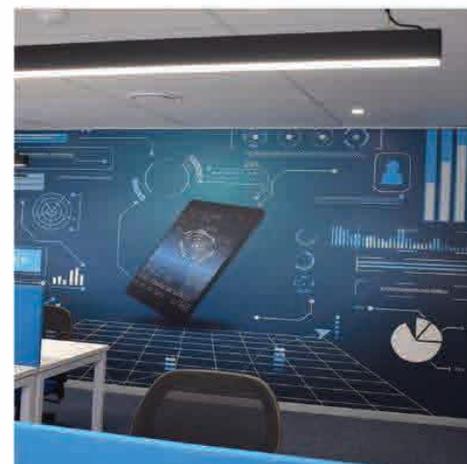


National Integrated Small Enterprise Development (NISED) Masterplan

Final Draft (Executive Summary)



Theme for Masterplan

Through partnerships we can support and develop Small Enterprises and advance economic recovery, growth and job creation. Together we can build sustainable and competitive small enterprises for inclusive economic growth and sustainable livelihoods.

Statement of Purpose

The purpose of this executive document is to strengthen and implement the vision of the White Paper – The National Strategy for the Development and Promotion of Small Business in South Africa and to provide a framework for consultation and finalisation of the National Integrated National Small Enterprise Development Masterplan (NISED) for the support and development of growth to SMMEs in South Africa.

Duration of the Masterplan – 10 years in line with NDP 2030.

Version 10. March 2022

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Acronyms

4IR	Fourth Industrial Revolution
ADR	Alternative Dispute Resolution
AFS	Annual Financial Survey
APP	Annual Performance Plan
ASGISA	Accelerated and Shared Growth Initiative for South Africa
B-BBEE	Broad-based Black Economic Empowerment
CIPC	Companies and Intellectual Property Commission
CDS	Cooperatives Development Strategy
COVID-19	2019 Novel Coronavirus
DDM	District Development Model
DPME	Department of Planning, Monitoring and Evaluation
DSBD	Department of Small Business Development
DTI	Department of Trade and Industry
Dtic	The Department of Trade, Industry and Competition
EDD	Economic Development Department
E-governance	Electronic Governance
ESG	Environmental, Social and Governance
ERRP	Economic Reconstruction and Recovery Plan
GDP	Gross Domestic Product
GEAR	Growth, Employment and Redistribution
IBDS	Incubation and Business Development Services
ICT	Information and Communications Technology
IFC	International Finance Corporation
ISPESE	Integrated Strategy for the Promotion of Entrepreneurship and Small Enterprises
MSE	Micro and Small Enterprises
MSME	Micro, Small and Medium Enterprises
MTSF	Medium Term Strategic Framework
NIBUS	National Informal Business Upliftment Strategy
NEDLAC	National Economic Development and Labour Council
NDP	National Development Plan
NISED	National Integrated Small Enterprise Development
NSEA	National Small Enterprise Act
PAYE	Pay As You Earn



PFMA	Public Finance Management Act
RDP	Reconstruction and Development Programme
RIA	Regulatory Impact Assessment
SA	South Africa
SAMAF	South African Micro Finance Apex Fund
SARS	South African Revenue Service
SBC	Small Business Corporation
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency
SEIAS	Socio-Economic Impact Assessment System
SMME	Small, Medium and Micro Enterprises
SOE	State Owned Enterprises
Stats SA	Statistics South Africa
TVET	Technical Vocational Education and Training
VAT	Value Added Tax



Introduction

The Department of Small Business Development presents this document to facilitate the first stage of consultation in finalising the National Integrated Small Enterprise Development (NISED) Masterplan. The NISED Masterplan forms the third iteration of the high-level strategic framework of SMME development and targeted support, following the White paper in 1995, the Integrated Strategy for the Promotion of Entrepreneurship and Small Enterprise (ISPESE) in 2004 and the Improvement plan developed in 2019 post the ISPESE's evaluation. The NISED represents the next 10-year strategic approach to facilitating the promotion of entrepreneurship, growth and support of SMMEs in line with the NDP targets to assist small business.

Understanding that these difficult economic, trade and health circumstances precipitated by the Covid-19 pandemic have put immense pressure on the development and growth of SMMEs, the NISED Masterplan represents a partnership-led approach to urgent economic recovery and a sustained focus on practical SMME support. In response to the country's socio-economic challenges, the Presidency launched the Economic Reconstruction and Recovery Plan (ERRP) in late 2020. The NISED Masterplan's strategic actions align with supporting the ERRP, particularly to intensify SMME's integration in the mainstream economy.

The NISED Masterplan is structured as an outcome-based strategy to help coordinate the many actors invested in small enterprise support and development. Therefore, a key thrust of this Masterplan is principled on targeted and tailored support for the different life cycle stages of SMMEs and is inclusive of all types of business ownership and population demographics. A key principle of the NISED Masterplan is inclusivity which aims to effect positive change in transforming the economy for all types of micro and small enterprises, particularly those that employ below 50 employees. Building a strong ecosystem of support actors is essential for the NISED to yield results and to this end the NISED emphasises strengthening partnerships for delivery and support, especially with the private sector. Through partnerships we will make greater impact.



Section A: Background and Overview

Since the publication of the white paper in 1995, SMMEs have been recognised for their strategic importance in addressing inclusive economic growth, job creation and transformation. The National Development Plan Vision 2030 also places significant importance on the SMME segment of the economy to drive productivity growth and job creation. The 1995 White Paper estimated 800 000 SMMEs operating in the economy at that time.

Estimates in 2018 show that less than 300 000 formal SMMEs provide formal employment (i.e. file an IRP5 PAYE tax form). It is estimated that there are between 600 000 to 800 000 formal enterprises in existence; these include sole proprietor owned businesses registered for tax. This suggests that in the past three decades, SMME growth has been stagnant at best. Estimates for the informal economy show between 1,2 million and 1,5 million survivalist or informal type enterprises.

This highlights that before COVID-19, South Africa was facing considerable socio-economic challenges. Soaring unemployment, stagnant economic growth, rising inequality, fiscal constraints and sub-investment downgrades. Furthermore, a review of the NDP conducted by the National Planning Commission in late 2020 highlighted ineffective support to SMMEs, market and regulatory barriers to the environment hampering their formation growth and employment potential. The report highlighted that SMMEs have declined in overall employment and have had little support from DFIs where finance is provided similarly to traditional finance institutions.

Key impacts of the masterplan are indicated by:

1. more small enterprises productively contributing to GDP.
2. significant increase of formal employment by SMMEs.
3. intensifying formalisation and sustainability of SMMEs to support transformation
4. raising the productivity and competitiveness of SMMEs

A considerable emphasis of the masterplan is around ensuring that governance systems (in support of SMMEs) are better functioning, in alignment with the national government's objectives to improve efficiencies. A core element is building and strengthening partnerships with business, labour and civil society at the local level to improve services, products and opportunities for SMMEs. These partnerships are detailed in the masterplan under project areas that align with the masterplan's overall outputs and outcomes.

The national government in South Africa has embarked on a sectoral-based inclusive growth programme in collaboration with Business and Labour to identify, investigate and implement innovative and practical interventions to the key challenges facing the South African economy.



In addition, the national government has introduced an integrated approach towards nation-wide economic coordination. The purpose is to collaborate, coordinate and target cooperative planning and investment efforts, requiring an outcomes-based approach. This approach is further outlined by the District Development Model (DDM) under the one district and metropolitan municipality integrated plan, presenting a united plan for development. Likewise, the Presidency has published the ERRP for the country's economic recovery to which SMMEs are integral.

This document should not be viewed in isolation. It forms part of the package of the sectoral Masterplans and is in alignment with the government's integrated approach to coordinating economic development. An integrated approach, underpinned by cooperation and coordination with other actors engaged in small enterprise support and development, is a key thrust of the DSBD's Masterplan.

Problem Statement

Despite considerable resources and policy intervention to support SMMEs, support for these enterprises remain uncoordinated and fragmented with duplication of initiatives based on symptoms and, at best anecdotal evidence. Research and data to monitor SMME performance remain elusive at the national level, resulting in the ill-informed design of programmes and support to match SMME needs and opportunities (financial and non-financial). This continues to result in low survival rates of SMMEs and stagnant growth.

Status of the NISED Masterplan

In response to the problem statement, the NISED Masterplan represents the "National Small Business Support Strategy" as contemplated in the National Small Enterprise Act 102 of 1996 (NSEA as amended), aligning with the principles and directives contained in the founding White Paper. It is an outcomes-based strategic support framework for all actors to coordinate, measure, track and monitor their efforts. The measurement of committed programmes will be reviewed and revised at the national Presidential summits held every two years. While the NISED Masterplan is presented as a living document, its strategic framework, including the vision, mission and outcomes, will remain constant over its lifespan.

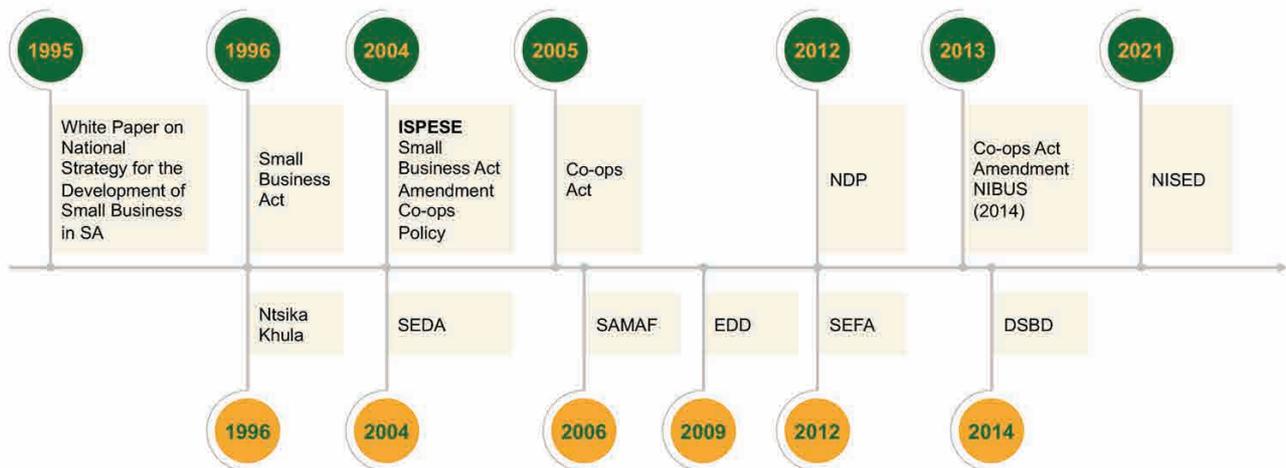
Background

The 1995 White Paper raised SMMEs to a level of strategic importance previously unheralded in South Africa. It identifies several constraints facing small enterprises relating to the legal and regulatory environment, access to markets, access to finance, access to non-financial support services, the acquisition of skills and managerial expertise, access to appropriate technology, the tax burden, information and access to quality business infrastructure in poor areas or poverty nodes, all of which remain relevant today.

The National Small Business Act of 1996 (amended to National Small Enterprise Act) that followed provides for the implementation of the White Paper's developmental policy strategies for small business

and giving effect to the creation of several implementation structures and policy implementation plans with the 2004-2014 “Integrated Strategy for the Promotion of Entrepreneurship and Small Enterprises” (ISPESE) being the most recent.

Figure 1 – An Overview of distinctive legislation and policies in the SMME Ecosystem



Source: SBP (Small Business Project), DNA Economics, Rebel Consulting (2017) Evaluation of the Integrated Strategy for the Promotion of Entrepreneurship and Small Enterprises: Literature Review & Document Analysis Report

Despite the considerable resources spent by Government over the past three decades to support and develop small enterprises, including the establishment of a separate ministry in 2014, evaluation of national government’s ten-year (2004 -2014) “Integrated Strategy for the Promotion of Entrepreneurship and Small Enterprises” (ISPESE), finds amongst others that:

- The contribution of small enterprises to investment and economic growth has been stagnant at best for the period of 2004 to 2015.
- SMMEs employing less than 50 people are becoming less important as job creators in the South African economy, at odds with the rest of the world.
- Skills shortages in the labour market have limited the ability of small enterprises to raise competitiveness, productivity and employment.
- While there has been rapid growth in the number of cooperatives in recent years, this has not translated in financially viable and sustainable entities.
- The environment in which small enterprises operate has become increasingly hostile to business, SMMEs carry a higher regulatory compliance cost burden than that of their larger counterparts.
- There is an ongoing need for reforms to the business environment to accelerate small enterprise sustainable growth and their contribution to the economy and employment.

South Africa has for the past decade experienced low to stagnant economic growth, low productivity and policy misalignment. The challenges affecting the growth of SMMEs are as complex as those faced by the larger business across sectors, across value chains, but small businesses are less able by their size to weather the economic challenges presented by long periods of stagnation.



Intra-government coordination, together with strengthening partnerships with private sector actors, shape the strategic framework and thrust of the NISED Masterplan to support the development and growth of small enterprises in South Africa's economy.

Definitions Matter: Defining Micro, Small and Medium enterprises (SMMEs)

The description of micro, small and medium enterprises commonly referred to as "SMMEs" colloquially, has the tendency to drive a misconception that all micro, small and medium enterprises constitute a homogenous "sector". The ongoing use of the term "SMMEs" used to describe the community in South Africa has been described as unsuitable, misleading policy makers to tend to focus on these firms with a "one size fits all" policy approach.

Formal micro-enterprises and small and medium sized enterprises are distinctly different; they do not naturally merge in an unbroken continuum. Micro, small and medium enterprises are diverse; they range in size, and they operate in all sectors in the economy including manufacturing, retail, ICT, tourism, business services and agro processing, amongst others.

The use of multiple definitions among policy documents and institutions is problematic for several reasons. Likewise, commentators note that because of definitional problems with SMMEs and weak data gathering processes it is not possible to develop a full picture of public procurement from small businesses in South Africa, a key strategic aim of all public policies.

The National Small Enterprise Act and its amendments refer to SMME's in general as 'small enterprise'. In this context "Small Enterprise" refers to a separate and distinct business entity, together with its branches or subsidiaries, including co-operative enterprises that are managed by one owner or more and predominantly carried on in any sector or subsector of the economy as specified in Schedule 1 of the Act.

Policy and support programmes should be developed and differentiated on data driven evidence - and differentiated - for firms that fit with the micro enterprise category, small enterprise category and medium enterprise category.

Context: South Africa's National Small Enterprise Strategies from 1995 – 2019

Since the advent of democracy, the prioritisation of small, medium and micro (SMME) firms has been a prominent feature in South Africa's economic policy. The White Paper - adopted in March 1995, was the first national strategy implemented in the country.

From 1995 – 2004

Prior to the establishment of the DSBD in 2014, the Department of Trade and Industry (DTI) had primary responsibility for private and small business development. The key landmark for small enterprise development was the adoption of the National Strategy for the Development and Promotion of Small Business in South Africa, released by the Department of Trade and Industry as a White Paper in March 1995, and tabled in South Africa's first democratically elected parliament.



From 2004 – 2014

The National Small Enterprise Act was amended in 2004. The amendments provided for the transitional arrangements to convert the Ntsika Enterprise Agency (and the structures that fell within it) to the establishment of the Small Enterprise Development Agency (Seda) in 2004.

The Act, in accordance with the directives contained in the National Small Business Support Strategy, establishes Seda as national government's small enterprise implementing agency and mandates it to implement government's small enterprise/business strategy.

As the lead department for small business in 2004, the DTI introduced the ten-year ISPESE as a national government's strategic implementation plan to give effect to the policy directives contained in the White Paper for the following decade (2004-2014). The ISPESE was however not gazetted nor published as government's updated National Small Business Support Strategy. Moreover, it was not championed through coordination in the DTI but by default, delegated to government departments and agencies mandated to small enterprise development, to implement.

The ISPESE acknowledged that there was a need to focus support to designated target groups and priority geographical areas and sectors. Furthermore, support for fostering different enterprise type organisations (e.g., cooperatives, and enterprises owned by youth, women and people with disabilities), and the development of special institutional arrangements were required. Central to the strategic actions and institutional arrangements was to shift from uncoordinated implementation to an integrated service delivery approach. Thus, the ISPESE took to broadening support programmes and the streamlining of support institutions.

This was a fundamental guiding principle of the ISPESE strategy, underpinned by the need to enhance resourcing of support and the monitoring and evaluation of the support interventions to report on the progress and impact of the strategy's actions and activities.

2014-current: Establishment of the Ministry and Department for Small Business Development

In 2014, a new Ministry and the Department of Small Business Development was established to champion the interests of the small business community and to coordinate the activities of the relevant departments and their agencies, particularly within the economic cluster of government.

Following its establishment in 2014, the DSBD inherited the parent role for small enterprise development at national government level from the dtic. It is mandated to "coordinate an integrated approach to the promotion and development of entrepreneurship, small business and cooperatives, and ensure an enabling legislative and policy environment to support their growth and sustainability".

The *NISED Masterplan* thus introduces South Africa's 3rd (third) national strategy for small enterprise development, in alignment with the policy directives contained in the founding White Paper, the National Development Plan Vision 2030, national government's recent sectoral based inclusive growth programme, the Economic Recovery and Reconstruction Plan and the District Development Model introduced by the sixth administration.



Are SMMEs contributing to growth?

Even prior to the Covid-19 pandemic, data from Statistics South Africa show declining investment in growth orientated SMMEs; it is estimated that small businesses accounted only 8.5% of the total investment by non-financial corporations in the decade following the financial crisis 2008. Investment has declined mostly in the trade and manufacturing sectors over this period. According to **the dtic**, micro, small and medium enterprises accounted for 27-34% of total GDP in 2006. This contribution remained relatively constant across the period 2001-2006. Recent data from Stats SA reported 32% contribution to national turnover by all sectors in the economy (excluding agriculture).

Data gaps on the activity of small businesses in townships and rural economic areas including women and youth owned enterprises also do not allow for a comprehensive and textured picture of the SMMEs operating in the country. Regarding cooperative activity, an important incorporation in rural areas, the segment appears to have experienced rapid growth in numbers over the period, but this has not translated into significant financially viable and sustainable economically active entities.

The enabling environment and regulatory governance

The effectiveness and efficiency of factors such as the quality of legislation, markets and institutions can be decisive for firms' performance, and for the performance of the economy as a whole. It has long been acknowledged that the enabling environment for SMMEs - business registration, licensing requirements, infrastructure, utilities, taxation, competitiveness conditions and labour conditions – must be improved. The dramatic fall in rankings in for example, the Ease of Doing Business reports demonstrates the decline in South Africa's 'enabling environment' for ease of entry, trade and exit.

A key issue commonly cited as a challenge to small business is the administrative burden of bureaucracy – the so-called 'red tape' cost. Dealing with red tape costs smaller firms a much higher proportion of their turnover than larger ones. National Treasury estimates that compliance costs represent a significant percentage of turnover for enterprises at the lower end of the scale whereas this is disproportionately inverted for business at the upper end

One of the key thrusts of government's small business strategy (ISPESE) was to ensure that regulatory impact assessments would be conducted in the drafting of new legislation and regulations. This was in alignment with the government's aim at the time to ensure a better, easier, efficient environment to do business in South Africa.

Importantly, Section 18 of the NSEA prescribes the Minister of Small Business Development to provide guidance to the rest of government on assessment and consultation to the effects of legislation and law to SMMEs. However, these prescripts have not been implemented by either **the dtic** (as the earlier lead department for small business development) nor the DSBD following its establishment in 2014. Implementation of impact assessments as prescribed in Section 18 of the Act of 1996 as amended, by the Minister of the DSBD, can ensure the application by government of the principle to "Think Small Business First", especially since small businesses *constitute many economic actors in the business community* in the economy, and as a fundamental requirement to ensure harmonisation with the objectives of the NDP and the NISED masterplan.

Attention needs to be given in understanding the needs of these enterprises to graduate into the formal economy hence a targeted approach in this regard is fundamental including the targeting of women, youth and people living with disability led enterprises as well as rural and township based small enterprises.



The key message here is to encourage formality through reforms to the regulatory environment and programmes and services, that will support the transition of informal enterprises to formal businesses.

Sector impediments identified by SMMEs operating in different sectors also vary. For example, shortage of skills, productivity challenges, lack of access to sustainable market opportunities and appropriate financial products is a dominant concern for firms in manufacturing and business services. On the other hand, tourism firms cite a lack of finance as their most common barrier. This illustrates the challenges for firms operating in different sectors and emphasises that SMMEs cannot be identified as one whole but a sum of parts, many of which require different and tailored support measures.

“Think small first” and the principles of “Batho Pele” should be the guiding mantra for government when introducing new policies, laws and regulations. Furthermore, the focus of regulatory reform and red tape reduction in many countries across the world has shifted to improving quality management at the outset of the policymaking process – improving the efficiency, effectiveness and flexibility of individual regulations and the use of non-regulatory instruments to improve compliance.

SMMEs and employment

The National Development Plan envisions that most of the jobs in the future will be in SMMEs. This is not a novel idea. A vast body of research agrees that in today’s economy SMMEs are the primary producers of jobs; often jobs that provide a crucial entry into the formal market for job seekers. However, it is widely acknowledged that South Africa faces a severe shortage of skills, and especially “hard” artisanal skills and high-end professional skills. With a relatively large young population, it is important that South Africa gear up youth skills development to match the needs of a fast-changing world with new applications to business processes and skills demands for high-tech jobs.

At present, no mechanism of which we are aware track the growth or decline in the number of firms operating in the economy, and therefore any comment on this must be speculative¹. However, the decline in the workforce employed by formal SMMEs suggests that there has been a corresponding decline, of some magnitude, in the number of firms. This in turn implies a smaller potential SMME base on which employment can be expected to grow, and a declining entrepreneurial stock.

Skills shortages, coupled with strict labour laws, have limited the ability of small firms in South Africa to raise competitiveness and employment. South Africa’s rigid labour laws have come under increasing scrutiny over the years by both the domestic and international community. Particularly, collective bargaining wage agreements made between big business and labour and then being extended to non-parties (i.e., small businesses). Even though exemptions do apply in some cases, exemptions are often reported to be difficult to apply for, and cumbersome to administer. Mandatory wage increases do not consider the unique characteristics of small firms and the viability of small businesses to survive and compete with their larger counterparts. As highlighted in the 1995 White Paper and again in the NDP the

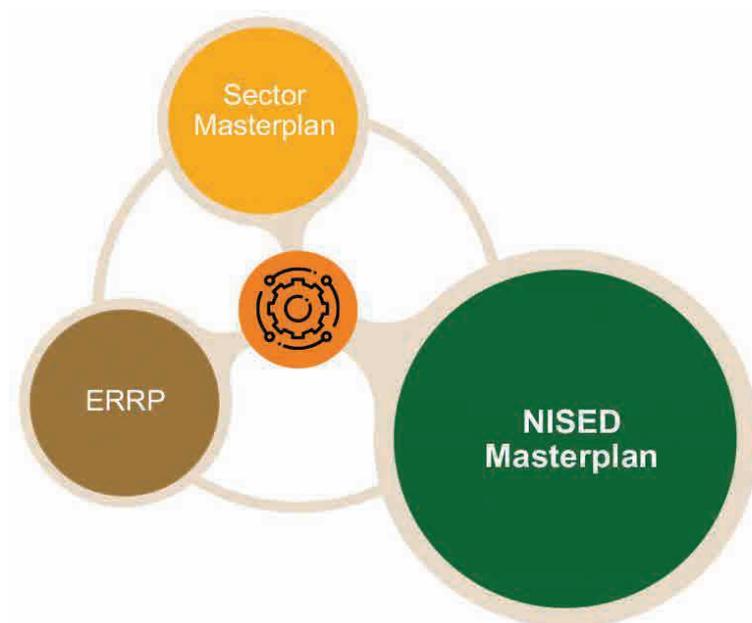
¹ The CIPC do not automatically deregister firms when they do not file their annual returns, there is a considerable grace period, up to 5 years, before a firm is deregistered from the company’s database.

necessity for labour market policy reform, specifically its impact on SMMEs ability to absorb new labour entrants, especially women and youth, is a key action of this masterplan.

Section B: Accelerating small enterprise development and growth – an integrated approach

The following section provides the detailed areas of intervention to support small enterprise growth, with the outcomes, actions and impact areas for participation by all key stakeholders both within the public and private sector.

Following the crisis of 2008, South Africa's economic growth rate uncoupled negatively from global trends. Whilst the rest of Africa has seen high investment and economic growth rates, South Africa's real GDP has slowed to distressing levels. Compounded by the impact of the global Covid-19 health pandemic, this has resulted in protracted economic shutdowns, negatively affecting all sectors of the economy and resulting in a widespread loss of businesses, jobs and livelihoods. To accelerate small enterprise growth within this context, many of the programmes, actions and activities as outlined in section C present a mix of structural policy reform and interventions to support small enterprise growth and coordination of efforts to their development. Accelerating small enterprise development and growth, for the short and long term, requires meaningful and sincere partnerships with the private sector, academia, civil society and labour; this is fundamental thrust of the NISED Masterplan.

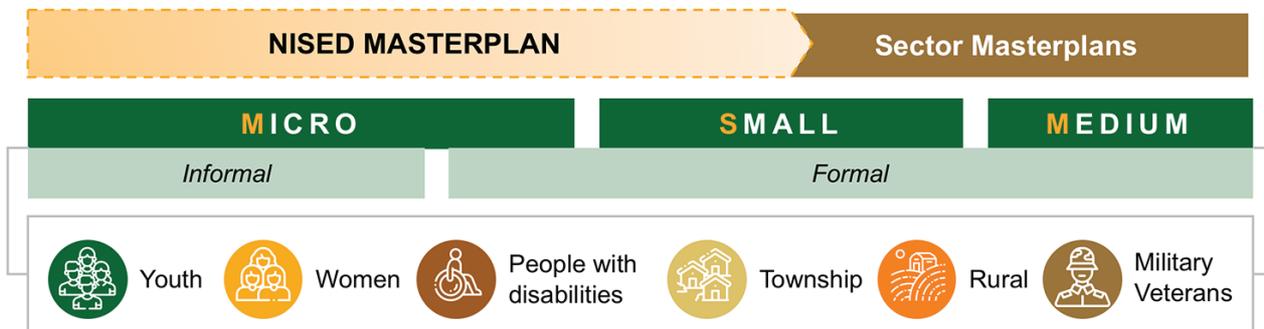


The NISED Masterplan central component of all the industrial masterplans as it drives Support, Information, Policy and Partnership specific to SMME across all sectors

The NISED Masterplan is supportive and intrinsic to several sectoral based masterplans developed in collaboration with business and labour. All these masterplans have the overall strategic objective to facilitate transformation, competitiveness, and employment creation through evidence led approach investigating each of the sector's value chains. An important outcome of the masterplans is to identify economic opportunities in local development areas, regions and provinces. In addition, national government has introduced a new method to development planning to accelerate, align and integrate service delivery under a single development plan per district or

metro, developed by national, provincial and local government in conjunction with business, labour and community in each district. The District Development Model (DDM) ensures that national priorities such

as economic growth, employment, improvements to living conditions, crime prevention and corruption, infrastructure and industry development are attended to in the locality concerned. With the aim to enhance the location specific competitiveness and service delivery, planning and spending across the three spheres of government is integrated and aligned in the one-district, one-planning approach.



As a strategic framework the NISED Masterplan helps to support sector plans for SMME growth and works in association with all other government planning and programming relevant to building an enabling environment for SMMEs and economic growth.

The NISED Masterplan, whilst independent from other sectoral masterplans, is a key step to the development of a competitive South African economy and is focused on specific action steps to develop SMMEs within all sectors of the economy, provinces and local districts. SMMEs are in every city, small town, township and rural area across South Africa. All spheres of government, across all ministries and departments, have a key role in stimulating these enterprises. Various key players (both public and private) in the economy also share the importance of investing in accelerating the growth and development of SMMEs, ranging from big business, business associations, not-for-profits, academia, civil society and labour associations.

Against this background the following provides an outline of the objectives and principles of the NISED Masterplan.

Objectives and Principles of the NISED Masterplan

The overarching objective of all the programme of actions contained in the NISED Masterplan is to contribute to the impact of significantly raising the contribution of economic output and labour absorption in real value of “micro”, “small” and “medium” enterprise (SMMEs).

This objective is supported by a series of programmes and actions within 4 pillar/outcome areas, namely:

- A well-informed South Africa on SMMEs with continuous monitoring evaluation and learning
- Policy, laws and regulations reformed to enable SMME growth and efficient governance
- Effective targeted support & services delivered for SMME growth both financial and non-financial
- Coordinated government with strengthened private sector partnerships for SMME growth

The key principles that guide the formulation of the NISED Masterplan include:



- Advancing an Integrated Approach** means acknowledging that government and various key players in the South African economy, in and outside of government, share the importance of investing in stimulating small enterprises (new innovations, informal and formal businesses and cooperatives),. Integration also relates to the effective co-operation of all the different levels of the public sector involved in small enterprise support – local authorities, district municipalities, provincial governments and the different national government departments, agencies and parastatals are all key stakeholders in small enterprise development. An integrated approach is built on the assumption of an effective, responsive and capable government that is supportive of business in growing the economy and enables higher rates of investment (domestic and foreign) by building and servicing a supportive and enabling environment in cooperation with private sector to stimulate higher growth and labour absorption in the economy.
- Advancing Synergy and Coordination** is a key principle in the development of this NISED Masterplan. Thus, initiatives (support programmes, policy, legislation) both current and future, consider how these may complement, or reinforce, or add value to existing support and delivery mechanisms in a manner where they do not duplicate or cause disruption.
- Advancing inclusivity** is critical to ensure that those who are underserved are specifically targeted with tailored support and services (both financial and non-financial) and incentives to assist in their inclusion in the mainstream of the economy. This is particularly important for youth, women, people



with disabilities and previously disadvantaged groups both in the formal and informal economy, especially in Townships and Rural areas.

- **Applying an Evidence-Based Approach** is about making decisions based on knowing using disaggregated data - with an estimated degree of certainty based on the best available evidence from research and evaluation reports as well as statistical data - what works, what problem needs to be addressed (cause not symptom), at achieving which outcomes, for which groups of people, under what conditions, over what time span, and at what cost.
- Applying the **Think Small First** principle is about helping to make the environment easier and simpler for SMMEs to establish, operate and grow. This means considering small enterprise interests at the earliest stage of policy making, legislative and regulatory intervention to help ensure that legislation and programmes are formulated or adapted to meet the specific situation of SMMEs, particularly those which this NISED Masterplan targets.
- Acknowledging that SMMEs progress within a **Lifecycle**, encompassing phases of an enterprise's development, and on a growth spectrum ranging from informal to formal micro and small and medium enterprises.
- Facilitating enduring, pragmatic and **Measurable Commitments** by government, private sector and stakeholder partners towards greater investment, support and service delivery excellence that matches the needs of SMMEs to enhance their growth and development across all sectors and districts. Inclusive growth is a key target to help measure the success of a transformed South African economy.
- **Adaptability** of the NISED Masterplan is a fundamental principle. While the outputs and outcomes are considered universal and fixed - the investment and support commitments by the many stakeholders will need to adapt or adjust to changes in economic and business environment conditions. Economic shocks such as the global health pandemic COVID-19 require adjustment to the Masterplan's programme responses by government to help lift economic recovery.
- **Reporting on Achievements** made, and impact measured. This NISED Masterplan is premised on strengthening coordination and cooperation, which will only be achieved through transparent reporting from all ecosystem actors on the implementation of commitments and their achievements or mitigating actions.



Section C: Overview and Programme of Action for the NISED Masterplan

Overview of the NISED masterplan

In partnership with business, labour and civil society, the NISED Masterplan presents a coordination tool and repository of the action steps to be taken by numerous actors by and within government and the whole of society.

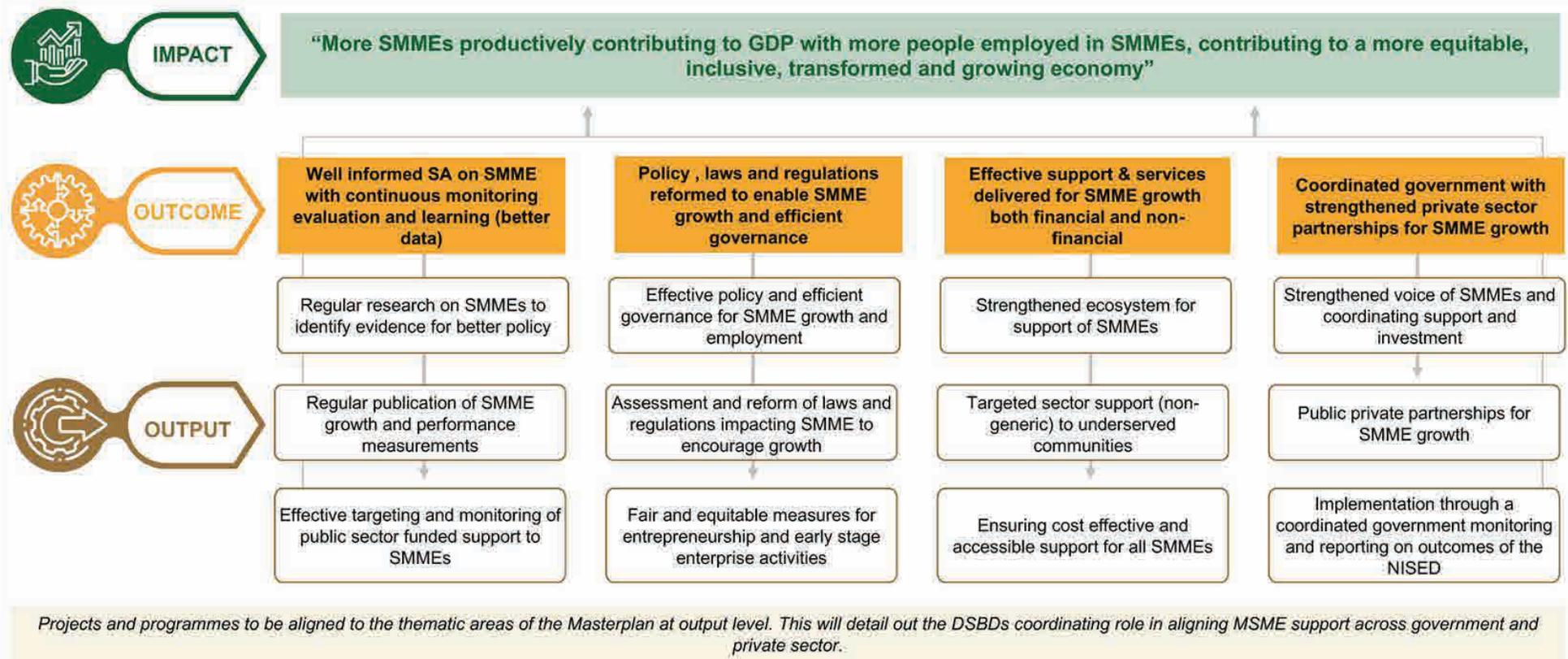
The DSBD's role, as the parent department for SMME development and the NISED Masterplan (which forms the third iteration of the National Small Business Support Strategy), is to facilitate coordination amongst actors engaged in SMME development, facilitate partnerships for the development of SMMEs across government and with non-state actors, and report on progress to SMME growth as outlined in the National Small Enterprise Act, as amended.

The NISED Masterplan is not an economic plan in of itself; rather, it presents a support framework for the ecosystem of economic development support actors to operate in a targeted, collaborative and coordinated approach.

All over the world good practice for SMME support and development is based on differentiated and targeted support. Such targeted support packages cannot be designed nor implemented by the DSBD nor other government departments in isolation.

The NISED Masterplan framework is based on 4 key pillars with measurable outcomes and outputs to achieve recognisable impact as shown below:

NISED Masterplan Framework





Accelerating enterprise formalisation and SMME performance in economic output and job creation requires a concerted effort and a strengthening of partnerships. Key to the implementation of the NISED Masterplan is consultative partnership agreements and measurement frameworks that track support delivery by government agencies, departments at all spheres, working collaboratively with private sector actors.

Introducing The Game-Changer Programme

A central concept here is that of “Game-Changers”, which are scaled solutions to the big, complex challenges facing the SMME sector. These interventions will be designed and executed with “coalitions of the willing” by key role-players both inside and outside of the state, who will be provided the space to partner. The skills and capacity to understand, design and implement game-changers generally lie beyond any single institution and require both partnerships across the state and between the state and the non-state actors. A number of these game-changers are being targeted and designed in segments including the digital economy, townships and rural areas and enterprise supplier development.

Strengthening partnerships also requires a shift in alignment of delivery models. Partnerships therefore require coordination to ensure that delivery is not duplicated through a silo mentality. A key effort by all involved, both public and private, in the development and support of SMMEs is reliant on better tracking and targeted data to provide for a well-informed ecosystem. Understanding the needs of SMMEs requires building SMME centric data. Better data facilitates better understanding to help inform on policy reforms for a more enabling environment for small enterprises to establish, run and grow. Building better data helps to inform the development and delivery of better-quality services and products to match the needs of the targeted groups of SMMEs. Better data can provide market insights to help develop and trigger appropriate solutions for small enterprises and support initiatives. Better-quality data assists to more accurately quantify the impact of SMMEs on the economy and labour absorption and enables both the private and public sector to understand and monitor SMME trends.

This will lead to changes in policy, laws and regulations to improve a supportive investment climate for the growth and development of SMMEs, particularly SMMEs. This includes barriers to formalisation, improved and appropriate tax administration, licensing requirements and infrastructure development. Government acknowledges that for SMMEs to meaningfully contribute to employment, the employment environment as it relates to micro and smaller firms will be adapted to ensure greater flexibility and increased employment. E-governance principles and practices are essential in the years ahead to ensure that service delivery is standardised and efficient across delivery agencies and departments.

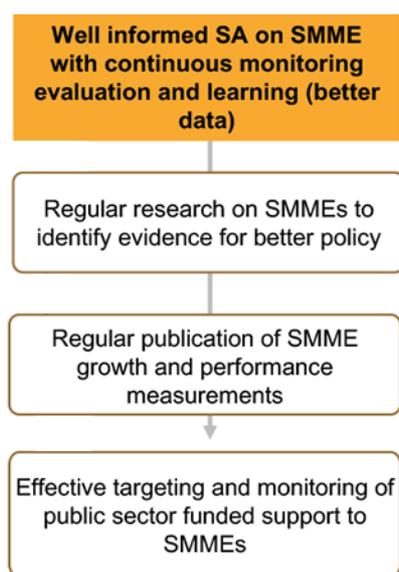
Building a targeted quality support network of actors together requires considerable effort to align different institutions and agency’s support programmes. Therefore, much emphasis of this NISED Masterplan is underscored by the publication of tracking information on targets achieved as well as web based geographical mapping of the support ecosystem of the products and services available. These issues underscore a key thrust of the NISED, which is to work collaboratively with the sectoral-based masterplans and in alignment with the government’s district development model, aligning agencies and other government departments to coordinate through mechanisms that discourage duplication of efforts.

Targeting and matching the needs and challenges of SMMEs to grow upwardly in contribution and competitiveness, especially in localised areas and sector arrangements, requires constant coordinated effort. Working in partnership with local actors and the private sector development community, the NISED

Masterplan will report and coordinate localised and sectoral projects to update on achievements (financial and non-financial support initiatives) implemented by government and non-government actors.

Special attention is needed to ensure the principle of inclusivity is targeted at initiatives in supporting SMMEs. Programmes may need to be fine-tuned over time. This is particularly important given the impact of economic shocks, most recently the global health Covid-19 pandemic. However, the impact and outcome statements remain constant over the masterplan’s lifespan.

Measurements of success - Outcome 1: Well informed SA on SMMEs with continuous monitoring evaluation and learning



Rationale and impact: With the understanding that current data on micro, small and medium enterprises is significantly lacking, efforts will be made to align data collection, this is to be done under a harmonised definition used across all information and statistical references. Efforts need to be made in tracking the quantum and geographic allocation of public spending on development of SMMEs (disaggregated) and support programme showing results attained and outcomes achieved by government funded and supported entities. Regular surveys of SMME owners will provide better data on policy actions required, regulatory reform, access to markets and finance needs, skills and labour considerations. Regular surveys reporting on SMME trends will provide better data to better understand SMMEs and gaps and opportunities in the ecosystem supporting them. Gathering better data requires partnerships with the broader research community and academia; this is intended to coordinate much of the research topics for evidence gathering on SMME related issues.

Output 1 Regular research on SMMEs to identify evidence for better policy

Supplementary notes to output 1.1: A critical challenge in understanding the dynamics of SMMEs in South Africa is the paucity of reliable, relevant and consolidated data. Definitional constructs vary with regard to the classification of “micro”, “small” and “medium” enterprises across departments, legislation (e.g. Income tax act, BBBEE and the NSEA), data collection and statistical agencies. Furthermore, data collection on the SMME landscape is also spread too widely across the many layers of government. This, coupled with definitional divergence leads to perpetuating the “mystery” of how many SMMEs are engaged in the economy and their contribution in terms of performance and growth. It also leads to monitoring and evaluation failures on aggregated programmes and impact measurements. For the NISED Masterplan to facilitate the coordinated efforts of all actors (public and private), application of a uniform, **standardised definition is an imperative.**

The first action of the NISED Masterplan’s implementation is to thus ensure that a uniform and standard definition, inclusive of a simplified schedule, is applied to monitor measure and target enterprises for support and development. The definition of a “**small enterprise**” in the NSEA needs to provide for the inclusion of both juristic (inclusive of Cooperatives) and natural persons (such as sole proprietors) undertaking an enterprise endeavour. Furthermore, this definition is to align other legislative definitions for small enterprises, namely but not limited to, the Broad-Based Black Economic Empowerment Act, reference to micro, small and medium businesses in the income tax legislative sphere (including alignment for funding entities targeting SMME as outlined in section 12J).



The following programme areas support output 1.1

Application of a uniform definition for SMMEs

- 1.1 Application of a uniform definition for micro enterprises, small enterprises & medium enterprises by all Government (Departments and Agencies) in accordance Section 20 (2) of the NSEA as amended for statistical data collection and targeting of incentives and developmental programmes.
 - a. The uniform definition should be congruent with statistical data collection, tax thresholds and other transformation and developmental policy.
 - b. This should include informal economy definitions.
 - c. Regularly issue regulatory notice in accordance with Section 20 (2) of the NSEA, for the application of a uniform definition across government departments and agencies. This regulatory notice should give guidelines to:
 1. Applying the definition for data collection and reporting thereof to the annual review;
 2. For statistical representation of Micro, Small & Medium enterprises for contributions to National GDP, Employment (by Sector, National and Province), loan & debt finance, contributions to tax revenue collection and public sector procurement.
 3. For targeting support and incentive programmes for SMMEs

Supplementary notes to output 1.2 Once a uniform, standard definition of SMMEs in South Africa is applied a next important step is to build a better understanding of the different dynamics at play that impact SMMEs in terms of their performance and growth. There is broad acknowledgement of the need for research into different aspects of South Africa's SMMEs in order to better target support initiatives and develop evidence-led policy reform measures. Regular and consistent surveys are to be conducted amongst SMME owners (and entrepreneurs) that measures their perceptions on a range of perspectives to determine the outlook and provide a snapshot of their expectations for their business' performance and growth.

Longitudinal tracking of a cohort of SMMEs provides for a deeper, richer understanding of the wide spectrum of factors relevant to operating a business, across geographical locations and sectors. It also provides for a better understanding of where gaps exist in the ecosystem to match the development needs of SMMEs in supporting their growth.

The work conducted in output 1.2 is to be reported in the “**Annual Review of Small Business**” as detailed in Output 2.

The following programme areas support output 1.2 to 1.4:

Regular research on SMMEs in partnership with the research community

- 1.2 Nationally, conduct regular reviews on SMME enterprises through surveys that reflect Micro, Small and Medium sized enterprise business perceptions and trends. These should include questions related to (but not limited to):
 - a. Market Access
 - b. Finance Access
 - c. Macro-economic environment (impact of inflation, interest rates and policy certainty etc.)



- d. Starting and expanding a business
 - e. Skills
 - f. Labour
 - g. Competitiveness
 - h. Cost to regulatory compliance
- 1.3 Conduct regular research and report on SMME trends for the purpose of identifying gaps in the market and opportunities to better the ecosystem which should include but not limited to:
- a. SMME Longitudinal tracking of a purposeful cohort of representative business in specific sectors. To monitor and report on trends, challenges, and opportunities with the following themes but not limited to:
 - 1. Technology adoption
 - 2. Competitiveness and Innovation
 - 3. Localisation and export readiness
 - 4. Human capital and skills
 - 5. Transformation and business ownership (gender, race and age)
 - 6. Finance and funding trends
 - 7. Ease of doing business considerations
 - 8. Transition to formalization and small enterprise networks
 - b. Outreach to academic institutions and journal publications on coordinating research themes for 3-year cycles.
 - c. Linking with local and international research institutions to track new trends in developing and supporting SMMEs with particular focus on improving access to the formal economy.
- 1.4 Research colloquiums convened each year with interested research actors for presentation of papers aligned with the policy themes outlined in this Masterplan. The stakeholders invited should be inclusive of:
- a. Government departments and their agencies
 - b. Statistical agencies
 - c. Research institutions
 - d. Chambers
 - e. Academics
 - f. International development organisations
 - g. Civil society (inclusive of representatives of youth and women enterprises)
 - h. Business associations (formal and Informal)

- 
- i. SMME role-players, enablers and service providers (such as commercial banks, financiers and multinational organisations)

Output 2 Regular publication of SMME growth and performance measurements

Supplementary notes to output 2. The National Small Enterprise Act (NSEA) stipulates the publication of the Annual Review of Small Business. In the past, the annual reviews that have been published have been done so haphazardly and by different government entities over the years. This action point, as stipulated in the NSEA has thus failed to provide consistent and reliable information on the trends to SMME performance and growth. The Annual Review as stipulated in the Act specifies that government publicly reports on the outcomes achieved in the furtherance of the objectives of the National Small Business Support Strategy, which in this context represents the NISED Masterplan (the third iteration of government's national strategy for SMMEs).

Publishing the Annual Review, consistently, is thus an imperative action for tracking, monitoring and capturing lessons of the NISED Masterplan as it evolves. This document outlines the landscape impacting SMMEs in relation to the delivery of SMME support; recommendations for policy, legislative and regulatory reform; new developments and trends and research (based on evidence) to guide SMME development and targeted support; statistical data across the geography of South Africa on SMMEs to guide support and policy measures.

It is understood that the Annual Review will gradually improve over the years as the definitional constructs and data collection become more uniformly applied.

The following programme areas support output 2

Consistent publication of the Annual Review of Small Business

Actions to support Output 2 are to be compiled for, and published, in the “**Annual Review of Small Business**” as specified in the NSEA (section 19), which stipulates:

NSEA Section 19 (3) ...” Entities designated by the Director-General, must in co-operation with the Director- General annually compile a review, called the Annual Review of Small Business, which must cover areas defined by the Minister or the Director -General, and areas including-

- a. particulars of the work performed ... of progress achieved in furtherance of the objects of the National Small Business Support Strategy [NISED Masterplan] ;
- b. summaries of any findings or recommendations of the Director -General in respect of legislation, proposed legislation and administrative practices which restrict the small enterprise sector;
- c. an outline of new developments and trends regarding the small enterprise sector in South Africa;
- d. reports on the growth and decline of small enterprise according to sector, size and region;
- e. a statistical analysis of the contribution of the small enterprise sector to the economy, to export promotion, to rural development and to the level of incorporation of marginalised groups into the economy.

NSEA Section 19 (4).. “The Director -General must submit the Annual Review of Small Business to the Minister before the end of June of each year and the Minister must table it in Parliament.”



Output 3 Effective targeting and monitoring of public sector funded support to SMME

Supplementary notes to output 3.1 Due to the size and nature of the problem in the development of SMMEs, many support measures have been applied and actors emerged over the years without regular and constant monitoring of the quantum of public spend and the impact they have had. This has limited the ability to track and monitor all the varied actors supported by government in delivering support to SMMEs and resulted in overlapping mandates and duplication of support with resource and monetary wastage. Therefore, two fundamental steps are required to ensure that fit for purpose measures are provided to SMMEs for greater efficiency and optimum effectiveness, particularly in a constrained fiscal environment. The first fundamental step is to determine the entities that are bound by the receipt of public funds to support SMMEs. These are referred to (as outlined below) as “designated entities”. The second is to specify mechanisms for the consistent reporting of the support and impact to the work they are undertaking. The programme areas below form an essential part to the reporting in the “**Annual Review of Small Business**” and are necessary for the coordination, monitoring and evaluation of public funded partners in supporting SMMEs.

It is understood that in delivering on this output, adjustments will need to be made in the system of reporting by public funded entities mandated to support SMMEs. This will require a centralised system to gather information across the whole of government and public funded support entities. Using the application of Section 20 of the NSEA the Minister can issue regulatory notices to ancillary and procedural matters affecting the implementation of the NSEA and the National Small Business Support Strategy (the NISED masterplan). To ensure data collection is simplified this system needs simple to use and based on a digital platform which is user-friendly and up to date with technology advances to ensure cost effectiveness and efficiency.

The following programme areas support output 3.1

Efficient monitoring of public funded support

3.1 In order to support the publication of the Annual Review and national monitoring of all SMME programmes and support, regular reporting of SMME trends by designated entities to the department for the publication in the annual review as stipulated in Section 19 (4) of the NSEA is necessary. This is to account and monitor for public sector aggregated funding and support delivered for the development and growth of SMMEs.

- a. For this purpose, the Minister is to issue Section 20 regulatory notices on who constitutes a designated entity(s) receiving public sector funding at National, Provincial and local level for SMME development and support. These designated entities are entities incorporated, or subsidiary to entities, as listed in the public institutions of the PFMA schedule 1, 2,3a,3b,3c,3d. The purpose is to collect better data from public sector funded entities providing support services to Micro, Small and Medium enterprises, inclusive of:
 1. Incubation and accelerator services,
 2. Mentorship and coaching services,
 3. Training services,
 4. Loan finance,
 5. Grant finance,

- 
6. General business development support,
 7. Market and trade facilitation services (local and international)
- b. In order to facilitate data collection from the designated entities, the Department is required to ensure a customer centric system that allows for easy transfer of requested data for the reporting on services rendered and outcomes achieved.
 - c. Designated entity(s) are to report to the Director General regularly on following
 1. Public sector funding received for the purpose of providing business development support services to Micro, Small & Medium enterprise
 2. Number of enterprises supported by the entity
 3. Outcomes achieved in supported enterprises disaggregated by
 - Sector
 - Size of enterprise
 - Employment
 - Geographic location
 - Gender of ownership
 - Race of ownership
 - Age of ownership
 - Disability ownership
 - d. The Director-General shall submit to Statistics South Africa (Stats SA) regular data and information needs for the dissemination of national statistics on SMME growth and trends to be published in the Annual Review. This should be inclusive of;
 1. Statistics on employment trends disaggregated by micro, small and medium business including the informal sector
 2. Statistics on the trends of enterprises entering the formal economy and formal enterprises exiting the formal economy
 3. Statistics on turnover contribution trends disaggregated by micro, small and medium business including the informal sector
 4. And any other national statistical information that may be required for the purposes of informing the growth and development of SMMEs in the economy.
 - e. The Director General shall regularly publish notices on the outcomes and targets for SMME support and development. These are to include but not limited to:
 1. The target groups for support and development
 2. Socio-economic achievements
 3. Technology advancement
 4. Competitiveness (Local, Regional and International)

5. Environmental, Social and Governance (ESG) factors pertinent to SMMEs

3.2. The Director General shall in accord with the Private sector collect information related to SMME development not limited to that data collected through B-BBEE codes of practice and publish in the annual review.

Measurements of success - Outcome 2: Policy, laws and regulations reformed to enable SMME growth and efficient governance



Rationale and impact: To build, monitor and encourage an enabling environment for SMMEs to formalise develop and grow, policy propositions which direct programmes and administrative efficiencies are necessary. This entails preparing and publishing, in the Annual Review of Small Business, policy direction to encourage SMME growth (Access to Finance, Markets, Infrastructure, IBDs, Entrepreneurship, etc) and recommendations of laws and regulations which require adjustment to better the business environment (Red-Tape Reduction). Introducing incentives (instruments) to formalise, streamlining compliance and providing for better administrative efficiencies are important steps to supporting SMMEs operations and their growth. There are many complexities involved in building an enabling environment for business. Actions under this outcome therefore require consistent review, and political will, to adjust for the reforms and programmes necessary to enable change and uplift SMMEs growth and development. This will require many adjustments over time based

on a live plan context which need to be signalled in the Annual Review for Small Business.

Output 4 Effective policy and efficient governance for SMME growth and employment

Supplementary notes to output 4.1 SMME growth has been stagnant in the economy for the last decade. New policy propositions are necessary to introduce a shift and change in the enabling environment for their growth and development. SMMEs are heterogeneous and operate across all sectors of the economy with constraints and opportunities dependant on their sector, historical dispensation and location. In order to build, monitor and encourage an enabling environment for SMMEs to develop and grow, policy propositions which direct programmes and administrative efficiencies are necessary. There are many factors that impact on the performance and growth of SMMEs as outlined in the output below. Likewise, there are many actors who are affected by policies currently. In order to achieve effective and consistent policy with minimal unintended affects, these propositions require detailed consultation with all the affected parties to ensure that they encourage growth and poverty reduction

Policy propositions with the intended actions to be undertaken on the matters raised below need to be published, using evidence and mechanisms to track and monitor the implementation of these undertaken thereafter. **Policy propositions that have commenced are to be published in a section of the Annual Review of Small Business together with report back tracking changes that may have been affected.**



The following programme areas support output 4.1

Policy development for an enabling environment for SMMEs

- 4.1 To encourage an enabling environment for SMMEs to formalise, develop and grow. Relevant National and Provincial government actors are to prepare and publish regular policy positions on evidence collected to enable reform for SMMEs (inclusive of targeted groups, women, youth, township and rural economic actors) on matters inclusive of:
- a. Formalising enterprises into the mainstream economy
 - b. Business regulatory environment and administrative governance
 - c. Access to infrastructure for SMMEs
 - d. Leveraging state procurement to boost SMME participation in the economy
 - e. Human capital and entrepreneurial skills development in SMMEs
 - f. Attracting skills and talent to boost competitiveness in the economy and address skills shortages in SMMEs
 - g. Opportunities for new venture creation and enterprise development (inclusive of franchising) through venture capital, angel finance, crowd funding, private equity and state grants
 - h. Access to SMME financing
 - i. Access to market opportunities for SMMEs (Local and international)
 - j. Industrial Development (Manufacturing) Development through Localization
 - k. Competition and unfair practices that adversely affect SMMEs
 - l. SMME representation (the voice of small business) in policy formulation.
 - m. Innovation and ICT adoption for SMMEs
 - n. Innovation and ICT adoption for e-Governance and service delivery
 - o. Technology and skills transfer in supplier development programmes
 - p. Industry and sector opportunities for SMME growth
 - q. Transformation and inclusivity of SMMEs in the mainstream economy (particularly women, youth and people with disabilities)
 - r. Export promotion and readiness for SMMEs to access new markets
 - s. Opportunities to localising supply for SMMEs
 - t. Business development and support services
 - u. The Green economy
 - v. Ethical business practices in relation to SMME contracting and market development.
 - w. Entrepreneurship barriers and opportunities

- 
- x. Enabling business incorporation models to reduce red tape in the mainstream economy by reviewing current models (sole proprietors, partnerships, for profit companies, not for profit companies, cooperatives and social enterprises etc.)

Supplementary notes to output 4.2 E-governance and administrative efficiencies are vital in providing service delivery and support measures for a growing business community. There are fundamental steps to streamlining what is considered “red tape” and the costs of compliance in administrative actions and application. These require a review of existing mechanisms enforced to identify ways and approaches to making these administrative actions simpler, better, faster with minimum time and expense required for compliance. Due to the very nature of governance, it is understood that the modalities employed by different actors vary across the government landscape and shift with time. This therefore requires an incremental, targeted programme of action that will lead to change over time in streamlining government and will require consistent efforts to improve the administrative environment for the ease of doing business. The undertaking of this activity is to be reported on annually in the Annual Review of Small Business with recommendations to effect change.

The following programme areas support output 4.2

Red tape reduction and better service delivery to SMMEs

4.2 Increase efficiencies through streamlining administrative procedures, rules and regulations by applying e- Government practices to ease the burden of compliance costs and time for SMMEs to invest, grow and employ. To result in simplified, affordable and digitally led compliance which are easy to administer and comply with.

- a. Review administrative procedures for business/enterprise compliance
 - 1. By Sector
 - 2. By Municipal Authority
 - 3. By Provincial Government Authorities
 - 4. By National Government Authorities
- b. Reports with recommendations to improve the compliance efficiencies with e-Governance practices
- c. Implementation of e-Governance practices to improve the ease of doing business.

Output 5 Assessment and reform of laws and regulations impacting SMMEs to encourage growth

Supplementary notes to output 5.1 Building an enabling environment for SMMEs to develop and grow requires continual review of laws and regulation to ensure that these do not negatively impact on their growth and performance. The NSEA provides for the implementation of better governance principles premised on good regulatory governance practice. Section 18 (2) (a)-(e) specifies guidelines that outline procedures for the assessment of the affect and application of legislation on small enterprises, the procedures for consultation with affected parties, procedures to promote consistent application of the support strategy (NISED Masterplan) and procedures for the review of the effect of existing legislation on SMMEs and the NISED

Masterplan, and procedures for the review of all proposed legislation impacting SMMEs and target groups.



The NSEA thus requires that these guidelines are to be published as contemplated. These stipulated guidelines are to be augmented with the following actions below.

The following programme areas support output 5.1 to 5.2

Red Tape - Regulatory reform a better business environment for SMMEs

5.1 Regular publication by notice in the National Gazette the guidelines as stipulated in Section 18 (2) (a)-(e) of the NSEA for the purpose of outlining the procedural steps to be followed in reviewing laws and regulations affecting SMMEs. This is to ensure they are:

- a. Proportional to the problem identified
- b. Targeted with minimal unintended consequences
- c. Assessed for alternative mechanisms other than law and regulation
- d. Are consistent with other laws and regulations
- e. Enforcement does not increase red tape and overly burden the state
- f. Enforcement does not cost the state or society more than the benefit accrued from the intervention

5.2 Effective use by all government of Section 18 (3) of the NSEA (consultation and impact assessment of laws and regulations to minimise administrative inefficiencies and unintended effects)

- a. Publication periodically in the Annual Review for Small Business, laws and regulations to be reviewed that affect SMMEs to be consulted and assessed (prospective and retrospective) for reform to boost SMME participation, inclusion and growth. Special emphasis should be given to the current priority sectors captured in government economic masterplans and strategies.
 - i. Laws and regulation affecting licensing
 - ii. Laws and regulations that affect business registration and compliance
 - iii. Tax regulations and compliance (Inclusive of customs and excise)
 - iv. Laws and regulations affecting bankruptcy, insolvency, debt restructuring and business closure procedures.
 - v. Laws and regulations affecting employment in SMMEs
 - vi. Laws and regulations impacting skills development
 - vii. Laws and regulations affecting public sector procurement
 - viii. Laws and regulations affecting financier's product development and management for financial products targeting SMMEs
 - ix. Laws and regulations affecting property rights
 - x. Laws and regulations affecting competition
 - xi. Laws and regulations affecting environmental matters

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- xii. Laws and regulations (National, Provincial and Municipal) affecting spatial planning and development with particular focus on ordinances that restrict or give right to particular trade, manufacture and assembly activities
 - b. Assessment of the impact, effect and application of the laws and regulations published in sub (a) above.
 - c. Reports written to the competent authorities and departments on consultation and impact of laws and regulations contained in sub (a) with recommendations for reform.

Output 6 Fair and equitable measures for entrepreneurship and early-stage enterprise activities

Supplementary notes to output 6.1 In a world of new realities and changing dynamics in the labour market and the business environment, emerging trends are pointing to more self-employed representation in the labour force as well as an increase in necessity driven entrepreneurship. In order to assist new enterprises to enter into the mainstream of the economy, measures are needed to extend incentives to incorporate and provide assistance to them. These include access to social benefits and adjustments in the current modalities for unemployment and income protection. Likewise, consideration for new approaches to enable registration that acknowledges enterprising activities of self-employed people and sole proprietor enterprises, that may also employ people who do not receive social protection measures.

Disputes between parties in a commercial arrangement are also an unfortunate aspect of business life. SMME business owners can be involved in various types of disputes but late payment of invoices for services and goods rendered are particularly onerous for small businesses. Late payments have a knock-on effect that impact a small business' cash-flow, viability and survival. Access to the courts to resolve late payment disputes can be costly and time-consuming for SMME owners, especially when the dispute is with government or larger firms who have the resources to procure experienced and expensive legal assistance. Therefore, Alternative Dispute Resolution (ADR) mechanisms provide an alternative for the judicial litigation of individual disputes. It involves a neutral party who brings parties together, facilitates negotiations, gives advice on how to end the dispute, or takes a binding decision.

The programme of action below needs to consider learning from previous undertakings and introduce new methods that provide incentives to early-stage enterprises and informal firms to enter into formal arrangements with government and the broader business community. The focus of these actions should be targeted to enhancing income protection of informal workers and enterprise owners, provide greater access to skills development and assist in the access to technology and infrastructure, particularly at the local level.



The following programme areas support output 6.1 to 6.3

Fair and equitable opportunities for growth to SMMEs

6.1 The Policy related and action steps for the enablement of mechanisms to:

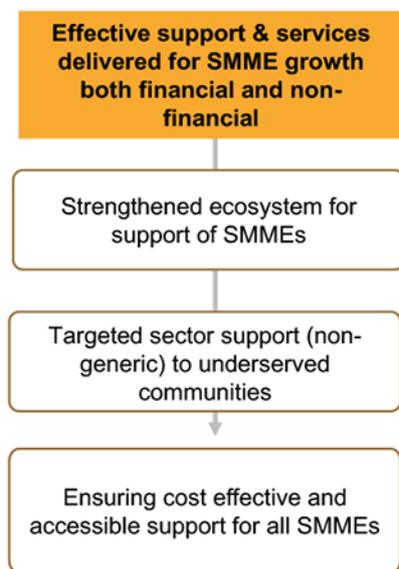
- a. Extend social benefits and incentives with respect to new and changing dynamics in enterprise activity in the formal and informal marketplace, inclusive of but not limited to:
 1. Sole trader/sole proprietor registration with the CIPC
 2. Early-stage entrepreneurial enterprise formation and registration as self-employment
 3. Early-stage entrepreneurial formation through partnerships of individuals and legal entities.
- b. Facilitate ease of registration of individuals operating enterprise activities and entrepreneurial endeavours
- c. Offer incentives and extension of benefits to the self-employed and sole trader communities
- d. Facilitate employment by sole traders and self-employed people for the extension of social benefits to self-employed, informal economy workers, contractors and sole traders

6.2 Alternative Dispute Resolution mechanism (ADR) to resolve late payment and contract disputes for SMMEs embedded in South Africa's legal framework.

6.3 Concurrent with the review of legislation affecting business licencing, registration, tax and employment, design and develop a programme of action to help facilitate practical steps to encourage greater participation in the formal economic structures e.g., local authority administrative compliance, employment administrative compliance, tax administration and business registry. This is to identify mechanisms that can be recommended to incentivise informal enterprises to participate in the mainstream of the economy. This should include recommendations to the competent authorities to ease and simplify compliance and improve business conditions for informal enterprises and informal employees and introduce incentives to formalise. The focus is to:

- a. Provide greater access to social benefits for informal workers and enterprise owners
- b. Provide greater access to skills development initiatives for both informal workers and enterprise owners to upskill them.
- c. Provide greater access to infrastructure and technology

Measurements of success - Outcome 3: Effective support & services delivered for SMME growth both financial and non-financial



Rationale and impact: This NISED Masterplan is not an economic plan in of itself, but constitutes a strategic framework to support the contemporary economic plans and visions for the country. Many of the actions underscored in this output constitute the delivery of product and services to SMMEs in assisting their growth and development. South Africa has currently a delivery ecosystem comprising a mixed supply of developmental services and products (financial and non-financial), but these are not easily accessible due to information and quality assurance constraints. Furthermore, one of the key challenges to guide government intervention in helping underserved SMMEs gain greater access to financial instruments, is its inability to understand and know where gaps exist for government to play a facilitative role. They are also known to not match the needs of SMMEs effectively. The following activities undertaken in this outcome area are targeted to map the supply of support services for easy access by SMMEs, to publish support programmes accessible to SMMEs, to address geographical and

sectoral gaps in supply to ensure targeted support to SMMEs is achieved, and to standardise the payment modality of development support products and services to ensure transparency and greater outreach to SMMEs.

Output 7 Strengthened ecosystem for support of SMMEs

Supplementary notes to output 7.1 There are many programmes that assist the development of SMMEs, including in early-stage entrepreneurial development, skills development, training, mentorship, infrastructure support, access to affordable finance, and many other areas of development support. However, many mandates have been identified to overlap between support agencies with insufficient coordination to achieve optimum impact and cost efficiency resulting in what is termed “double dipping” by SMMEs seeking support. In addition, many SMMEs seeking support find it difficult to access information of what is available and targeted to matching their needs, particularly at local level of their operations. With technology advancements this can be addressed.

Designated entities prescribed by the Minister under output 3 of this Masterplan are required to assist the establishment of an up-to-date representation of local service provision and support to SMMEs geographically listed. This will require considerable and consistent monitoring to ensure that it is updated and captures the changing dynamics in the supply of services and products in the SMME ecosystem of support and to ensure its accessibility. Likewise, better service provision to SMMEs is to be targeted, including the availability of quality public and private business development support services. This is to be affected through the development of quality assurance measures such as codes of conduct, standards and other mechanisms to enhance the ecosystem of practitioners supporting SMMEs as articulated on the IBDS Policy.

The following programme areas support output 7.1 to 7.2

Build and promote expanded supply of support to SMMEs

7.1 In alignment with the District Development Model (DDM “one plan”) develop, publish and regularly update a national spatial map of service providers offering support (financial and non-financial) to



SMMEs including public and private actors, capturing the ecosystem of support providers. This should include:

- a. A publication of a digitally centralised national directory capturing the location, contact information and services offered for providers of financial and non-financial services to SMMEs both public and private actors. Inclusive of:
 1. Training services
 2. Business development services
 3. Incubation and accelerator services
 4. Mentorship and coaching services
 5. Financial products
 6. Networking and chamber business association services
 - b. An easily accessible and user-friendly interface where SMMEs can find contact details that are up to date for the purpose of accessing support (financial and non-financial)
- 7.2 In alignment with the District Development Model (DDM “one plan”) and concurrently with the development and publication of a spatial map and registry of service providers the department is required to give effect to the Incubation and business development services policy (IBDS) to provide for subsidised support to SMMEs in accordance with:
- a. Better quality assurance of service providers through regular monitoring of support delivered
 - b. The standards of practitioners are enhanced
 - c. Educational institutions (Higher education and TVET) have appropriate pedagogy and certification programmes
 - d. Business development practitioners are upskilled on new approaches to enhance the delivery of support to SMMEs
- 7.3 In alignment with the targets (7.1 and 7.2) encourage greater participation and expansion of services supplied to SMMEs and update the SMME support plan (identified in 9.2) with these support programmes.



Output 8 Targeted sector support (non-generic) to underserved communities

Supplementary notes to output 8.1 This Masterplan is not an economic plan in of itself but constitutes a strategic framework to support the contemporary economic plans and visions for the country. Many of the actions underscored in this output constitute the delivery of product and services to SMMEs in assisting their growth and development. South Africa has currently a delivery ecosystem comprising a mixed supply of developmental services and products (financial and non-financial), but these are not easily accessible due to information and quality assurance constraints. They are also known to not match the needs of SMMEs effectively. In conjunction with the development of the mapping of the availability of support to SMMEs, needs assessments need to be regularly conducted to determine both gaps in service provision (of products and services) and where these need to be targeted in underserved areas and communities, and to ensure they match the needs of SMMEs. A sector-based approach in this regard is recommended in alignment with the contemporary plans of government, as noted below, these can be adjusted in time as required.

Following the programme of actions noted below, better coordination of support and participation of SMMEs in value chains across all sectors should result. The following programme areas support output 8.1 to 8.6

Delivery of better and targeted support to SMME demand needs and encourage entrepreneurship

- 8.1 Reorganise the national support agencies providing both financial and non-financial support to provide better service and coordination of public and non-public support to SMMEs.
- 8.2 In alignment with the District Development Model (DDM “one plan”) using the ecosystem map (spatial and registry) the department is to identify gaps and duplication in the supply of effective and sustainable support offered by service providers. Special attention should be given to the advancement of entrepreneurial skills and the enhancement of non-generic products and services tailored to sectors including the needs of informal enterprises (women and youth). Specific focus should be on geographic spaces that have been underserved e.g., townships, small towns and rural areas. This analysis and programme of work should:
 - 1) Review the services offered in their alignment with sectoral strategies to ensure the services/products are fit for purpose and cost effective and not duplicated in order to adjust and present new gamechanger programmes and instruments where required.
 - 2) Regularly conduct a needs assessment with a cohort of SMMEs receiving services from public sector funded service providers to identify new trends in the needs of SMMEs and to review blockages and gaps in the product and services offerings. This should cover gamechanger partnerships with private sector to build market actors and the sustainability of the support ecosystem which should include the following actions but is not limited to:
 1. Whether the services offered in the locations match the needs of SMMEs
 2. What recommendations do SMMEs have to make the services and products more accessible



3. What recommendations do SMMEs have to make the services and products more innovative and future orientated.

3) Identify gaps and possible public private partnerships to crowd in more actors/more services, products where needed. To supplement and enhance the SMME support plan as outlined in 9.2 with gamechanger programmes.

4) Invest in targeted programmes (sectoral, gender and youth) and services for underserved communities and locations to ensure greater reach of support.

8.3 Interventions that are included in the SMME Support plan have to be responsive to the prioritized Game Changer policies developed, including amongst others:

1) Innovative Financial Products – to determine innovative financial products and instruments to support the innovation, growth and development of SMMEs by crowding in new investments working by closely with the private sector. The focus for developmental finance should be the preservation of capital to grow outreach to support SMMEs rather than profit generation by the state. This should include the following actions

a. Minimise direct lending by government actors

b. Leverage wholesale finance through government support to build market entrants and financial intermediaries.

c. Develop an SMME innovation financial intermediary challenge fund on a matching funds basis to mobilise innovation amongst financial intermediaries to address access to finance for underserved SMMEs. This challenge fund should test market participants (financial intermediaries) on new models to (for example)

1. provide greater access to revolving credit

2. testing payment modalities which cuts the cost of managing loan finance

3. identify alternative collateral mechanisms for loan finance (thinking differently about collateral)

4. How to target different segments of the market (lifecycle)

d. Each year increase the credit guarantee to financial intermediaries and banking communities to improve risk appetite and the availability of finance to SMMEs

2) Procurement policy – devise clear targets in line with the policy positions outlined in Outcome 2 to support SMMEs with state procurement to increase economic activity of SMMEs

3) Gamechanger instruments which identify opportunities for greater access to infrastructure for SMMEs especially in underserved communities in townships and rural areas,

4) Gamechanger instruments which identify opportunities for greater entrepreneurship activity.

8.4 Determine and regularly update a list of all programmes, incentives and support instruments aimed at SMMEs. This list should capture the target groups, objectives, measurement indicators and impact sought of the programmes. This is to be inclusive of



all relevant national government programmes and all relevant implementing agencies programmes (National and Provincial) and private sector players

- a. Regularly review the list of programmes, incentives and support initiatives to identify gaps and duplication in delivery programmes targeting SMMEs
- b. Annually publish the list of programmes targeting SMMEs with contact details to the relevant programme officers for easy access to interested enterprises and partners engaged in SMME development and support.

8.5 In alignment with the current national priority sector masterplans, particular attention should be given to ensuring that investment from the public sector is leveraged to stimulate SMME participation. This public investment should stimulate new investment by crowding in other actors as well as the private sector and open market opportunities for SMMEs.

- a. Initial steps should be made to enable coordinating and capturing sector Masterplan focal areas targeting SMMEs. These initial steps should include continuous reporting on
 1. The investment quantum made by public, private and other actors in the sector area in the context of SMMEs
 2. The market opportunities developed and accessed by SMMEs through the work of the departments and ecosystem players
 3. Finance opportunities available and increase uptake by SMMEs
 4. The skills, innovation, competitiveness and productivity enhancement in the sector areas with outlines of limitations and gaps as well as improvements attained.
 5. Recommendations to better the trade environment with particular focus on local trade conditions and constraints as well as export opportunities with details of trade requirements and reporting on upskilling programmes directed at SMMEs for export enhancement
 6. Opportunities to leverage investment from multilateral and donor programmes to facilitate bilateral trade for new markets and market development.
- b. Particular attention is to be focused on spatial areas that are underserved that require new investment by the state to catalyse opportunities for growth in small towns, townships and rural areas by coordination through the District Development Model (DDM one plan).
- c. These sector masterplans are to include practical programmes to support SMMEs including incentives, development support initiatives to enhance competitiveness and productivity tailored to help grow employment and profitability of SMMEs. These sectors are inclusive of the but not limited to the:
 1. Creative industries
 2. Cannabis
 3. Retail- clothing textile and leather
 4. Poultry
 5. Automotive

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6. Furniture
 7. Steel and metal fabrication
 8. Agriculture and agro processing
 9. Aerospace and defence
 10. Ocean's economy
 11. Health economy
 12. Green Economy (Renewable energy)
 13. Tourism
 14. Digital economy
 15. Forestry

- d. Special focus is to be given to the representation of specific targets for SMMEs (tailored and disaggregated) in the various sector masterplans implementation
- e. Special attention is to be given to ensuring that all masterplans target supplier development of embedded services/products from SMMEs.
- f. Special attention is to be focused on retooling and skilling SMMEs for better competitiveness, productivity growth, innovation and 4IR.

8.6 In collaboration with the relevant departments that support education, skills development and innovation, ongoing reviews of the entrepreneurship and skills development pedagogy and delivery mechanisms is required to ensure vocational training and education meets the requirements of industry and technological advancements to build and support SMMEs and economic growth

- a. This should include ensuring that the Sectoral Education Training Authorities cater appropriately to skills enhancement of SMMEs
- b. Curricula is developed to enhance artisanal and vocational skilling to match for industry needs particularly SMMEs
- c. Curricula in basic (schools) and tertiary education (TVETs, University) include entrepreneurship education and new technology advancements to tool learners with skills that support work readiness in the context of 4IR

Output 9 Ensuring cost effective and accessible support for all SMMEs

Supplementary notes to output 9.1 and 9.2 It is common practice where governments pay for services that standardised rates apply. This has not been applied consistently in South Africa. Standardised rates allow for development and support organisations to better budget and target their client offerings. It also provides for better government transparency and targeting financial obligation to national, provincial and municipal for support obligated in the contemporary budgetary cycles. Likewise, the design, development and implementation of targeted support for SMMEs is a collaborative effort of many actors across all of government and private actors. Developing evidenced based programmes is central to the implementation of the NISED masterplan. The following programme areas support output 9.1



Cost effective support for SMMEs

- 9.1 Determine and regularly update a published guideline schedule that standardises the fees/rates for business development support services funded/subsidised by all National, Provincial Departments and Local authorities to SMMEs. This should include:
- a. A determination of services and products for state funding/subsidisation for SMME support and development, inclusive of but not limited to:
 1. Training services
 2. Mentorship services
 3. Coaching services
 4. Business and technical consulting services
 5. Incubation and accelerator services
 6. Digital services
 - b. A regular published assessment that assists the periodic update of the rates and determination of services and products contained in the guideline schedule which reviews
 1. Cost efficiency and effectiveness of public sector funded/subsidised support services rendered
 2. Mechanisms applied for funding and subsidies which can include and not limited to incentives and user-based subsidies, vouchers, grants, matching finance, impact funding, blended finance etc.
 3. Monitoring frameworks which review implementation and adherence to the guideline schedule.
 4. Recommendations to update the guideline schedule and improve outreach.
- 9.2 Based on findings from the investigation in output 8.2 and the relevant policy research and outcomes of the summit work contained in output 11, develop measurable evidence based and targeted programmes to support SMME formation, productivity and competitiveness, published as the SMME Support Plan and in the Annual Review. This should be updated every 3 years.

Measurements of success - Outcome 4: Coordinated government with strengthened private sector partnerships for SMME growth



Rationale and impact: SMME support and delivery is a key function of many government departments across all spheres: private sector, civil society and multi-lateral and bilateral agencies. A considered effort is to be made between government and development partners to better coordinate on inclusive SMME development, policy formulation and delivery modalities. This has been a fundamental failure in the past with previous plans resulting overlapping mandates and the inefficiency of services, products and duplicative reporting. The impact of a coordinated government alongside other actors in partnership will see improved synergy in services and better use of resources for greater outreach. Meaningful participation in the national summits and provincial conferences should culminate in better coordination of SMME support efforts, they will also outline the SMME support initiatives, investments, policy directions to be undertaken to effect change and showcase achievements made nationally and provincially.

Output 10 Strengthened voice of SMMEs and coordinating support and investment

Supplementary notes to output 10.1 Evaluations conducted for each of the government's national SMME strategies have highlighted failures in the coordination of efforts by the many actors engaged in developmental support for SMMEs. A programme of action to coordinate the wide range of actors, government, non-government and private, in collaborative efforts is thus required. SMMEs constitute much of the business community active in the economy but despite this they lack representivity in policy consultations, formulation and debate commensurate to their magnitude.

In acknowledgment of this and to achieve robust consultation, investment planning, coordination and reporting on partnerships and achievements on the economic matters impacting SMMEs, the "New Agency" is best placed to act as secretariat for the Presidential high-level summit every two years as contemplated below.

The following programme areas support output 10.1

Better coordination for SMME investment and growth

10.1 For the purpose of coordination and strengthening the voice of small business in South Africa and to showcase SMMEs as a prominent segment of economic activity, every two years a national presidential summit is to be convened. This summit to be supported by:

- a. Provincial conferences held every two years by the individual Premier offices on SMMEs in preparation for the national summit following the agenda as noted in the national summit
- b. An agreement with the "New Agency" to perform professional secretariat functions for the convening of the national summit. These functions are to include but not limited to
 1. Logistical arrangements for the summit
 2. Funding and financial arrangements for the summit
 3. Reporting on the summit discussions, resolutions and outcomes

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- c. The Department and the Presidency is to agree on budget allocations to the “New Agency” for the professional secretariat services to host the presidential summit.
 - d. The purpose of the national presidential summit is:
 1. To present a consolidated review of small business in South Africa as well as progress on matters prioritised from previous summit(s)
 2. To present individual Provincial reviews in alignment with the DDM one plan model. Objectives for SMME provincial and district growth, investment targets and public private partnerships targeting SMME development and support (products and services) in their respective provinces
 3. To present outcomes of the sector-based Masterplan agreements for SMME development, support (products and services) and investment
 4. For the national departments, implementing agencies and research partners to present findings and recommendations on SMME policy, programmes and developmental objectives including the targeting of women and youth enterprise growth
 5. For small business chambers, associations, sector representivity bodies (large, small and informal) and networks to engage, respond and advocate their members positions
 6. For the business communities (Inclusive of large and international businesses) and government departments, agencies and other partners to:
 - Report on investments made to SMME development objectives
 - Report on challenges and opportunities to SMME market development
 - Identify new investment and market development opportunities for SMME growth and Accords
 - To make commitments and accords for implementable programmes and projects that support and promote SMME growth and sustainability
 7. To set the agenda, policy and programme of action for SMME development and support to be reported back on at the next national summit

Output 11 Public private partnerships for SMME growth

Partnerships outreach for SMME growth

Supplementary notes to output 11.1 Consistent and continuous outreach to crowd in new investment opportunities to support SMME growth and involvement in the mainstream of the economy is vital. This will require continuous efforts in tracking, monitoring and reporting on commitments made with partners (government, non-government and private actors) towards seeking new opportunities for new investments and partnerships, to be reported both in the annual review for small business and at the national summits.



The following programme areas support output 11.1

- 11.1 The department in conjunction with the implementing agencies is to continuously identify new project and investment opportunities for SMME development and support and to monitor, track and report on the investment and developmental commitments made in the national summit. This is to be publicly reported on in the annual review as prescribed by the NSEA under the guidance of the Director General of the department. This is to:
- a. Concluding new formal commitments to SMME investment and development
 - b. Facilitate knowledge sharing of investments and project areas that support SMME growth as committed to in the national summit
 - c. Track the quantum of investments/support and development programmes directed to SMMEs by sector, size, geographic location, gender, age and race.
 - d. Assist in the reporting back to the following national summit
 - e. Assist in tracking the outcomes of the Sector based masterplans for SMMEs and identify sector based new investment and development objectives to improve the conditions for SMMEs in the different industrial sectors. This is to be done in conjunction with the sector business representatives and the departments concerned
 - f. Assist the provincial conferences in alignment to the national summit's resolutions/accords and investment areas
 - g. Assist in the development and pipeline of new support and investment programmes, particularly where gaps are identified.

Report back at the national summit and the annual review on formalised commitments achieved with public sector partners, government partners multilateral partners, chambers, sector associations and other stakeholders to showcase SMME investment and development project.

Output 12 Implementation through a coordinated government monitoring and reporting on outcomes

Coordinating implementation

Supplementary notes to output 12.1 In order to ensure effective coordination of the multiple actors involved in supporting and uplifting SMMEs (both within government and in the private sector), an appropriate implementation and monitoring framework is required. Many of the actions to be undertaken within the NISED masterplan framework require consistent coordination amongst different role players at various levels of government intersecting with private sector partners. This will require structures to ensure participation of the identified role-players and partners as well as monitoring mechanisms to ensure delivery of the intended actions. Importantly, the NISED is considered a live plan therefore the monitoring mechanisms will inform adjustments to work programmes captured in the NISED masterplan document.



The following programme areas support output 12.

12.1 The department in conjunction with the various implementing partners are to establish social compact (accords) for the intergovernmental structures as well as partnership agreements necessary for the implementation of the masterplan's programmes contained above. This is to:

- a. Establish the structures necessary within the current government management and coordination frameworks for monitoring, tracking, and reporting on the actions identified in the NISED masterplan.
- b. To coordinate government departments and agencies on the implementation of the masterplan's outcomes.

12.2 The department is to work closely and agree with Department of Planning Monitoring and Evaluation the establishment of a monitoring framework to measure the outcomes of the NISED masterplan. This will further require:

- a. Recommendations for improvements on the implementation of the planned actions.
- b. Recommendations for adjustments based on tracking of outputs.
- c. Reporting to the established governmental structures on outcomes and recommendations for improvement to the successful achievement of the NISED Masterplans programmes of action, to include but not limited to;
 1. IGR – Horizontal linkages – National Departments reporting on implantation of their Small Business Investments,
 2. Inter-spherical – Political and Technical MinMEC, intergovernmental committee of senior officials on Small Business Development,
 3. Institutional arrangements for stakeholder participation – As per the Act, the Small Business Advisory Council
 4. Presidential Economic Advisory Council – Small Business, Investment, Red Tape and Employment Opportunities.

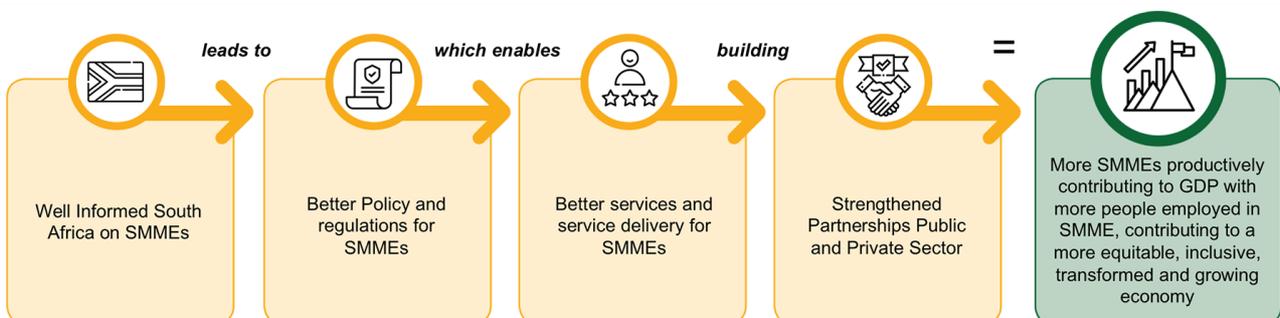
Section D: Implementation

Despite considerable resources & policy intervention to support micro, small, & medium enterprises (MSMEs), support for SMMEs remains uncoordinated & fragmented with duplication of initiatives based on symptoms. Research & data to monitor SMME performance remains elusive at national level resulting in ill-informed design of programmes & support to match SMME needs & opportunities (financial & non-financial). This continues to result in low survival rates of SMMEs & stagnant growth. The Game-Changer Programme will be a specific tool to open the space to tackle some of the major impediments holding back the SMME sector.

The NISED Masterplan thus seeks to address the above key problems of integration along with the coordination challenges, by coordinating the development and design for better interventions targeting SMMEs. The NISED Masterplan is a plan to help assist South Africa in delivering effective support to SMMEs!

Evaluations of previous national SMME strategies show that the most challenging aspect *is the execution and implementation of the intended plans in a coordinated way*. The NISED Masterplan requires extensive coordination within – and among – the various ministries, departments (at all spheres of government), their agencies and private sector actors. To undertake this task, it is important that a single department is the custodian of the Masterplan – the DSBD, which acts as a champion of SMMEs within government, coordinates the various projects and programmes undertaken by the other actors and advocates for regulatory and policy reform where appropriate. The DSBD will be accountable for ensuring implementation of the NISED Masterplan as well as monitoring the progress to ensure the outcomes and outputs are achieved.

The NISED Masterplan is built on four fundamental pillars under which a series of programmes and actions work together to result in the growth and sustainability of the SMME community in South Africa. The four key pillars are designed to facilitate more effective support and better delivery by ensuring that information about the SMME community is published and shared (Evidence) to ensure a well-informed South Africa on SMMEs. This then leads to the ability to target policy and regulatory intervention based on evidence which should enable a better service environment for the delivery of support to SMMEs which in turn is facilitated by strengthened partnerships between the public and private sector.



As outlined in the plan, the publication of the Annual Review for Small Business will publicly represent implementation of the programme of actions outlined in the NISED and the tracking and monitoring of its impact over time.



The NISED Masterplan and its programme of actions are to address several key challenges that have afflicted the growth of SMMEs for many years. Briefly these include:

Key Challenges

- Lack of comprehensive, dependable, available and accessible data within the three spheres of government on SMMEs that is utilized to consistently track and monitor SMME performance in the economy.
- Lack of coordination of government interventions and programmes.
- Policy uncertainty coupled with administrative complexity increases the cost of compliance and expanding “red tape” for SMMEs.
- SMMEs must comply with onerous labour regulations which hamper their ability to employ more staff.
- SMMEs require better staff skills particularly in digital and technology related fields to assist with growth.
- South Africa’s economy has structural biases that favour larger firms which limits competition and SMME entry into markets.
- Lack of affordable finance to service early stage and micro enterprises.
- Low uptake on formalisation of enterprises.
- The SMME support ecosystem is often viewed as fragmented, duplicative with limited reach to service rural and township areas.
- Late payment reduces the ability of SMMEs manage cash flow and effects the sustainability of enterprises.

Through the coordination of actions as outlined in Section C together with the projects implemented by many actors under the different outputs, the Masterplan envisions increasing the participation of SMMEs in the national economy. This is to expand the contribution of SMMEs to GDP, employment and the competitiveness of South Africa’s economy. It is imperative that the DSBD consults widely – internally within government – and externally, among all the key private sector and none state actors including civil society and academic institutions, and labour throughout the NISED Masterplan lifespan.

Critical to the success of the Masterplan is meaningful buy-in from the executive in government to ensure coordination of the various departments and agencies. The implementation and delivery of the NISED Masterplan will require a whole of government championing the masterplan’s goals and impact.

The strengthened co-ordination of the NISED Masterplan presents a unique and timely opportunity to mobilize additional resources – both financial and technical – for small business development. To this end, several high-impact Game-Changer Programmes will be prepared and facilitated by the DSBD, working with strategically significant public sector, private sector and non-profit partners. These Game-Changer Programmes will be integrated into the SMME support plan/Annual NISED implementation plan. This will enable improved targeting of the small enterprise development capabilities – both financial and non-financial - that currently exist in the broader small enterprisedevelopment ecosystem. This will also enable fiscal resources to leverage significantly higher levels of additional private and institutional investment for small enterprise development.



Partnership-driven Game-Changer Programme to turn the SMME sector around.



*It is recognised that on their own, the measures within the masterplan to create an enabling environment are insufficient without a major boost in the form of **targeted and partnership-driven game-changers**, that are driven by **coalitions of the willing**. These extraordinary interventions are **required at scale** to kick-start the sector. These will need to be **co-created, designed and implemented** with key role-players from both inside and outside the state through **strengthened and open partnerships**.*

Among the Game-changing Partnerships to be co-created are the following:

1. A recapitalised Khula Credit-Guarantee (KCG) Mechanism with pre and post investment support (market access and business development support)
2. An enhanced TREP - Township and Rural Partnership Programme
3. A major Supplier Development Partnership Programme (linked to private sector and public sector markets) and supported through incubators
4. An Upscaled Youth Challenge Fund that incentivizes youth innovation
4. A Digital One-Stop Shop Platform with AI capabilities
5. A reconfigured and effective agency for the delivery of financial and non-financial support



Central to the successful execution of the Masterplan is a strong monitoring and evaluation approach – to the Masterplan itself - and to all projects and programmes that stem from it. Where resources are lacking within the department itself to conduct monitoring and evaluation investigations, these will have to be bolstered with skilled analysts capable of utilising innovative statistical tools to map progress across the projects and programmes and track impact against the outcome and outputs of the masterplan.

Successful implementation of the Masterplan must be founded on the fundamental understanding that there are, and will continue to be, constrained budgets across government. The outcomes and outputs of this Masterplan do not support duplication of effort. A critical step for the early stage of implementation will be the successful merger of SEFA and SEDA into a new organisation which takes a central role in coordinating the various governmental departments' project activities that are SMME focused as contemplated in section 10(b) of the National Small Enterprise Act (as amended). Simply put, the central agency, with its national footprint will be the predominant implementing agency for all of government (at all levels) for SMME support programmes. In addition, to minimise compliance costs, improve formalisation and extend benefits to enterprises that fall out of the formalised economy, a central technology platform is to be developed as the primary hub for SMME user-based subsidies by government and its funding instruments. This will support synergy and integration for the purpose of minimising corruption and “double-dipping”. This provides the new agency, working closely with DSBD, with a more active role in budgetary considerations and allocations across government on projects and programmes that have SMME development/support objectives. It further supports government's goal to deliver more e-governance practices and centralises budgetary allocations to SMME support through “one system”.

Early in the execution of the masterplan, the DSBD – working together with all ministries, state-owned enterprises (SOEs) and agencies – will need to review existing programmes to rationalise those that overlap and realign programmes to fit with the Masterplan outcomes and outputs. Programmes that do not have significant impact to the goals of the Masterplan should be removed.



The development of an effective monitoring system is fundamental to tracking, monitoring and reporting on progress in the Annual Review. This has been a critical weakness in the implementation of past national SMME development strategies. The NISED Masterplan avoids setting specific x number of SMMEs to be supported as targets should be adjusted each year based on available budget and resources as well as monitoring success and impact achieved. These targets are set in the SMME support plan as published by the Department. Continued support by government to unsustainable enterprises can lead to over trading in vulnerable economies and market distortions. Importantly government is not in the game of manufacturing businesses, but its main role is to facilitate a conducive environment for enterprises to start and grow.

The Annual Review of Small Business as stipulated in the Act (NSEA, as amended) will publish a yearly report-back on progress of the masterplan's outcomes and outputs. The Annual Review will rely heavily on the cooperation and coordination of the statistical offices of South Africa including Stats SA, SARS, Reserve Bank, National Treasury and Department of Performance, Monitoring and Evaluation (DPME) to publish disaggregated information in alignment with the standardised definition of SMMEs. Information reported on should include SMME disaggregated data on contribution to GDP, labour, tax, bank lending metrics, procurement uptake amongst other important metrics - for their inclusion in the Annual Review. Likewise, policy focus, implementation and new propositions should be reported on yearly.

The NISED Masterplan relies heavily on public/private participation in the development and growth of a sustainable SMME sector. Building strong and regular engagement and partnership is important, as many of the programmes and projects underway in South Africa are private sector led, through the legislative enterprise and supplier development framework in transformation legislation. The DSBD together with its agency has a considerable role to play in this regard. A central and key component to this partnership alignment is effective use of the biannual summits nationally and the provincial conferences for coordination, building partnerships and creating synergy for the development and growth of the SMME sector. Bringing government together with business to focus on both national imperatives as well as localised opportunities.

The following table presents a detailed outline of the core programmes and activities in accordance with each of the four pillars to deliver the objectives of the NISED Masterplan. The NISED Masterplans is presented as a live plan, and it is understood that many of the activities presented below may require adjustment as programmes are delivered monitored and tracked.

The NISED Masterplan summary table

Goal / Impact (Outcome 1 NISED)

Well informed SA on SMMEs with continuous monitoring evaluation and learning

Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks (Assumptions)	Link to National Plans
Application of a uniform definition for SMMEs	1.1. Uniform definition for SMMEs and Coops consistently applied (Legal and Statistical)	1.1.1 SMME data reviewed periodically for updating definition	STATS SA, SARS, BEE Commission, Departments and Regulators	Lead: DSBD Support: National Treasury, Stats SA, SARS, New Agency	H	Ongoing (2021/22)	Business Information and Knowledge Management Unit		Current Situation: First report 2019 – current review in progress for publication 2022 Risk: Shortage in competent capacity to review complex datasets	DSBD APP, MTSF 2019/2024, NDP, Small Business White Paper
		1.1.2 Guidelines to apply definitions Gazetted for reporting and monitoring SMMEs	Department Programme officers (Nat, Prov, Local), New Agency and Designated Entities	Lead: DSBD Support: State Law advisors, New Agency	H	2022/23	Legislation Unit		Current Situation: Schedule 1 (NSEA) updated but not practiced by all users. Data collection and analysis hampered to calculate SMME information. Risk: Low uptake on the SMME definition application which	ERRP, MTSF 2019/2024

Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks (Assumptions)	Link to National Plans
									affects data collection and analysis	
		1.1.3 Align the definition of Small Enterprise with DTIC (BBB-EE codes) Stats SA and National Treasury.	DTIC, BBB-EE commission, Stats SA and NT, Cooperative	Lead: DSBD Support: DTIC, BBB-EE commission, Stats SA and NT, Cooperatives	H	Ongoing 2021/22	Legislation Unit		Current Situation: Review underway with stakeholder consultation in progress Risk: Stakeholders reluctant to align hampers data collection, monitoring and targeting going forward.	DSBD APP
Regular research on SMMEs in partnership with the research & business community	1.2. Periodic research on growth and competitiveness of SMMEs and Coops published	1.2.1 Launch and deliver the SMME Development Index (SDI)	Business Communities, Research Institutions, Government, New Agency, SMMEs and Coops	Lead: DSBD Support: Chambers and Business Association, Stats SA, SARS, NT, DTIC, BBB-EE Commission	H	Launched in 2021 to be published in 2022	Business Information and Knowledge Management Unit		Current Situation: Pilot approved and first wave underway Oct 2021 Risk: Low response of SMMEs to survey, Chamber relationships strained	ERRP, MTSF 2019/2024, NDP
		1.2.1.1 Tracking tool to monitor Govt expenditure to SMMEs (Inclusive of all set-aside and procurement targets)	SMMEs, Govt departments (Nat, Prov, Local, SARS, NT, Women, Youth, People with Disabilities etc.	Lead: National treasury Support: DSBD	H	2022/23	NT: OCPO		Current Situation: Little to no data on SMME procurement by government published Risk: The Procurement Bill alignment with this target.	ERRP, MTSF 2019/2024, NDP

Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks (Assumptions)	Link to National Plans
		1.2.1.2 Macro indicators developed and published in the SDI	SMMEs, Govt, and Private Sector Investors	Lead: DSBD Support: Stats SA, SARS, NT, SARB	M	2024	Business Information and Knowledge Management Unit		Current Situation: SMME Data harmonisation lacking due to multiple definitions Risk: Shortage in competent capacity to review complex datasets	ERRP, MTSF 2019/2024, NDP
	1.3. Identify gaps and opportunities for SMME growth and how to support the development ecosystem to better delivery of support and services	1.3.1. Conduct and publish Red Tape Reduction research	SMMEs, Govt, and Private Sector Investors, Business Associations and Regulatory Authorities	Lead: DSBD Support: Presidency, DTIC, Relevant Govt Department (Issue Specific), Private Sector	H	2022 (Ongoing issue specific)	Red Tape Reduction Unit		Current Situation: Pilot programmes being run in municipalities which are identifying red tape Risk: Resources to conduct the research.	DSBD APP, ERRP, MTSF 2019/2024, NDP
		1.3.2. Longitudinal tracking growth and competitiveness of SMMEs conducted and Published in the Annual Review.	SMMEs, Govt, and Private Sector Investors and Business Associations	Lead: DSBD Support: Research partners as appropriate	H	2021 Baseline conducted (Ongoing yearly)	Business Information and Knowledge Management Unit		Current Situation: The EDSE EU programme has supported the initial research Risk: Budget allocation to conduct the research.	DSBD APP, ERRP, MTSF 2019/2024, NDP
		1.3.3. Partnerships with Academic fraternity for 3-year cycle research agenda	Academic fraternity, Independent and research institutions	Lead: DSBD Support: Relevant Departments, Academic fraternity,	M	2024/5	Business Information and Knowledge Management Unit		Current Situation: No coordination interlinked with government priorities	ERRP, MTSF 2019/2024, NDP



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks (Assumptions)	Link to National Plans
				Independent and research institutions					Risk: Many stakeholders difficult to coordinate and motivate to support Govt research agenda.	
		1.3.4. Learnings from international research and donor programmes inform innovation to support the business development ecosystem	Business Development ecosystem, SMMEs, International research and donor community and New Agency	Lead: DSBD Support: DIRCO, NT, DTIC and Donor Community	M/L	2025/6	Business Information and Knowledge Management Unit		Current Situation: No information being catalogued on best practices Risk: Restraint budget and capacity to collect analyse and publish information from multi stakeholders	ERRP, MTSF 2019/2024, NDP
	1.4. Annual research colloquiums	1.4.1. Incentives to encourage research publications on SMMEs	Independent Researchers, young researchers, Academic fraternity, New Agency, Research Institutions	Lead: DSBD Support: New Agency, Academic Fraternity, Relevant Govt Deps	M	2025	Business Information and Knowledge Management Unit		Current Situation: Lack of a preeminent platform to showcase SMME research Risk: Restraint budget allocation to host research colloquiums and incentivise research, link to the research agenda required	ERRP, NDP
Consistent publication of the Annual Review of	2. Annual Review consistently published each year to inform all stakeholders in	2.1.1. Template developed for the Annual Review to be updated yearly (including all	SMMEs, Govt, and Private Sector Investors and Business Associations	Lead: DSBD Support: New Agency, Designated Entities, Govt,	H	2022/3	Office of the Director General		Current Situation: The annual review has never been published in alignment with NSEA	ERRP, MTSF 2019/2024, NDP

Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks (Assumptions)	Link to National Plans
Small Business	SMME development	tracking and monitoring progress to Masterplan)		NT, Stats SA, SARS, DPME, DTIC					Risk: Template deviates from NSEA and NISED targets and capacity to develop appropriate template	
		2.1.2. Progress tracking, Monitoring, Research on SMMEs consolidated annually and published into Annual Review each year	SMMEs, Govt, and Private Sector Investors and Business Associations	Lead: DSBD Support: New Agency, Designated Entities, Govt, NT, Stats SA, SARS, DPME, DTIC	H	2023/4	Office of the Director General, Supported by Business Information and Knowledge Management Unit		Current Situation: The annual review has never been published in alignment with NSEA Risk: Capacity restraints and Budget to administer and effective coordination between role players	ERRP, MTSF 2019/2024, NDP
Efficient monitoring of public funded support by identifying the aggregate support delivered to SMMEs	3. Regular reporting on SMME support delivered by designated entities to monitor aggregated funding and support delivered to SMMEs and target groups.	3.1.1. Legislative framework exists for the Minister to issue [(NSEA Section 20 (b)) regulatory notices to identify “designated entity(s)”	Govt agencies receiving budget to support SMMEs	Lead: DSBD Support: State Law Advisors, ESIEID Cluster, provincial departments responsible for economic development and SMME support agencies	H	2022/3	Office of the Director General		Current Situation: Currently there is no guidance gazetted for Govt spend on SMME support and development Risk: Agreement with other Govt departments where transversal arrangements clash, legislative changes.	ERRP, MTSF 2019/2024, NDP
		3.1.2. Digital data repository developed and operational to collect information	Designated entities, (Govt Agencies receiving budget	Lead: DSBD Support: NT, DPME, New Agency	H	2022/3	DSBD: Enterprise Development		Current Situation: No centralised monitoring of budget spend on SMMEs	ERRP, MTSF 2019/2024, NDP



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks (Assumptions)	Link to National Plans
		from “designated entities” to track measure and monitor budget spend on SMMEs	to support SMMEs)						Risk: Political will to centralise reporting on SMME budget spend.	
		3.1.3. Issue notices to relevant Govt and Agencies for information required for reporting in the Annual Review	Designated entities, StatsSa, SARS, DPME, CIPC, DTIC	Lead: DSBD Support: Designated entities, StatsSa, SARS, DPME, CIPC, DTIC	H	2022/23	Office of the Director General, Supported by Business Information and Knowledge Management Unit		Current Situation: Little coordination of data on SMMEs Risk: Low cooperation	ERRP, MTSF 2019/2024, NDP
		3.1.4. Publish Yearly the Annual Review	SMMEs, Govt, and Private Sector Investors and Business Associations	Lead: DSBD Support:	H	2022/23	Office of the Director General, Supported by Business Information and Knowledge Management Unit		Current Situation: Little coordination of data on SMMEs Risk: Low cooperation	ERRP, MTSF 2019/2024, NDP, improvement

Goal / Impact (Outcome 2 NISED)

Policy, Laws and regulations reformed to enable SMME growth and efficient governance.

Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
Policy development for an enabling environment for SMMEs	4.1. National and Provincial Government Policy developed for growth of SMMEs (Targeted groups) - updated in the Masterplan	4.1.1. Yearly identify and publish policy papers (National and Provincial) (see guiding themes in MP) (In development 2021/22) <ul style="list-style-type: none"> • Entrepreneurship Policy Strategy • Red Tape Reduction Policy • Localisation and Manufacturing policy • ADR policy • Funding Policy • IBDS Policy) 	SMMEs and target groups inclusive of (Women-owned, youth-led, people living with disabilities and township and rural-based)	Lead: DSBD Support: ESIEID Cluster departments and their agencies, UNDP, UASF, COGTA, OCLSA, IBASA	H/M	2022/23 (Ongoing)	DSBD: Policy, Research Unit, Enterprise Development Unit, Red Tape Reduction Unit, Office of the Director General, Sector and Market Development Unit & Legislation Unit		Current Situation: Policy developed siloed and intermittently developed Risk: Coordination and consultation central to policy with time management essential for completion and publication	NDP, ERRP, MTSF 2019/2024, Improvement Plan, NISED
		4.1.1.1. Coordinating committee established between transversal Govt departments (National and Provincial)	SMMEs and target groups inclusive of (Women-owned, youth-led, people living with disabilities and township and rural-based)	Lead: DSBD Support: New Agency and ESIEID Cluster departments and Provincial Premiers offices	H	2022/23	DSBD: ODG		Current Situation: DSBD attempted this coordination in the past and the Coordinating Committees (Inter-departmental & Inter-Provincial) were discontinued Risk: An acceptable coordinating	ERRP, NDP, Improvement Plan

Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
									framework has not been adopted yet. Lack of Political will/buy-in	
		4.1.1.2. All sector masterplans encouraged to target SMME interventions in accordance with Profiling (baseline) in 8.3.1.1 <ul style="list-style-type: none"> Youth Women PWD Township Rural Areas 								NISED, MTSF
Red tape reduction and better service delivery to SMMEs	4.2. e- Government practices to streamline efficiencies for Red Tape Reduction	4.2.1. Review administrative procedures (by sector and competent authority) to result in affordable and digitally led compliance	National, provincial and local government and their agencies	Lead: DSBD Support: NT, dtic, Cogta, SALGA	H	2022/23	DSBD: Red Tape Reduction		Current Situation: Pilot Programmes on RTR being implemented Risk: Lack of resources/capacity to implement digitally led compliance requirements in municipalities	NDP, ERRP
		4.2.1.1 EODB Administrative Simplification Programme	Local government and their agencies	Lead: DSBD Support: NT, Cogta, SALGA	H	2022/23	DSBD Red Tape Reduction		Current Situation: EODB Pilot Administrative Simplification	NDP, ERRP



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
									<p>Programme for SMME s and Co-operatives implemented</p> <p>Risk: Weakness in capacity (budget and skills) in municipalities</p>	
		4.2.1.2 Develop and Manage a Red Tape Reduction Dashboard	District and Local Municipalities	Lead: DSBD Support: NT, Cogta, SALGA	H	2022/23	DSBD: Red Tape Reduction		<p>Current Situation: Dashboard underdevelopment from EODB Pilot</p> <p>Risk: Weak resource (budget and capacity) at municipal level</p>	NDP, ERRP
		4.2.1.3 Establish and regularly convene Red Tape Reduction Business and Govt working groups (Local, District, Province & National)	Business, national, provincial and local government	Lead: DSBD Support: Cogta, dtic, SALGA	M	2023/24	DSBD: Red Tape Reduction		<p>Current Situation: No working groups established</p> <p>Risk: Action plans for red tape reduction needs business and government agreement</p>	NDP, ERRP
		4.2.1.4 Develop Red Tape Reduction Methodology and run capacity building for public servants and Govt stakeholders	National, provincial and local government	Lead: NSG Support: National, provincial and local government	H	2022	National School of Government (NSG)		<p>Current Situation: Ad hoc capacity building on red tape reduction prevention mechanisms</p>	NDP, ERRP

Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
			and their agencies	and their agencies					Risk: Budget and capacity	
Red Tape - Regulatory reform for better business environment for SMMEs	5.1 Regular publication by notice in the National Gazette the guidelines as stipulated in Section 18 (2) (a)-(e) of the NSEA for the purpose of outlining the procedural steps to be followed in reviewing laws and regulations affecting SMMEs	5.1.1. Develop and publish Guidelines for the measurement of regulation and Red Tape Reduction in line with SEIAs which target regulatory reform for SMMEs	SMMEs and target groups inclusive of (Women-owned, youth-led, people living with disabilities and township and rural-based)	Lead: DSBD Support: DPME	H	2022/23	DSBD: Legislation		Current Situation: Guidelines are not currently published Risk: Legislative owner may be hesitant to reform regulatory measure in the absence of provision and guideline to amend	NDP, ERRP
		5.1.1.1. Task Team established between Govt and Business for guidelines to support policy harmonisation	Business, national, provincial and local government	Lead: DSBD Support: dtic, Cogta, business associations at national and local level	M/H	2024/25	DSBD: ODG		Current Situation: No existing task team comprising representatives from departments and business representatives Risk: Lack of trust between Govt and Business	NDP, ERRP
		5.1.1.2. Publish regular practice notes on good practice impact assessment methods	Business, national, provincial and	Lead: DSBD Support: NT, DPME	M	2024/25	DSBD: Legislation		Current Situation: Practice notes are currently not published, nor	NDP, ERRP



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
		for regulatory reform targeting SMME business.	local government						guidelines as provisioned by the NSEA Risk: Guidelines and practice notes not applied	
	5.2. Effective use by all government of Section 18 (3) of the NSEA (consultation and impact assessment of laws and regulations to minimise administrative inefficiencies and unintended effects)	5.2.1. Publication in Annual Review, laws and regulations to be reviewed that affect SMMEs	National, provincial and local government	Lead: DSBD Support: Cogta, DPME, SALGA	M	2023/24	DSBD: Legislation		Current Situation: Annual review reports have made reference to legislative impact on SMMEs without implementation to effect reform Risk: Legislative owner may be hesitant to reform regulatory measure in the absence of provision and guideline to amend	NDP, ERRP
		5.2.1.1. Review and reform/amend the National Small Enterprise Act to provide for institutional reform that minimises compliance for SMMEs and improves service delivery.	DSBD	Lead: DSBD Support: New Agency	H	2022/23	DSBD: Legislation		Current Situation: NSEA regulations will be promulgated to support technical support provisioned for SMMEs Risk: Amendment addresses problems with institutional framework	NDP, ERRP



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
		5.2.1.2. Review and reform/amend the Business Act of 1991 to establish common practices for licencing and better governance at local and district authorities.	District and Local municipalities	Lead: DSBD Support: Cogta, SALGA	H/M	2022/23	DSBD: Legislation		Current Situation: DTIC transferred Business Act to DSBD in 2021 which requires review Risk: Reforms to Business are constitutional and support cooperative governance and business simplification	NDP
		5.2.1.3. Review labour laws and regulations to explore exemptions to SMMEs for increased employment.	SMMEs	Lead: DEL Support: DSBD	H	2022/23	DSBD: Legislation		Current Situation: No guidelines published on legislation that impact small enterprises as per Section 18(b) (d) of the NSEA Risk: Lack of political will to review and reform labour laws and regulations impacting SMMEs	MTSF 2019/2024
		5.2.1.4. Introduce legislation that imbeds ADR mechanisms for SMMEs.	SMMEs and co-operatives	Lead: DSBD Support: OSCLA, DPME	H	2022/23	DSBD: Legislation		Current Situation: Draft bill published for public comments and being revised	NDP, MTSF 2019/2024, ERRP



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
									Risk: ADR legislation is appropriate and fundable	
		5.2.1.5. Review Tax Laws and their effect on SMMEs, explore exemptions to SMMEs for increased employment.	SMMEs	Lead: SARS Support: DSBD, NT, DTIC, Business Membership Bodies	H/M	2023/25	DSBD: ODG		Current Situation: Tax incentives for business capped at R20 million Risk: Amendments to the tax revenue will affect the fiscal	MTSF 2018/2024
		5.2.2. Conduct regulatory assessment reviews to identify the impediments for priority reform	SMMEs and co-operatives	Lead: DSBD Support: National, provincial and local government	H	2022/23	DSBD: Research		Current Situation: No current assessment on identifying impediments for reform Risk: Poor budgetary resource and capacity to conduct regulatory assessment	NDP, ERRP
		5.2.2.1. In conjunction with the Red Tape (business and government) task team (see 4.2.1.3) determine priority regulatory and legislative reforms for SMMEs.	SMMEs and co-operatives	Lead: DSBD Support: Business associations, National, provincial and local government	M	2023/24	DSBD: Legislation		Current Situation: Red Tape task team is yet to be established in conjunction with Red Tape Action Plan Risk: Resistance to regulatory and	NDP, ERRP



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
									legislative reform by policy owners	
		5.2.3. Indicate in the Annual Review, regulations and legislation reforms to be conducted each year for a better business environment for SMME.	National, provincial and local government	Lead: DSBD Support: New Agency,	M	End of March 2023	DSBD: Legislation		Current Situation: Red tape and policy uncertainty affecting SMME growth Risk: Legislative owner may be hesitant to reform regulatory measure in the absence of provision and guideline to amend legislative reforms	NDP
Fair and equitable opportunities for growth to SMMEs	6.1. Extend social benefits and incentives to enterprise (entrepreneurship) activity in the formal and informal marketplace	6.1.1. Setup a mechanism where sole traders and self-employed entrepreneurs can register their activities/enterprise with the CIPC (Note: this is not a company but a registration of trading in the chosen industry)	National, provincial and local government	Lead: DTIC Support: Cogta, DSBD, CIPC, SARS	M/L	2024/25	DTIC (CIPC)		Current Situation: COVID 19 highlighted the challenge on delivering support to Sole Traders and informal market actors Risk: Companies Act may require an amendment to assist with this target.	ERRP
		6.1.1.1. Incentivise and link the registration of business activities, sole traders and entrepreneurs	Sole traders and self employed	Lead: DTIC Support: SARS, DSBD, district & local municipalities	M	2024/25	DSBD: Legislation		Current Situation: Registration at CIPC, SARS, district and local municipalities remains delinked	ERRP



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
		(including Self Employed) with SARS, UIF and Social Security and the business licencing regime for Local and District Authorities as well as Central supplier database.							Risk: Registration authorities may be apprehensive in linking registrars due to security risks	
	6.2. Set up an Alternative Dispute mechanism (ADR) to resolve late payment and contract disputes for SMMEs (This should be imbedded in the legal framework of South Africa see 5.2.1.4)	6.2.1. Review legislation (NSEA) to design, develop & implement appropriate and cost-effective ADR mechanism for SMME disputes	SMMEs and co-operatives	Lead: DSBD Support: DoJ, SEDA	H	2022/23	DSBD: Legislation		Current Situation: Current Amendment Bill being assessed Risk: ADR mechanisms developed are appropriate, fundable and address late payment challenges by Govt to SMMEs.	NDP, ERRP. Improvement Plan
	6.3. Design and develop a programme of action to help facilitate practical steps to encourage greater participation in the formal economic structures e.g. local authority administrative	6.3.1 Identify and develop institutional and policy reforms to incentivise informal enterprises to participate in the formal economy	Informal enterprises	Lead: DSBD Support: National, provincial and local spheres of government	L	2027/28	DSBD: Policy		Current Situation: Incentives are not effectively coordinated Risk: informal economy actors may perceive the system as a means to coerce them to pay taxes, low uptake	R204, NIBUS



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
	compliance, employment administrative compliance, tax administration and business registry.									
		6.3.2 Develop recommendations to competent authorities on reforms necessary to simplify compliance for informal economy actors to participate in the formal economy (see 4.2.1, 5.2.2 & 6.1.1.)	National, provincial and local spheres of government	Lead: DSBD Support: Cogta, National, provincial and local spheres of government	M	2024/25	DSBD: Policy		Current Situation: Current EODB plot programme being implemented Risk: Coordination and fiscal constraints to the programme	NDP, ERRP
		6.3.3 Develop policy guideline and recommendations to access skills development initiatives through a social security mechanism for informal economy actors to encourage lifelong learning and vocational development (see 6.1)	Informal economy actors	Lead: DSBD Support: SEDA	L	2027/28	DSBD: Policy		Current Situation: No existing policy guideline to access skills development if unregistered Risk: Inadequate budget resourcing	NDP



Goal / Impact (Outcome 3 NISED)

Effective support & services delivered for SMME growth both financial and non-financial

Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
Build and promote expanded supply of support to SMMEs	7.1 In alignment with DDM and IBDS policy publish online directory to showcase supply of support to SMMEs	7.1.1 Develop a technology platform which can be easily accessed digitally by Public and Private role-players (including SMMEs) to register and map support programmes for SMMEs (Private Sector and Govt) one stop shop	SMMEs, Cooperatives & IBDS suppliers	Lead: New Agency Support: DSBD, Provincial and District Enterprise Development Agencies, DTIC	H	2022/23	New Agency Enterprise Development Programme		Current Situation: BDS services are not well publicised and fragmented/ duplicative Risk: Budgetary, skills and capacity constraints to develop and build user friendly digital platform and uptake of BDS communities	MTSF SMME Support Plan
		7.1.1.1 Consistently updated spatial map with support services provided by region including all contact information for the actors of IBDS support (financial and non-financial)	SMMEs and Cooperatives, private sector organisations.	Lead: New Agency Support: DSBD, Provincial and District Enterprise Development Agencies, DTIC.	H	2023/24	New Agency Enterprise Development Programme		Current Situation: SEDA has developed a piloted spatial map of support service providers, this can be updated to include further outreach on an interactive Spatial Map Risk: Technical capacity to implement and publish the Map online for broad public	MTSF SMME Support Plan

Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
	7.2 Align the support technology platform (see 7.1) with a professionalised Incubation and Business Development Support Policy (IBDS)	7.2.1 Introduce quality standards of good practice for service providers registered on the support services spatial map platform	SMMEs, Cooperatives and IBDS suppliers	Lead: DSBD and New Agency Support: SETA's, QCTO, SABS, Industry Standard Professional Bodies	H	2022/23	Enterprise Development and Development Finance. New Agency Technology Programme		Current Situation: IBDS Policy framework currently developed to provide strategic guidance Risk: Red Tape linked with Standards compliance which need to be agreed with industry bodies	SMME Support Plan
		7.2.2 Ensure that all service providers registered and in agreement with quality assurance code of conduct and professionalisation standards	SMMEs, Cooperatives and IBDS suppliers	Lead: DSBD and New Agency Support: SETA's, QCTO, SABS, Industry Standard Professional Bodies	H	2023/24	Enterprise Development and Development Finance		Current Situation: IBDS Policy framework currently developed to provide strategic guidance Risk: Red Tape linked with Standards compliance which need to be agreed with industry bodies	SMME Support Plan
		7.2.3 Established pedagogy programme with relevant educational/Professional Institutions for capacity building of IBDS Service Providers	IBDS suppliers	Lead: New Agency Support: DSBD, Professional Bodies; DHET, SETAs, Public & Private academic institutions	H/M	2024/25	Enterprise Development		Current Situation: Fragmented quality and supply of services Risk: Alignment between Training method content and practice	SMME Support Plan
Delivery of better and targeted support to SMME demand needs and	8.1 Reorganise and reconstitute the national support agency institutional	8.1.1 Implement appropriate steps to re-establish a national support institutional framework (Merger of SEDA, SEFA and Cooperatives Bank	SEDA, Sefa, national, Cooperative Bank provincial and local	Lead: DSBD Support: SEDA, Sefa, national, Cooperative Bank provincial and	H	2022/2023	Ministry, Office of the DG, Strategy Unit; MinMEC		Current Situation: Cabinet made decision to merge agencies into Schedule 2 Company	MTSF, ERRP, ISPESE, SMME Support Plan



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
encourage entrepreneurship	framework providing both financial and non-financial support.	using the business case developed by the DSBD). (See NSEA section 10 (b))	Enterprise Development Agencies that deliver publicly funded support services	local Enterprise Development Agencies that deliver publicly funded support services					(Business case developed for merger) Risk: Change management and funding model needs to ensure seamless merge of existing structures with clear operational plan aligned to NISED	
	8.2. Working with business and service providers using the technology platform (see 7.1.) identify gaps of services and support offered to SMMEs.	8.2.1. Review and catalogue the services offered in each geographic location to ensure cost effect support that is fit for purpose and not duplicative.	SMMEs and Cooperatives, IBDS support providers	Lead: DSBD Support: IBDS providers, Provincial and District enterprise development departments, Private Sector BDS community.	H/M	2024/25	Enterprise Development and Development Finance New Agency Technology Programme		Current Situation: Fragmented support offered to SMMEs. Risk: Technical capacity to implement and publish the Map online for broad public	MTSF SMME Support Plan
		8.2.2. Setup a national task team to coordinate and publicise programmes that are aimed at SMMEs and entrepreneurs. (National and Provincial across different departments)	SMMEs and cooperatives	Lead: DSBD Support: SEDA and Sefa. Economic Development Provinces and related agencies; ESIEID Cluster Departments	H	2021-2023	Enterprise Development and Development Finance		Current Situation: Team Sheets are updated for all the TREP. Risk: Lack of Capacity and Systems	MTSF
		8.2.3. In line with the SMME Support Plan encourage, identify and develop new support services which target	SMME and Cooperatives	Lead: New Agency Support: DSBD	H	2023/2024	Enterprise Development and Development Finance		Current Situation: Current SMME Support plan being implemented	MTSF SMME Support Programme.



Outcome to Programme Areas	Outputs Programme Areas	Project activities to achieve Outputs	Target Groups	Institution Responsible (implementing Agency - Lead and Support)	Priority (H 1 to 2 years /M 2 to 5 years /L 5 to 10 years)	Deadline for start	Embedded Where (Lead Department)	Budget Available	Current Situation and Risks	Link to National Plans
		designated groups (see 9.2)							Risk: Duplication of effort and supporting unsustainable businesses.	
		8.2.4. Conduct regular needs assessments with SMMEs and cooperatives to ensure that the support services offered meet their needs.	SMMEs and Cooperatives	Lead: New Agency Support: DSBD, Local and Provincial Government Departments	H	2021/2023	Sector and Market Development Branch – Research; Seda and Sefa		Current Situation: Fragmented support which duplicative often does not meet needs of SMMEs Risk: Continued fragmentation of services that do not meet the needs of SMMEs.	MTSF
	8.3. Determine financial products and instruments to support the innovation, growth and development of SMMEs by crowding in new investments working by closely with the private sector	8.3.1. Identify approaches to crowd in new finance for SMMEs and minimise the moral hazard of public sector funding	SMMEs and Cooperatives	Lead: New Agency Support: DSBD, Local and Provincial Government Departments/Development Agencies	H	2022/2023	Sector and Market Development Branch – Research; Seda and Sefa		Current Situation: SMMEs finance needs are increasing and there is a need to assist the crowding in new actors Risk: Government cannot finance all the needs of SMMEs and if we do not crowd in new actors the finance challenge will exacerbate	NDP
		8.3.2. Leverage wholesale finance through government support to build market entrants and financial intermediaries.	SMMEs and Cooperatives	Lead: New Agency Support: DSBD, Local and Provincial Government Departments	H	2022/2023	Sector and Market Development Branch – Research; Seda and Sefa		Current Situation: SMMEs finance needs are increasing and there is a need to assist the crowding in new actors	NDP



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				<i>Development Agencies</i>					Risk: Government cannot finance all the needs of SMMEs and if we do not crowd in new actors the finance challenge will exacerbate	
		8.3.3. Develop an SMME innovation financial intermediary challenge fund on a matching funds basis to mobilise innovation amongst financial intermediaries to address access to finance for underserved SMMEs. This challenge fund should test market participants (financial intermediaries) on new models to provide greater access to revolving credit, test payment modalities which cuts the cost of managing loan finance, identify alternative collateral mechanisms for loan finance (thinking differently about collateral) and how to target different segments of the market (lifecycle)	SMMEs and Cooperatives	Lead: New Agency Support: DSBD, Local and Provincial Government Departments Development Agencies	H	2022/2023	Sector and Market Development Branch – Research; Seda and Sefa		Current Situation: SMMEs finance needs are increasing and there is a need to assist the crowding in new actors and approaches to finance Risk: Government cannot finance all the needs of SMMEs and if we do not crowd in new actors the finance challenge will exacerbate	NDP

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	8.4. Stimulate SMME growth and competitiveness in alignment with Sector Masterplan and NISED	8.4.1. Sector Transformation – Task Team established focusing on small enterprise development comprising of the DTIC, and Sector Departments leading masterplans to create a conducive environment to coordinate SMME targets and programmes on Sector Masterplans and supplier development	DSBD, New Agency, DTIC and Sector Departments, Private Sector	Lead: DTIC, DSBD & Sector Departments Support: Sector Departments and Private Sector	H	2022/23	Sector and Market Development Branch – Sector Coordination		Current Situation: DTIC and DSBD in process of establishing coordination body Risk: Coordination of task team essential to target SMME challenges and supplier development	MTSF, Sector Masterplans and ERRP
		8.4.2 Profiling of SMMEs - In conjunction with each Sector Masterplan Task teams: Establish the quantum of investment targeted to SMMEs, identify regulatory burdens, financial instruments available for SMMEs in sectoral value chain & monitor progress	DSBD, New Agency, DTIC and Sector Departments	Lead: DTIC, DSBD & Sector Departments Support: Sector Departments	H	2022/23	Enterprise Development and Development Finance		Current Situation: Sector Masterplan developed but clear SMME targets not defined Risk: Coordination among multiple stakeholders will require considerable effort	SMME Support Plan MTSF
		8.4.3 Skills Development Investigate skills deficits in each sector to update any policy actions for mitigation (see 6.3.3) and develop targeted programmes to improve skills development	SMMEs	Lead: New Agency & SETAs Support: DSBD, DHET, Skills development institutions.	H/M	2024/25	Enterprise Development branch at New Agency		Current Situation: Reported Skills deficit high for new industry players Risk: Labour market requires better basic education for high skills	SMME Support Plan



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		8.4.4. Access to Markets National Procurement Accord to commit targets for better SMME market opportunities in sector value chains	SMMEs and Cooperatives	Lead: DTIC, DSBD & Sector Departments, NT Support: New Agency, Govt Departments and Private Sector (e.g. BUSA, BLSA)	H	2022/23	Supply Chain Management		Current Situation: Procurement accord is being aligned with target groupings Risk: Private and public stakeholders limited engagement and agreement on procurement targets. Difficulty to monitor	MTSF, ERRP and SMME Support Plan
		8.4.4.1. International opportunities programme for regional (SADC African Free Trade Agreement) and international market development	International & regional Treaty/Trade bodies	Lead: DSBD, DTIC & DIRCO Support: New Agency and Private Sector	M	2025/26	Enterprise Development and Development Finance		Current Situation: Weak integration of SMMEs into opportunities contained in treaty agreements Risk: Political trade-offs and contestation in treaty negotiations	MTSF, ERRP and SMME Support Plan
		8.4.4.2. Coordinate export enhancement programmes for each targeted sector with a specific focus on SMMEs	Exporting SMMEs and Cooperatives	Lead: DTIC, DSBD & Sector Departments & New Agency Support: DIRCO, DTIC and Sector Departments	M	2024/25	Enterprise Development and Development Finance		Current Situation: Multiple export programmes with little SMME coordination Risk: Sufficient number of sustainable SMMEs to participate export markets, acceptance of South Africa products into new markets	MTSF, ERRP and SMME Support Plan



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		8.4.4.3. Small Enterprise (Manufacturing) Industrial Development – Localization Programmes to promote local sustainable SMME product placement through retail and other channels	SMMEs, Cooperatives and Wholesalers	Lead: DTIC, DSBD & Sector Departments Support: New Agency and Private Sector organisations	H	Currently in progress 2022/23	Sector and Market Development		Current Situation: SMME Product Programme is currently being implemented. Risk: Localisation programmes recognise SMMEs abilities to produce quality products at volume	MTSF
		8.4.4.4. Business infrastructure new develop for SMMEs by revitalization of underutilized State-Owned premises in townships and rural areas (Inclusive of SEZ application for SMMEs) – role of private sector/open architecture approach – township partnership programme	SMMEs and Cooperatives	Lead: DPWI & DTIC & National Treasury Support: DSBD, DTIC, NT & New Agency	H	2021/22	Sector and Market Development		Current Situation: There are many premises under state control that can be utilised for SMME infrastructure Risk: Lack of participation by small enterprises and corruptive practices in the contracting of management or building.	
	8.5. Entrepreneurship and business skills enhanced encourages lifelong learning, vocational	8.5.1. Setup task team to enable ecosystem actors to develop appropriate skills development courses and pedagogy for	SMMEs and Cooperatives.	Lead: New Agency, DBE& DHET (EDHE) Support: DSBD, SETAs, QCTO, DHET., HRDC	H/M	2024/25	Enterprise Development		Current Situation: Reported Skills deficit high for new industry players	MTSF, SMME Support Plan, ERRP, NDP



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	training and education.	better entrepreneurship development, targeting skills deficits (identified in 8.3.2) for better entrepreneurship development. –							Risk: Labour market requires better basic education for high skills	
		8.5.2. Develop and deliver curricula in partnership with business to support new technology advancements (4IR) for artisanal and vocational upskilling (see 4.1. and 8.3.2)	SMMEs and Cooperatives, Private Sector and Employees	Lead: New Agency, DBE, DHET Support: DSBD, BUSA, DHET, SETAs, DST.	H/M	2023/24	New Agency Technology Programme, supported by Enterprise Development Seda Branch.		Current Situation: Mismatch on skills enhancement for business community Risk: Low participation of business SMME employees and self-employed due to mismatch of curricula,	MTSF, SMME Support Plan, ERRP, NDP
		8.5.3. SMME development through incubation centres and digital hubs	SMMEs and Cooperatives, Private Sector and Employees	Lead: New Agency, DSBD, Support: Provincial and District Enterprise Development.	H	2022	Enterprise Development and Development Finance		Current Situation: 270 digital hubs established in 2020/21 (currently 270 incubators, hubs and accelerators – 10-20% digital – 100 government supported Risk: Low participation of SMMEs in the Hubs due to misalignment of needs.	MTSF



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Delivery of cost-effective support to SMMEs	9.1. Determine and regularly update a published guideline schedule to standardises the fees/rates for business development support services funded/subsidised by all National, Provincial Departments and Local authorities to SMMEs	9.1.1. The New agency to develop a user-based subsidy (e.g. voucher system) for SMMEs to access services from IBDS practitioners subsidised by Govt. (see 6.1, 6.3 & 7.1)	SMMEs and Cooperatives and Entrepreneurs	Lead: New Agency Support: DSBD, Agencies, DTIC.	H	2023/24	Enterprise Development and Development Finance		Current Situation: Still to be developed and introduced Risk: The success of the programme will be determined by the budget allocation to the Subsidy, Fiscal Risk, corruption in the subsidy programme and subsidy allocation.	SMME Support Plan, ERRP and NDP
		9.1.1.1. Introduce consistent monitoring of the voucher system to minimise wastage and corruptive practices	New Agency and IBDS practitioners	Lead: New Agency Support: DPME & DSBD	M	2024/25	M & E Unit Supported by Enterprise Development and Development Finance		Current Situation: Subsidy system does not exist Risk: M&E framework does not pick up corruptive practices which leads to system failure	
		9.1.2. Encourage Private Sector (Business) Enterprise and Supplier Development projects to participate in New Agency model for Agency sustainability (see 7.1)	SMMEs, Cooperatives, Govt, Private Sector Investors, Business Associations	Lead: New Agency Support: DSBD and Private Sector	M/L	2025/26	Enterprise Development and Development Finance.		Current Situation: In development with new Bill to propose funding model Risk: New Agency will need appropriate Bill to ensure ability to encourage private sector funding for sustainability	



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	9.2. Update and deliver SMME Support Plan and Game-Changer Programmes in accordance with NISED and publicise yearly in the Annual Review for Small Business.	9.2.1. New Agency Updates of programmes based on performance and impact tracking of the SMME support Plan/Game-changer programmes Among the current programmes are the: <ul style="list-style-type: none"> • She Trades programme • Youth Challenge Fund • Township and Rural Enterprise Programme • Incubation and Digital Hubs Programme 	SMMEs, Cooperatives, Govt, Research Institutions, Private sector Investors, Business Associations	Lead: DSBD Support: New Agency	M	First review 2024/25	SMME and Policy Unit		Current Situation: SMME Support Plan developed, and implementation start 2020/21 Risk: Programmes not matching with SMME Needs and delivery model arrangement with New Agency	NDP, MTSF, ERRP
		9.2.2. Publicise and report Gamechangers in the SMME support plan and the Annual Review which set targets for the future periods of delivery	SMMEs, Govt, and Private Sector Investors, Business Associations, Parliament	Lead: DSBD Support: New Agency	H	2023/23	Office of the Director General		Current Situation: Annual review not published in accordance with NSEA Risk: Failure to publicise SMME support plan in Annual review leads to fragmentation of support actions	NDP, MTSF, ERRP

Goal / Impact (Outcome 4 NISED)
 Coordinated government with strengthened private sector partnerships for SMME growth



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Better coordination for SMME investment and growth	10.1 Presidential SMME Summit to be convened every two years, strengthening coordination in Govt and Private Sector and elevating the voice of small business.	10.1.1 Presidential Summit and Premier conferences convened every two years (Note these summits/conferences will run biannually respectively, i.e. every two years - a Presidential summit followed by provincial conferences the following year)	Small enterprises, BDS Providers, FDIs, Investors, Entrepreneurs, Private Sector, Academia, Govt	Lead: DSBD Support: Presidency, New Agency, National Department, Provinces (DED), Organised Businesses	H	2023/24	Presidency – ODG		Current Situation: SMME support, Policy, Implementation is fragmented and there is a need to coordinate through the highest office. Risk: Budget and capacity to implement (Conference/summit fatigue if to many and little substance)	Improvement Plan, NDP
		10.1.1.1 The Presidential Coordinating Committee (PCC) to coordinate provincial Premiers for SMME biannually conferences in their provinces. (Provincial conferences outcomes to feed into Presidential National Summit.)	Whole of society	Lead: Presidency Support: DSBD, Provincial governments (OTPs), Organised Business	H	2024/25	Presidency – ODG		Current Situation: No preeminent/ presidential summit targeted to SMME issues has been held since the launch of the white paper Risk: Budget and capacity to implement (Conference/summit fatigue if to many and little substance)	Improvement Plan, NDP
		10.1.1.2 Conferences/ Summit reports and M&E function on challenges and opportunities, investments, policy & regulatory reform, remedial actions for SMME growth and	Whole of society	Lead: DSBD, New Agency Support: Government (All spheres) and private sector	M	2024/25	Enterprise and Entrepreneurship Branch – Policy Unit		Current Situation: No preeminent/ presidential summit targeted to SMME issues has been held since the launch of the white paper	Improvement Plan, NDP, ERRP



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		competitiveness including commitments by attendees to investments in SMMEs		(Organised business)					Risk: Budget and capacity to implement (Conference/summit fatigue if to many and little substance)	
Partnerships outreach for SMME growth	11.1 Strengthen partnerships to identify new projects and investment for SMME growth and competitiveness	11.1.1 Establish a business and government working group at National and Provincial levels	Small enterprises, BDS Providers, FDIs, Investors, Entrepreneurs, Private Sector	Lead: Presidency & Premier offices Support: New Agency, DSBD, National departments, Relevant Agencies, Organised business organisations.	M / H	2024/25	Presidency - ODG		Current Situation: ISPESE Eval highlighted weak coordination Risk: Trust deficit between Business and Govt. Need to ensure links to all formalised structures (trust deficits between bus structures)	
		11.1.1.1 IGR Coordination improves to support implementation of NISED and Summit resolutions	SMMEs and Cooperatives	Lead: DCOG Support: DSBD, Government; Private sector, Organised business, SALGA	H	2022/23	DCOG – LED Branch		Current Situation: DDM launched Risk: Failure of parties to engage with DDM. DDM alignment to NISED and Summit targeting	Improvement Plan; NDP; MTSF - Coordination
		11.1.1.2 Intergovernmental and Business dialogue (Inclusive of the Advisory body as prescribed in the NSEA) to assist the delivery of the masterplan and the National Summits objectives (see task	SMMEs and Cooperatives, and Private Sector	Lead: DSBD Support: DSBD, New Agency, Govt, Private sector, Organised business	H	2022/23	DSBD - ODG		Current Situation: ISPESE Eval highlighted weak coordination Risk: Trust deficit between Business and Govt. Need to ensure links to all	Improvement Plan; NDP; MTSF - Coordination



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		teams 5.1.1, 5.2.2.1, 8.2.1.1, 8.3.1, 8.4.1).							formalised structures (trust deficits between bus structures)	
Implementation through a coordinated government monitoring and reporting on the outcomes of the NISED	12. Set up an implementation and monitoring framework for the delivery of the Masterplan	12.1 Establish IGR structure to manage the implementation and monitoring of the NISED Masterplan (see 11.1.1.2)	Government Departments	Lead: DSBD Support: Government; Private sector, Organised business	H	2022/23	DSBD - ODG		Current Situation: Limited/Lack of coordinated programme implementation Risk: Limited resources; lack of commitment.	Improvement Plan; NDP; MTSF - Coordination
		12.1.1. Work with the DPME to devise an appropriate monitoring framework for the Masterplan	Small enterprises and entrepreneurs	Lead: DPME Support: DSBD, New Agency Government; Private sector, Organised business	M	2022/23	DPME ODG	Not available	Current Situation: N/A Risk: limited availability of information.	Improvement Plan, ERRP, NDP