.

The theme for the Summit was “Enhancing Opportunities for Sustainable Job Creation”. The discussions and outcomes of the Summit indicate that this relatively young partnership is not only maturing rapidly but ready to move to the next level of cooperation, with multiple benefits for SMMEs in all three countries.

To date, collaborations have focused on:

**Promotion of access to technology and innovation:** Seda’s Manufacturing Technology Demonstration Centre (SMTDC) was the direct result of cooperation between Seda and NSIC. Seda delegates have also benefited by visiting the Itaipu Technological Park in Brazil, which encourages the establishment of technology-based companies to develop innovative products and services.

**Exchange of knowledge and best practice:** almost one hundred Seda Business Advisors and Branch Managers have benefited from the International Best Practice Exposure Programme. This initiative facilitates visits to Brazil so that Seda personnel can witness first-hand how SEBRAE helps their entrepreneur customers. Seda has reciprocated by hosting Brazilian delegations and showcasing Seda facilities and government strategies to assist small business.

**Promotion of access to markets for small enterprises:** at the last Summit, it was agreed that all three countries would develop their own “access to market” portals. The Trade Point portals operated by Seda represent South Africa’s portal. The exciting prospect is that Trade Point and the equivalent portals of NSIC and SEBRAE may soon be merged into one common platform.

The 2011 Summit concluded that, as beneficial as the existing programmes have been, there is scope for so much more than mere skills transfer and knowledge exchange. Accordingly, the three partners have agreed to broaden cooperation to include the following:

**Skills transfer and technical support:** this will be extended to include e-learning best practices, best practice skills and professional exchange programmes, sharing of BEE and women empowerment models, and SEBRAE’s Local Innovation Agents Programme to be shared with Seda.

**Business to business linkages:** apart from merging the three access to market portals, the partners will promote knowledge exchange on Trade Fairs.

**Incubation:** Seda will examine the Rapid Incubation Model of NSIC with the view to possibly creating youth incubators in South Africa.

**Performance and Credit Rating for SMMEs:** Seda will facilitate a relationship between development finance institution Khula (now Seta) and NSIC to pursue this model.

The spirit of willing cooperation between Seda, NCIS and SEBRAE augurs well for the future of small enterprise development in all three countries. Keep an eye out for more news of these developments in future editions of Imbadu.



*An educational tour for The Indian and Brazillian Delegation at the Hector Peterson Museum in Soweto.*



# BAMBOO beats a new path to SUCCESS

Seda, in partnership with Eqstra Flexi Logistics and Food & Trees for Africa, has launched a bamboo forestry project at Leandra near Secunda in Mpumalanga province. The project is geared towards both environmental and social responsibility benefits, and also serves as a showcase model for carbon emissions reduction as well as enterprise development.

But why bamboo, and not an indigenous African species? The answer lies partly in bamboo's spectacular growth rates. Scientists have recorded growth rates of up to 100cm per day for bamboo trees, although the bamboo species is officially classified as a grass and not a tree. As a result, bamboo matures and can be harvested and replanted within a seven year cycle, as opposed to 30-50 years for most tree species.

In addition, a bamboo grove produces 35% more oxygen than the equivalent area of trees, and also requires much less in terms of fertilisers, pesticides and irrigation. Bamboo is also a versatile product used in the manufacturing of clothing, flooring, building materials and other products.

“Combine all these factors and it's no wonder that bamboo is such a popular species among environmentalists,” notes Koenie Slabbert, Chief Operations Officer of Seda. “Apart from the specific socio-economic benefits of this project, it also contributes significantly to the national initiative, led by President Jacob Zuma, to plant more trees and reduce human impact on the environment.”

To date, the project has created employment for sixty local residents of Leandra. Thanks to Seda support, all have received training in the day-to-day running of the project. Walter Hills, CEO of Eqstra Holdings, believes that these benefits are set to multiply, with the potential to ultimately create more than six hundred jobs in the community.

Sixty hectares of bio-energy plantation land have been assigned for the agroforestry planting of bamboo trees. Although bamboo is the primary product, the project also includes the cultivation of oil producing plants, intercropped with red speckled beans and vegetables. One of the long-term goals is the planting of trees to produce crude vegetable oil for bio-diesel production.

“One of the greatest benefits of this plan is that it will have no negative environmental impact on the ecosystem. There is no waste to dispose of as all the products are usable, some even for energy purposes,” explains Willem Malherbe, director of Renewable Energy Solutions.

Speaking on behalf of the Department of Agriculture, Rural Development and Land Administration, Thandeka Nkosi hailed the project for its contribution to food security, job creation in agriculture, and youth empowerment in the Leandra region, as well as the broader benefits of eco-sustainability and economic growth of the country.

Jeunesse Park, founder of Food & Trees for Africa, points out that this project's unique blend of environmental sustainability, job creation and youth empowerment aspects makes it a first for not only South Africa but also the world. “Similar organisations around the globe are watching our progress with great interest, so I encourage all role players to go the extra mile in ensuring a successful outcome,” concludes Park.

8  
JANUARY - APRIL  
Imbadu



*Mpumalanga Provincial Manager: Ntokozo Majola, plants a bamboo tree during the launch.*

# Seda wraps up

## ANOTHER SUCCESSFUL YEAR

It is heartening to know that the 2010/2011 financial year marked another milestone of success on Seda's path to achieving its goals. This was confirmed by the release of the organisation's Annual Report late last year. Seda Board Chairperson, Mr Linda Mngomezulu, revealed that the organisation had met and exceeded the targets on 77% of its 52 planned indicators. For 28 of these indicators, the target was exceeded by more than 5%. Those targets which were not met were due mainly to performance areas which were not implemented due to operational changes during the year.

### Client business growth and satisfaction

This is a key area for Seda: the performance of our SMME clients and how satisfied they are with Seda's services. During the year, 37% of clients assisted by Seda reported an increase in turnover. Client surveys indicate that 96% of clients rated Seda's Business Advisors as good or excellent; 93% found Seda's services satisfactory, and 89% rated Seda's service providers as satisfactory.

### Transformation

Seda has successfully brought economically disadvantaged people into economic activity, while ensuring that its client base fairly represents the country's demographics. Of the total Seda client base, 92% are black-owned enterprises, exactly half are women-owned, and just under half (48%) are owned by youths.

### Job Creation

The Seda Technology Programme (Stp) established 202 new SMMEs via the virtual incubation model. This, in turn, created 893 direct jobs, 2920 indirect jobs and 1492 casual jobs.

### Partnerships

Seda does not operate in a silo but in partnership with other small business role players. Together, these partners contributed R9.63 million towards Seda's small business development activities during the year. In total, Seda maintains 93 partnerships which entail mutual benefits such as:

- Co-location where Seda does not have a branch,
- Capacity building of Seda practitioners through international best practice programmes,
- Business linkages for SMMEs,
- SMME support, and
- Information and knowledge sharing.

*Right top: Seda Executive Team, Seda Board and the DG of Trade and Industry, Mr Lionel October during a question and answer panel discussion at the ASF.*

*Right bottom: Ntsie Manufacturers and Projects and Iluba Longlife Flowers, were some of the SMMEs that showcased their products at the Seda Annual Stakeholder Forum.*

### Financial management

For the third year running, Seda received an unqualified audit opinion from the Auditor-General, assuring all stakeholders that the organisation's financial management is sound and healthy.

### The road ahead

Seda's strategic focus for the next three financial years will place a great deal of emphasis on the following:

- Entrenching the 'client journey' approach as the model for meaningful and sustainable support;
- Working with large scale projects and establishment of secondary cooperatives; and
- Up-scaling the incubation footprint.

Mngomezulu explains that this new strategic focus is in line with the country's objectives to create employment.

"We are confident that as we consolidate our programmes and reach more clients with an even higher job output potential, we would have made considerable progress by the next review period in achieving the long term goal of improving the economic participation of small enterprises in our country," concludes Mngomezulu. That is great news for the SMME sector, and brings a message of hope and optimism for 2012 and beyond.



# Payments of over R300 million have been made to SMEs through our Hotline



Have you been waiting for payment from government institutions for more than 30 days? Our Public Sector SMME Payment Assistance Hotline helps facilitate late payments from public sector or government institutions.

Call us on **0860 766 3729** with this information at hand:

- Your company name & banking details
- Details of public institution & contact person
- Invoice number, amount & date of submission
- Purchase order number

Or visit [www.seda.org.za](http://www.seda.org.za) and find out how we can help you.

*\*Seda is not a financial institution and does not provide business loans.*

*Together Advancing Small Enterprise Development*

**seda**   
SMALL ENTERPRISE DEVELOPMENT AGENCY  
a member of the dti group