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**South Africa
SME Observatory**

Review of the efficiency and effectiveness of past and ongoing SME development initiatives in the Free State province

Annotated Bibliography



UNIVERSITY OF THE
FREE STATE
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South Africa SME Observatory

Review of the efficiency and effectiveness of past and ongoing SME development initiatives in the Free State province

Report 4: Annotated Bibliography

Compiled by:
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The contribution of Small and Medium Enterprises (SMEs) to local economic development has been recognised internationally and has been a part of the South African economic development discourse for a number of years. The development of SMEs remains a priority for national and provincial government inclusive of the Free State.

Although the lack of optimal performance in the SME sector could be ascribed to peculiar historical reasons, globalisation and international economic factors, some causes were suspected to be closer to home. Thus was born the initiative to undertake stock-taking of publications on private sector development and a review of SME development initiatives in the Free State province concentrating on the construction, tourism, agri-processing and social services sectors.

From the research undertaken it became very clear that synergy between SMEs and Business Development Support (BDS) agencies, so crucial for the development of SMEs, was sadly lacking. Interventions in the field of collaboration and networking; training; policy formulation and implementation; funding and entrepreneurial development were identified as crucial for the development of SMEs in the province.

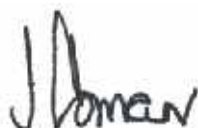
The research undertaken is reflected in four reports, namely:

- A literature review reflecting on the state of SMEs and BDS agencies on national and provincial basis in the above four sectors and the challenges facing them;
- Literature summaries of literature relevant to the SME and SMME sectors in South Africa;
- A fieldwork report reflecting on the efficiency and effectiveness of BDS services to SMEs in the Mangaung Metropolitan Municipality (MMM) and the Matjhabeng Local Municipality (MLM) in the Free State; and
- A synthesis report, integrating the findings of the above reports and reflecting on the common recurring themes of the first three reports.

This report was produced under the South Africa SME Observatory a public-private-partnership being established to inform evidence based advocacy and dialogue for private sector development in the Free State. We thank the staff of the Centre for Development Support (CDS) at the University of the Free State (UFS) for their efforts in compiling the reports and Jens Dyring Christensen, Chief Technical Advisor of the Free State SME Development Initiative and the Detea and ILO team who guided the consultative process with the SMEs and the BDS agencies in the province and the two municipalities. Our gratitude also goes to the Flanders International Cooperation Agency (FICA) for the generous contribution, which made this study possible.



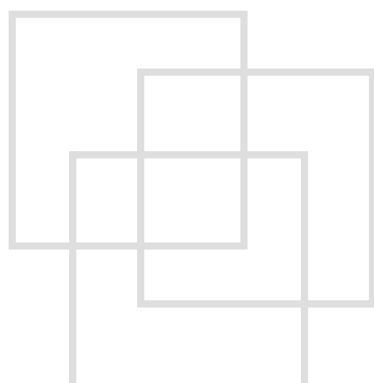
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1. **Abor, J.; Quartey, P. 2010. "Issues in SME development in Ghana and South Africa", International Journal of Finance and Economics, Vol. 39, pp. 218-228.**

Aim / Purpose

The paper discusses the characteristics of SMEs, their contributions to economic development and the constraints to SME development in developing countries, with particular reference to Ghana and South Africa.

Findings

The growth and development of SMEs are largely constrained, amongst others, by the following factors: lack of Available at to appropriate technology; limited Available at to international markets; the existence of laws, regulations and rules that impede the development of the sector; weak institutional capacity; lack of management skills and training and most importantly finance.

Available at: http://www.eurojournals.com/irjfe_39_15.pdf (Accessed in September 2011)

2. **Agupus, P. 2007. "Small business development and poverty alleviation in Alexandra, South Africa", Research Paper for Second Meeting of the Society of the Study of Economic Inequality, 12-14 July, Berlin.**

Aim / Purpose

The paper provides a critical analysis of the government's and private sector's support initiatives for small businesses and their (the initiatives') impact on the contribution of small businesses to poverty alleviation and transformation in Alexandra township, Johannesburg.

Findings

The overall findings indicate that, with positive interaction between development agencies (state funded institutions, private sector) and small businesses in Alexandra, predominantly informal and semi-formal SMEs in Alexandra could not only manage to alleviate poverty but could also contribute to the general transformation process.

Available at: <http://led.co.za/sites/led.co.za/files/alexandra.pdf> (Accessed in September 2011)

3. **Akah, E.F. 2008. Local economic development: An emerging reality in Sub-Saharan Africa (Case of Republic of South Africa). Unpublished Master's Thesis, Aalborg University, Denmark.**

Aim / Purpose

The thesis investigates the reasons for the failure by local municipalities in South Africa to exploit their economic resources sufficiently to enable them to create a successful LED environment and, thus, overcome poverty at local level.

Findings

First, one finds unacceptable levels of poverty due to massive job losses from various sectors of the economy and the deep-rooted distortions created by decades of apartheid reign in the country. Second, the thesis points to the country's LED programme that lacks a predominant focus on poverty alleviation as some local governments concentrate on pro-growth policies, which may not address poverty directly. Thirdly, LED policies are not consistent with the new government's neo-liberal thinking, which is based on a free market principle.

Available at: www.projekter.aau.dk (Accessed in September 2011)

4. **Assam, N.G.; Kandie, W.; Nkaelang B.; Modiba, F. 2009. "Towards an E-model for the enhancement of service rendering by SMME supporting agencies in South Africa", Conference paper presented at the IST Africa Conference and Exhibition, Kampala, Uganda.**

Aim / Purpose

The paper examines how the current approach to service provision to SMMEs by supporting agencies in South Africa could potentially benefit from the adoption of an e-model approach.

Findings

The study found that, by adopting an effective and reliable e-model for service rendering, the productivity of SMMEs could be leveraged, resulting in their sustainability and growth and therefore in socio-economic development at

large. Second, the key challenge faced by SMMEs in South Africa remains their inability to maintain their effective presence within the ecosystem for a relatively long period of time.

Available at: <http://researchspace.csir.co.za/dspace/handle/10204/3402> (Accessed in September 2011)

5. **Basson, D. 2003. Guidelines for SMME development in Hermanus. Unpublished Master's Thesis, Cape Technikon, Cape Town.**

Aim / Purpose

The thesis provides a critical analysis of existing government policy and strategies on SMME development in Hermanus and surrounding rural areas.

Findings

The thesis found that the major constraint in the implementation of government policy and strategies for SMMEs is a lack of awareness and access to information concerning these strategies amongst local and rural communities.. Thus, most of the efforts by local communities to create jobs were found to be outside the scope of the SMME sector.

Available at: http://dk.cput.ac.za/cgi/viewcontent.cgi?article=1156&context=td_ctech&sei-redir=1&referer=http%3A%2F%2Fwww.google.co.za%2Fsearch%3Fhl%3Den%26source%3Dhp%26q%3DGuidelines%2Bfor%2BSMME%2Bdevelopment%2Bin%2BHermanus.%26btnG%3DGoogle%2BSearch%26oq%3DGuidelines%2Bfor%2BSMME%2Bdevelopment%2Bin%2BHermanus.%26aq%3Df%26aqi%3D%26aql%3D%26gs_sm%3Ds%26gs_upl%3D1734l12218l0l15453l86l13l1l0l0l4l5l16l1968l24.1.0.1l7l0#search=%22Guidelines%20SMME%20development%20Hermanus.%22 (Accessed in September 2011)

6. **Booyens, I.; Visser, G. 2010. "Tourism SMME development on the urban fringe: The case of Parys, South Africa", Urban Forum, Vol. 21, No. 4, pp. 367-385.**

Aim / Purpose:

The paper discusses key issues that continue to influence the performance and activities of SMME tourism industry in the small town of Parys in the Free State.

Findings:

The findings indicate that contributing to the success of SMME in tourism in Parys is the strategic location of this town as a gateway to Gauteng, the Vredefort Dome and the proximity to the Vaal river. Challenges are poor service delivery by the municipality, poor road infrastructure and crime.

Available at: <http://www.springerlink.com/content/m3q742675q28v237/fulltext.pdf> (Accessed in September 2011)

7. **Bourgouin, F. 2002. "Information communication technologies and the potential for rural tourism SMME development: The case of the Wild Coast", Development Southern Africa, Vol. 19, No. 1, pp. 191-212.**

Aim / Purpose

The paper provides an analysis of the current methods of communication employed by tourism SMMEs in the rural areas of the Eastern Cape to network and market their business products.

Findings

The findings indicate that SMMEs in the tourism industry on the rural Wild Coast area in the Eastern Cape have not yet adopted the use of computerized information systems to perform their day to day business activities. A lack of information, skills, and resources to develop and manage computerized information and communication system, and internet-based marketing were found to be the cause.

Available at: <http://idv.sagepub.com/content/24/1/24.refs> (Accessed in September 2011)

8. **Development Policy Research Unit, 2006. “Impact of municipal regulations on SMMEs”, Development Policy and Research Unit, University of Cape Town, Cape Town.**

Aim / Purpose

The research report provides a review of the impact of municipal regulation on activities and operations in the SMME sector.

Findings

The findings indicate that there is a lag between the enactment of framework policies and legislation at the national level and their implementation through by-laws at municipal level. There is generally a capacity constraint at the local level. Municipalities also tend to enforce their regulations on SMMEs selectively.

Available at: http://www.commerce.uct.ac.za/research_units/dpru/WorkingPapers/PDF_Files/WP_06-107.pdf (Accessed in September 2011)

9. **Diale, A.J. 2009. “Government support for small, micro and medium enterprises (SMMEs) as a venture for business and economic development in South Africa”, Conference paper presented at IAABD 10th annual conference, Pretoria.**

Aim / Purpose

The paper analyses the various measures, in particular the support programmes and structures that the South African government has thus far undertaken to support the activities of SMMEs in the country.

Findings

The study found that SMMEs were relatively less able to deal with ‘shocks’ in the global economy and are therefore particularly vulnerable. Despite various government support programmes, the country still struggles to attract and, thus, to increase the proportion of people who have confidence in their skill, knowledge and experience in starting and managing new enterprises to achieve business growth and economic sustainability.

Available at: http://www.iaabd.org/2009_iaabd_proceedings/track7m.pdf (Accessed in September 2011)

10. **Falkena, H.; Abedian, I.; Blottnitz, M.; Coovadia, C. Davel, G.; Madungandaba, J.; Masilela, E. Rees, S. 2001. SMEs access to finance in South Africa: A supply-side regulatory review, Internal report. Policy Board for Financial Services and Regulation, Pretoria.**

Aim / Purpose

The report discusses three key issues: the profile of South African SMEs and their contribution to the country’s economy; SMEs’ access to equity capital and debt and access to other bank services.

Findings

The study indicates that, for those SMEs with acceptable “credit histories” and sufficient collateral, access to bank credit appears to be satisfactory. For start-ups, micro-enterprises, entrepreneurs from previously disadvantaged communities or any other group with limited collateral or weak (or limited) credit histories, access is more limited. Access to capital markets is still underdeveloped, both for SMEs and for retail-lending entities that could lend to them

Available at:

<http://www.treasury.gov.za/publications/other/Access%20to%20Finance%20in%20South%20Africa%20-%20A%20Supply-Side%20Regulatory%20Review.pdf> (Accessed in September 2011)

11. **Friedrich, C. Issacs, E. 2010. Service delivery to SMMEs: A pilot study of SMMEs in the Western Cape, South Africa. South Asian Journal of Management, Vol. 17, No. 1, pp. 7-22.**

Aim / Purpose

The paper looks at how the provision of services (financial and non-financial) by government and government-funded organisations that support businesses have influenced the growth and development of SMMEs in the Western Cape Province since 1995.

Findings

The study indicates that not much progress has been made in the development and growth of SMMEs since 1995 due to, amongst others, a continued lack of transport, innovation, finance, etc. within the SMME sector. SMME entrepreneurs' level of knowledge, information and, thus, access to services by government and government-funded organisations that support businesses remains a challenge.

Available at: http://vlex.in/source/south-asian-journal-management-3884/issue_nbr/#17#1 (Accessed in June 2012)

12. **Gauteng Premier's Briefing Notes, 2010. Lessons learnt from working with and supporting the SMME sector in the Gauteng Province and pointers for the future strategic direction of support to the sector. Gauteng Provincial Government, Johannesburg.**

Aim / Purpose

The briefing notes provide an overview of Gauteng's approach to SMME support and development. Gauteng's current initiatives in support of SMMEs are highlighted.

Findings

Problems experienced in business are exacerbated by the fact that 68% of all business owners have taught themselves the skills they are using in the daily running of their business. Only 1 in 10 business owners have had any business-skills training that relates specifically to their business. A substantial proportion of small businesses are showing signs of increasing competitiveness by innovation. 25% have stated that they would like to develop new products and services in the future, and 12% would like to improve their technological capacity within the business. Only 18% felt that staying ahead of the competition was crucial.

Available at: http://www.africagrowth.com/PREMIER_SPEECH.pdf (Accessed in September 2011)

13. **Govender, R. 2003. An exploratory study to determine if the venture capital schemes framework can be introduced in South Africa. Unpublished Master's Thesis, University of KwaZulu-Natal, Durban.**

Aim / Purpose

The thesis attempts to determine, from an exploratory basis, whether the framework for venture-capital schemes can be applied to South Africa along similar lines as in the UK to achieve similar goals. In the UK, it is used to foster a thriving SMME economy, providing solutions to some of the problem areas, weaknesses and shortcomings in the application of the National Small Business Strategy.

Findings

The Venture Capital Schemes (VCS), in theory, appears to be a viable option in creating a competitive small-firms economy. The respondent, Business Partners Limited - East Fund (representing the larger venture capital / private equity firms) have indicated that they are not willing to become a VCS manager and drive the VCS framework, since it requires an adjustment to their investment philosophy. The findings indicate that a RFI with a reasonable network of resources, operating as a private company, will be in the best position to drive the VCS framework. The RFI will also be able to attract competition from the smaller venture capital/private equity firms, accounting firms and business advisors, to create a vibrant VCS market (industry)

Available at:

http://researchspace.ukzn.ac.za/xmlui/bitstream/handle/10413/2441/Govender_Rajendran_2003.pdf?sequence=1 (Accessed in September 2011)

14. **Kaplan, L. 2004. "Skills development in tourism: South Africa's tourism-led development strategy", GeoJournal, Vol. 60, No. 3, pp. 217-227.**

Aim / Purpose

The paper provides an analysis of the impact of skills development in contributing to the growth and development of tourism outside of existing formal industry.

Findings

The current lack of an integrated and co-ordinated approach to skills development in the tourism industry seriously

limits the potential of skills development to impact positively on tourism transformation and development in South Africa. Training on its own cannot solve the fundamental underlying problem of the lack of productive employment opportunities for the economically vulnerable and socially excluded. It must be linked to a broader process of economic and social change.

Available at: <http://www.springerlink.com/content/g532860564p33282/> (Accessed in September 2011)

15. **Kesper, A. 2000. Failing or not aiming to grow? Manufacturing SMMEs and their contribution to employment growth in South Africa. Office of Industrial and Policy Research, Johannesburg.**

Aim / Purpose

This paper aims to contribute to the South African SMME discussion by drawing together findings from recent surveys on established manufacturing SMMEs in three South African regions.

Findings

Research findings reveal that turnover growth has generally slowed down since 1998 in the manufacturing SMME economies of the four regions under investigation. Manufacturers relate this trend largely to shrinking product markets, which they explain by means of both a stagnant economy and rising import penetration. Nevertheless, the majority of the sample SMMEs in all four regions are able to increase their sales (and to a lesser extent profits), but this turnover growth is not accompanied by employment growth.

Available at: <http://www.tips.org.za/files/412.pdf> (Accessed in September 2011)

16. **Khiba, K. 2006. The accessing of finance by small medium micro enterprises in the Mafikeng area. Unpublished Master's Thesis, University of North West, Mafikeng.**

Aim / Purpose

The thesis investigates challenges faced by SMMEs in the Mafikeng and Mmabatho area of the North-West Province.

Findings

The following key inhibiting factors are identified as challenges faced by SMMEs in the Mafikeng and Mmabatho area: lack of entrepreneurial management, financial skills, accessing finance, the lack of financial and mentoring programmes and support for SMMEs.

Available at: <http://dspace.nwu.ac.za/handle/10394/3124> (Accessed in September 2011)

17. **Ladzani, W.; Netswera, G, 2009. "Support for rural small businesses in Limpopo Province, South Africa", Development Southern Africa, Vol. 26, No. 2, pp. 225-239.**

Aim / Purpose

The paper examines the type of support systems and programmes required and available for the growth and development of rural SMMEs in Limpopo.

Findings

One of key findings of the study indicates that nearly 80% of entrepreneurs perceived finance to be inaccessible and thus the most common constraint for their growth. The support by state agencies such as SEDA should be increased for the rural SMMEs in the province.

Available at: <http://www.tandfonline.com/doi/pdf/10.1080/03768350902899512> (Accessed in September 2011)

18. **Lotz, O.; Marais, L. 2007. "Manufacturing enterprises and marketing planning in a mining area of the North West Province, South Africa: Lessons for local business support centres", Development Southern Africa, Vol. 24, No. 5, pp. 693-706.**

Aim/Purpose

The paper examines the extent to which manufacturing SMMEs see marketing planning as important for their businesses in the area of North West Province known as PKOSH (Potchefstroom, Klerksdorp, Orkney, Stilfontein and Hartbeesfontein).

Findings

The study indicates that the manufacturing SMMEs in this area do not plan their marketing appropriately. Failure to plan their marketing could be attributed to their close relationship with and dependence on the local mining industry. It also identifies the gap that needs to be filled by local business-support centres in helping these enterprises to grow their market beyond their immediate locality.

Available at: <http://www.tandfonline.com/doi/pdf/10.1080/03768350701650728> (Accessed in September 2011)

19. Luiz, J. 2002. "Small business development, entrepreneurship and expanding the business sector in a developing economy: The case of South Africa", *The Journal of Applied Business Research*, Vol. 18, No. 2, pp. 53-68.

Aim / Purpose

The paper provides an analysis of the relationship between the formal private sector and SMMEs in South Africa. It investigates the efforts made both by government and the formal private sector to recognise the role of SMMEs, thus incorporating the activities of SMMEs into the mainstream economy.

Findings

The findings indicate that the SMME sector is already large in South Africa, but it is not yet fully integrated into the economic mainstream. It often exists on the periphery and often without links to the broader economy. For the SMME sector to realise its potential as a dynamic, innovative centre, it must develop links with the rest of the business sector because only in this way will its business become fully sustainable.

Available at: <http://journals.cluteonline.com/index.php/JABR/article/view/2115/2092> (Accessed in September 2011)

20. Makgoe, P.H.I. 2006. *Government procurement policy and SMME development - successes and challenges*. Free Provincial Government, Bloemfontein.

Aim / Purpose

The paper provides an overview of successes and challenges within the SMME sector and how the Free State Government in particular has intervened to assist entrepreneurs to overcome their problems.

Findings

The paper indicates that, despite the effort by the Free State Provincial Government through interventions targeting SMMEs in terms of financing and accessing government markets, a number of key challenges persist in this sector. Amongst the key challenges are access to finance, inadequate premises, lack of equipment and tools, inadequate markets or marketing, theft, formally registering and transport.

Available at:

<http://www.treasury.fs.gov.za/downloads/Documents/MEC%20Lecture%20UFS%20MBA%20government%20procurement%20towards%20SMMEI%20final.pdf> (Accessed in September 2011)

21. Mathibe, M.; Van Zyl, J.H. 2011. *The impact of business support services on SMMEs in the Free State*. Conference paper presented at 2011 Barcelona European Academic Conference, 11-18 June, Spain.

Aim / Purpose

The conference paper compares and evaluates the business-support programmes (SEDA, UYF, BESD, FDC and Premier's project) that have been implemented in South Africa since 1994, specifically in the Free State Province, for the development and support of SMMEs.

Findings

The findings indicate that not many SMMEs are aware of business-support programmes in the Free State and are even less informed as to where to access finances. At the same time, it was found that staff responsible for business-support programmes appears to be incompetent and therefore deliver service of poor quality. The business-support programmes focused on markets to some degree but seldom made it an inherent requirement.

Available at: <http://www.conferences.cluteonline.com> (Accessed in September 2011)

22. Mensah, S.N.A.; Benedict, E. 2009. "Entrepreneurship training and poverty alleviation: Empowering the poor in the eastern Free State of South Africa", *African Journal of Economic and Management Studies*, Vol. 1, No. 2, pp. 138-163.

Aim / Purpose

The research paper attempts to determine the major long-term role that hands-on entrepreneurship training could play in poverty alleviation and job creation in one of the poorest regions of South Africa - the eastern Free State.

Findings

While hand-out measures by government to alleviate poverty, with their unintended consequences of violent protests and demonstrations, may only help some of the poor in the short term, training in entrepreneurship and the provision of other facilities could give poor owners of micro and small enterprises (MSEs) opportunities to grow their businesses and lift themselves and others out of poverty. Furthermore, as a result of a huge communication gap, MSE operators in Phuthaditjhaba, the commercial hub of Qwaqwa, do not even know of government agencies charged with the responsible of assisting small-business operators in the area.

Available at: <http://www.emeraldinsight.com/journals.htm?articleid=1886076&show=html> (Accessed in September 2011)

23. Motjoloane, I.M.; Warden, S.C. 2007. Electronic commerce adoption approaches by SMMEs Western Cape, South Africa. Conference paper presented at Information Resource Management Association Conference, 14-16 May, Vancouver, Canada.

Aim / Purpose

The paper assesses the current level of adoption of e-commerce by SMMEs in various sectors. It further looks at the specific approach and why such approach is being widely adopted by SMMEs in the Western Cape.

Findings

The paper concludes that SMMEs in the Western Cape Province generally follow an "adoption ladder" approach to e-commerce. However, some SMME managers suggested that, as e-commerce matures, a "managed strategic adoption" approach would be preferable.

Available at:

http://www.stuartwarden.com/Motjoloane_Warden_%20Electronic%20commerce%20adoption%20approaches%20by%20SMMEs_IRMA2007.pdf (Accessed in September 2011)

24. Mutezo, A.T. 2005. Obstacles in the access to SMME finance: An empirical perspective on Tshwane. Unpublished Master's Thesis, University of South Africa, Pretoria.

Aim / Purpose

The thesis assesses the economic contribution of SMMEs in South Africa and the key constraints (in particular, obstacles to accessing finance) to such a contribution.

Findings

The study indicates that conventional financing mechanisms do not allow for the cost-effective provision of finance to large numbers of entrepreneurs seeking small quantities of finances. Poverty and lack of assets mean that many people do not have the collateral needed to access formal financing.

Available at: <http://www.nmmu.ac.za/documents/theses/Mbuyiseli%20mpengu.pdf> (Accessed in September 2011)

25. Noma, B. 2008. A descriptive analysis of the differences between two of SMME categories in relation to entrepreneurial orientation, age and levels of education in South Africa. Unpublished Master's Thesis, University of Pretoria, Pretoria.

Aim / Purpose

The thesis provides an analysis of the differences between the SMME categories using the entrepreneurial orientation (EO) constructs (which are considered critical for business growth). Furthermore, the study validates the findings of previous studies which highlighted the age of the entrepreneur, with levels of education being a determining factor for business success.

Findings

The results revealed that competitive aggressiveness, which is positively associated with innovation and autonomy, is significantly different between the two SMME groups. Overall, there is no significant difference in the level of EO between the two groups. The research findings did not support age as a factor in successful new-venture formation but highlighted significant differences in the levels of education between micro/very small enterprises, in contrast to recent findings.

Available at:

<http://upetd.up.ac.za/thesis/available/etd-03162010124250/unrestricted/dissertation.pdf> (Accessed in September 2011)

26. **Orford, J.; Wood, E. 2006. Supporting small business in the Western Cape: Policies and programmes to support small businesses, Research paper. Department of Economic Development and Tourism, Cape Town.**

Aim / Purpose

The paper is a follow-up study of the two previous studies done in the province. It provides a detailed discussion on how 14 different support programmes suggested in two previous studies could be successfully implemented by the Western Cape Provincial Government in its quest to revitalise and develop the small-business sector.

Findings

Study findings suggest three objectives for policy: Firstly, policy needs to support an increase in the rate of participation of South Africans in starting and running small businesses. Secondly, policy needs to support the survival and growth of established businesses. Thirdly, policy needs to support a narrowing of historical inequalities in participation by blacks and women in owner-operated small businesses.

Available at:

http://www.capegateway.gov.za/other/2005/11/final_third_paper_printing_smme.pdf (Accessed in September 2011)

27. **Pancha, B.B. 2004. Tax and other incentives to small, medium, micro enterprises in South Africa. Unpublished Master's Thesis, University of KwaZulu Natal, Durban.**

Aim / Purpose

The thesis discusses the institutional support network for SMMEs and the various constraints faced by these enterprises in South Africa.

Findings

The study found the following to be main constraints facing SMMEs: the legal and regulatory environment confronting SMMEs; access to markets, finance, and affordable business premises; the acquisition of skills and managerial expertise; access to appropriate technology and the tax burden.

Available at:

http://researchspace.ukzn.ac.za/xmlui/bitstream/handle/10413/1872/Pancha_Bhagwandas_Bhana_2004.pdf?sequence=2 (Accessed in September 2011)

28. **Pretorius, M.; Millard S.M.; Kruger, M.E. 2005. "Creativity, innovation and implementation: Management experience, venture size, life cycle stage, race and gender as moderators", South African Journal of Business Management, Vol. 36, No. 4, pp. 68-86.**

Aim / Purpose

The article explores the status of entrepreneurial creativity and its relationship to innovativeness and implementation orientation in entrepreneurship. It explores how, in turn, issues of management experience, venture size, life-cycle stage, race and gender impact on the creativity, venture innovativeness and implementation orientation.

Findings

It was found that the number of years management experience, the life-cycle phase of the venture and race (cultural heritage), but not venture size and gender moderate the perception of own creativity. The perception of venture

innovativeness was significantly influenced by the life-cycle phase of the venture only. The implementation orientation was significantly influenced by the number of years of management experience, the life-cycle phase of the venture, venture size and race, but not by gender.

Available at:

[http://137.215.9.22/bitstream/handle/2263/2588/Pretorius_Creativity\(2005\).pdf?sequence=1](http://137.215.9.22/bitstream/handle/2263/2588/Pretorius_Creativity(2005).pdf?sequence=1) (Accessed in September 2011)

29. Rogerson, C.M. 2004. "The impact of the South African government's SMMEs programmes: A ten-year review (1994-2003)", *Development Southern Africa*, Vol. 21, No. 5, pp. 765-784.

Aim/Purpose

The paper provides an assessment of the first decade of the government's SMME programmes in post-apartheid South Africa as far as their contribution to the following are concerned: increasing the number of successful SMME enterprises (data base); expanding economic growth and thus job creation and improving links between SMME programmes and microenterprises and the informal economy in South Africa.

Findings

Key findings relate, inter alia, to the weak state of official data for undertaking impact evaluation; the fact that the SMME economy exhibits only a weak contribution as regards employment creation because most SMMEs do not grow and the fact that existing government SMME programmes have largely been biased towards groups of small and medium-sized enterprises and have to a large extent bypassed microenterprises and the informal economy.

Available at: <http://www.tandfonline.com/doi/pdf/10.1080/0376835042000325697> (Accessed in September 2011)

30. Rogerson, C.M. 2005. *Johannesburg: Pro-poor growth through support of the SMME economy*. Research paper, World Bank-Netherlands Partnership Programme, Johannesburg.

Aim / Purpose

This case study sought to highlight the Johannesburg fashion district as an example of potential best practice or learning for pro-poor growth. The project stands out as one of the most successful innovations in Johannesburg for supporting SMME development through local initiative.

Findings

The results disclose that a positive performance has been recorded by this intervention to support upgrading the businesses (and livelihoods) of groups of micro-entrepreneurs operating in the clothing economy of South Africa's largest city. The business performance of project beneficiaries in terms of production levels and income generated is clearly much better than for the group of non-project beneficiaries. An important factor behind the performance of project beneficiaries is their enhanced capacity to adapt to changed market conditions through enterprise strategies of diversification which were made possible due to training.

Available at:

<http://siteresources.worldbank.org/INTLED/Resources/3396501144099718914/ProPoorJohannesburg.pdf> (Accessed in September 2011)

31. Rogerson, C.M. 2005. "Unpacking tourism SMME in South Africa: Structure, support needs and policy response" *Development Southern Africa*, Vol. 22, No. 5, pp. 623-642.

Aim / Purpose

The paper investigates specific issues concerning SMME development in the tourism industry in South Africa.

Findings

The study found that the shift in the support programmes of both government and private sector from a notion that "one size fit all" to a more sector-specific support program is responsible for the successful development of tourism SMMEs.

Available at: <http://www.tandfonline.com/doi/pdf/10.1080/03768350500364224> (Accessed in September 2011)

32. Rogerson, C.M. 2006. Developing SMMEs in peripheral spaces: The experience of Free State Province, South Africa. *South African Geographical Journal*, Vol. 88, No. 1, pp. 66-78.

Aim / Purpose

The paper indicates how emergent SMMEs in the Free State, with particular focus on the Mangaung and Thabong areas, are unable to succeed due to their failure to access and expand their markets beyond their immediate locality. It also indicates how a lack of access to training, information and finance has, in turn, negatively affected the growth and thus the general success of their business in terms of securing the right equipment, premises and products.

Findings

A key constraint at both the start-up and the operational phase of business is access to finance in the form of micro-credit. A shortage of finance and the capacity to access funds impact upon the quality of equipment and machinery of both manufacturers and builders and of the services that are offered by service-based SMMEs. The issue of finance further impacts upon the entrepreneur's capacity to seek out and secure improved premises, which is another major factor in the limited growth achieved by enterprises. Human-resource issues represent a further area of concern and relate to entrepreneurs' knowledge of business operations. The latter is characterised by poor information and the absence of training opportunities. The outlook for expansion by these emergent SMMEs is further reduced by the enduring issues of crime, poor infrastructure and a lack of access to government support programmes.

Available at:

http://search.sabinet.co.za/WebZ/Authorize?sessionid=0&bad=ejour/ejour_badsearch.html&portal=ejournal&next=images/ejour/sageo/sageo_v88_n1_a9.pdf (Accessed in September 2011)

33. Rogerson, C.M. 2007. "Tourism routes as vehicles for local economic development in South Africa: The example of the Magaliesberg Meander", *Urban Forum*, Vol. 18, pp. 49-68.

Aim/Purpose

This article examines the impact of the Magaliesberg Meander, a tourism route initiative that traverses two South African provinces, on local development.

Findings

The central finding is that, whilst this tourism route initiative has heightened the growth potential of tourism in the Magaliesberg area, its wider impact upon surrounding (black) communities has been limited to direct job creation in the local tourism enterprises because of the weakness of local government to address issues concerning tourism planning.

Available at: <http://www.springerlink.com/content/4384977m0418225x/> (Accessed in September 2011)

34. Rogerson, C.M. 2008. "Tracking SMME Development in South Africa: Issues of finance, training and the regulatory environment", *Urban Forum*, Vol. 19, No. 1, pp. 61-81.

Aim/Purpose

The paper focuses on the development and growth of SMMEs and how the following factors have led to the failure of SMMEs in South Africa: 1) The lack of access to private banks due to the absence of collateral securities by entrepreneurs and government-led financial-support programmes have remained a challenge to emerging SMME entrepreneurs in South Africa. In this regard, the role played by own savings and assistance by family or friends were investigated. 2) The lack of business skills, training and management, especially in reaching their target market, also played a role. The failure by some of the government-initiated programmes through, amongst other things, SETAs are also to blame. 3) The regulations seem to have favoured big/established companies at the expense of emerging SMME entrepreneurs.

Findings

There is general non-compliance amongst SMMEs due to, amongst other things, what they perceive to be over-regulation of their activities by the government in South Africa. Issues of access to finance, training opportunities and an appropriate regulatory environment remain high on both the international and South African policy agenda for SMME development. Further specific issues on finance include, inter alia, monitoring the demand versus supply of finance to SMMEs in different phases (start-up vs. growth phase), different sectors and different ownership status, the use of friends and family as source of finance, women entrepreneurs' access to finance, the changing involvement of banks in entrepreneurship/SMME financing; and examining the market for pro-poor finance.

Available at: <http://www.springerlink.com/content/f265585008032g08/fulltext.pdf> (Accessed in September 2011)

35. Rwigema, H.; Karungu, P. 1999. "SMME development in Johannesburg's southern metropolitan local council: An assessment", *Development Southern Africa*, Vol. 16, No. 1, pp. 107-125.

Aim/Purpose

The paper discusses how the success of SMMEs in Johannesburg's southern metropolitan council is being hampered by several issues.

Findings

Amongst the issues that hampered the success of SMMEs in this area are lack of access to finances, poor business management and a lack of skills, market dynamics, business training and access to information.

Available at: <http://www.tandfonline.com/doi/pdf/10.1080/03768359908440064> (Accessed in September 2011)

36. SEDA, 2010. *The small business monitor*. SEDA, Johannesburg.

Aim/Purpose

The report gives an account of the state of social-enterprise activities in South Africa for the 2010 financial year.

Findings

Some of key challenges still facing social enterprises is a lack of tailored services for social enterprises by agencies such as SEDA, NYDA etc. This includes a lack of programmes to promote social enterprise as a concept and a lack of proper training tools and coaching programmes.

Available at:

<http://www.seda.org.za/Publications/Publications/SEDA%20SBM%202009.pdf> (Accessed in September 2011)

37. SEDA, 2009. *Xhariep SMME development and support plan*. SEDA, Bloemfontein.

Aim/Purpose

This study seeks to provide information on the needs and opportunities, as well as the challenges facing small enterprises in the Xhariep district.

Findings

The study found that SMMEs are key players in product distribution and retailing for larger organizations in South Africa. In addition, this research study has clearly identified trends and challenges facing the SMMEs within this area. The constraints facing small enterprises in the Xhariep district include, amongst others, a lack of support (financial and non-financial) and a lack of business skills resulting in the high rate of SMME failure.

Available at:

<http://www.seda.org.za/Publications/Publications/Xhariep%20SMME%20Development%20and%20Support%20Plan.pdf> (Accessed in September 2011)

38. SEDA & EDM, 2009. *Ehlanzeni SMME development and support plan (2009-2014)*. SEDA, Nelspruit.

Aim/Purpose

The research report seeks to gather and provide up-to-date data on SMME profiles, challenges and dynamics within the district and its five local municipalities. The aim is to establish an Ehlanzeni District SMME Development and Support Plan for implementation by the district and its key partners.

Findings

Some of the problems are prevalent across the board, and these include the following: a lack of entrepreneurial and business management skills; lack of access to finance; competition from established businesses; access to market opportunities, both local and international; payment delays, especially by government departments, resulting in serious cash-flow problems and escalating costs due to the increase in rent, electricity and fuel

Available at:

<http://www.seda.org.za/Publications/Publications/Ehlanzeni%20SMME%20Development%20and%20Support%20Plan.pdf> (Accessed in September 2011)

39. Sindiye, S.; Mwangolela, T.F. 2007. Entrepreneurship a key to poverty reduction and socio-economic development. Conference paper presented at Ronald H. Brown Institute for Sub-Saharan Africa 1st International Business Conference, 12-14 September, Pretoria.

Aim / Purpose

The paper raises a hypothetical argument that, for SMMEs to become viable in South Africa, there is a need for a five-point approach. In other words, the paper raises a propositional model for the development and strengthening of SMMEs.

Findings

Because finance is a major constraint for small businesses in fulfilling their developmental role, any initiatives by the government and other stakeholders must be geared at improving SMMEs' access to finance and at lowering the cost of finance. A conducive environment for women and youth to venture into small business must be created, and supporting policies must be crafted. The South African government must establish partnerships with small businesses to ensure their survival, growth and development which will enable them to fully fulfil their socio-economic goals.

Available at:

http://www.rbi-ssa.org/resources/data/SMME-Dev-p3-SZindiye_TFMwangolela.pdf (Accessed in September 2011)

40. Thaver, S. 2008. Support of small enterprises through business linkages, and assessing the role of small business fairs in the eThekweni Municipality, South Africa. Unpublished Master's Thesis, University of KwaZulu Natal, Durban.

Aim/Purpose

This dissertation examines the extent to which recent SMME policies and strategies have succeeded in creating a sufficiently enabling environment for SMMEs to network in the eThekweni Municipal region.

Findings

The survey found that, in general, the stallholders felt that the Fair was beneficial. Apart from the usual problems related to the organization of the Fair, the exhibitors also identified a number of weaknesses that hinted at the municipality's strategic approach. Much of the frustrations of the respondents were linked to not receiving direct benefits from the SMME Fair in relation to business contacts and increased sales, and the study argued that the municipality should explore the benefits of business linkages further.

Available at:

http://researchspace.ukzn.ac.za/xmlui/bitstream/handle/10413/598/Thaver_S_2010.pdf?sequence=1 (Accessed in September 2011)

41. Tourism Enterprise Partnership (TEP), 2008. Towards 2010 and beyond: A study of South Africa's emerging small, medium and micro tourism enterprises, Free State and Northern Cape. Research report, Tourism Enterprise Partnership, Johannesburg.

Aim/Purpose

The main objective of this research report is to identify emerging tourism SMMEs suitable for development assistance and to advise the Tourism Enterprise Partnership (TEP) on how they should be assisted.

Findings

SMMEs active in accommodation contribute some 2 500 to 2 700 rooms to the provincial capacity. A relatively small number of food and beverage establishments were identified in Free State and Northern Cape. Most restaurants are operationals, while there is an even split between restaurants and taverns among potentials. The arts and crafts sub-sector has a very small number of operators compared to other provinces (23 potentials and 4 operationals), most of which manufacture their own products. A very small number of tour operators and tourist guides were identified in the two provinces (3 operationals and 19 potentials).

Available at:

<http://www.tep.co.za/Downloads/WhatWeOffer/Provincial/TEPFree%20State%20and%20N-Cape%20Compl->

Latest%20final%20Low%20res.pdf (Accessed in September 2011)

42. **Trade and Industrial Policy Strategies (TIPS), 2003. The SMME economy in South Africa. The Small Business Project Office, Johannesburg.**

Aim / Purpose

This document is a consolidated input by experts on SMMEs during a workshop. The document comprises expert views on the lessons learnt in developing the small-business sector and the challenges we still face.

Findings

According to the study, the SA economy is a classic middle-income economy with high levels of inequality and poverty but moreover a dualistic economy - with high and low productivity sectors. In addition, SA's economic policy embraces a pro-growth strategy of fiscal prudence, trade reform and public-sector restructuring. The SMME sector should probe the nature of financial intermediation. The Preferential Procurement Policy Framework Act, No. 5 of 2000, is not particularly 'small-business friendly' and has not introduced an effective monitoring mechanism to assess its impact on the small-business sector.

Available at: <http://www.nedlac.org.za/media/5480/tips.pdf> (Accessed in September 2011)

43. **Tshabalala, D.B.; Rankhumise, E.M. 2011. "What impact do economic issues have on the sustainability of small, medium and micro entrepreneurs?", Journal of Management Policy and Practice, Vol. 12, No. 1, pp. 108-114.**

Aim / Purpose

The paper analyses the impact of global and local economic conditions on the sustainability and survival of SMMEs in the Gauteng Province, with specific reference to Mamelodi Township (Pretoria).

Findings:

The study revealed a negative impact of economic issues, such as the exchange rate, interest rates, inflation, the recession, inaccessible funding, imports, transport and communication-related costs on the success of emerging SMMEs entrepreneurs. A lack of financial support by commercial banks seems to be an underlying factor.

Available at: <http://www.na-businesspress.com/JMPP/RankhumiseWeb.pdf> (Accessed in September 2011)

44. **Urban-Econ: Development Economists, 2010. SMME business support services strategy and policy: Case of Uthungulu District Municipality. Research report, Durban.**

Aim/Purpose

The research report outlines three key issues. First, it discusses the nature and extent of SMMEs in Uthungulu District Municipality and what their needs are. Second, it seeks to establish who provides what services and facilities to SMMEs in the Uthungulu area. Third, it identifies the gap in service delivery and what the opportunities are to improve services and facilities to SMMEs.

Findings

The following findings are worth mentioning:

- a need to establish a forum for all SMME service providers to collaborate in compiling and maintaining a common database of SMMEs in the district for procurement;
- monitoring and evaluation coupled with economic analysis;
- a need for small SMME fairs to be organized once a year in the four rural municipalities;
- a need for the current LED staff in district municipalities, local Municipalities and other stakeholders to undergo extensive SMME-development related training through meetings and workshops; and
- local municipalities to facilitate easy access to land and business premises.

Available at:

http://devplan.kzntl.gov.za/idp_reviewed_2011_12/IDPS/DC28/Adopted/uThungulu%20SMME%20Strategy%20%20Report%2005-June-2010.pdf (Accessed in September 2011)

45. Van Rensburg, J.; Smit, D.; Veldsman, A. 2007. Marrying the “system of innovation” and micro enterprises in real world rural SADC: An overview of collaborative SMME incubation in the rural living lab of Sekhukhune. Research paper, CSIR, Pretoria.

Aim / Purpose

The paper provides an overview of the Sekhukhune rural-living laboratory and explores, specifically, the aspects of collaborative-business incubation of this living lab. It further highlights some of the business-incubation challenges with regard to the “marriage” between a “system of innovation” and the (SMME) inhabitants of “natural daily life/work environments”.

Findings

In its findings, the paper highlights some of the business-incubation challenges with regards to the “marriage” between “Systems of Innovation” and the (SMME) inhabitants of “natural daily life/work environments”. These include the following, access to mainstream or global supply chains or markets, high transport costs, poor road infrastructure, poor communication infrastructure, physical remoteness and low economic activity in rural areas.

Available at:

http://researchspace.csir.co.za/dspace/bitstream/10204/1599/1/Van%20Rensburg_2007.pdf (Accessed in September 2011)

46. Wilkinson, I. 2008. Tourism development in small towns: The case of Parys, Free State. Unpublished Master’s Thesis, University of the Free State, Bloemfontein.

Aim/Purpose

The thesis made an attempt to provide a situation analysis regarding the tourism industry in Parys and surroundings which include a spatial analysis with regard to the location of Parys and a supply analysis concerning tourism SMMEs in the area.

Findings

The study found that tourism has played an important role in the historical development of Parys. The town has developed as an inland, domestic resort and retirement haven over the years. The first effort to promote the town, in this regard, dates back to 1911.

Available at:

http://led.co.za/sites/led.co.za/files/Tourism_Development_in_Small_Towns.pdf (Accessed in September 2011)

47. Abor, J.; Quartey, P. 2010. “Issues in SME Development in Ghana and South Africa”, International Research Journal of Finance and Economics, Vol. 39, pp. 218-228.

Aim / Purpose

This paper discusses the characteristics and contributions of SMEs to economic development, as well as the constraints to SME development in developing countries with particular reference to Ghana and South Africa

Findings

Notwithstanding the recognition of the important roles that SMEs play in these countries, their development is largely constrained by a number of factors, such as a lack of access to appropriate technology; limited access to international markets; the existence of laws, regulations and rules that impede the development of the sector; weak institutional capacity; a lack of management skills and training and, most importantly, finance.

Available at: <http://www.eurojournals.com/finance.htm> (Accessed in September 2011)

48. Abrie, W.; Doussy, E. 2006. “Tax compliance obstacles encountered by small and medium enterprises in South Africa”, Meditari Accountancy Research, Vol. 14, No. 1, pp. 1-13.

Aim / Purpose

The study identifies the main problem areas with which manufacturing SMEs in the Gauteng Province have to cope in administering government taxes

Findings

The majority of SMEs experience their tax liability as an increasing burden. They do not have enough skilled staff to handle tax-compliance issues and often have to incur “extra” tax costs as a result. SMEs are often unaware of the tax incentives and services available to them

Available at:

<http://www.iabcgroupp.co.za/2011/09/25/tax-compliance-obstacles-encountered-by-small-and-medium-enterprises-in-south-africa/> (Accessed in February 2012)

49. **Benedict, A.E.; Venter, P.F. 2010. “Education, entrepreneurial mindset and innovation: Necessary ingredients for increasing entrepreneurial activity in South Africa”, International Journal of Entrepreneurship and Innovation Management, Vol. 11, No. 2, pp. 239-253.**

Aim / Purpose

This paper attempts to explain the major reasons for the low levels of entrepreneurship in South Africa

Findings

The paper find that the low levels of entrepreneurship in South Africa could be attributed to various factors, but the two most outstanding are a lack of appropriate entrepreneurship education and training as well as a lack of mentorship programs.

Available at:

http://www.inderscience.com/search/index.php?action=record&rec_id=30071 (Accessed in February 2012)

50. **Brink, A.; Cant, M.; Ligthelm, A. 2003. Problems experienced by small businesses in South Africa. Paper presented at 16th Annual Conference of Small Enterprise Association of Australia and New Zealand, 28th September 1st October.**

Aim / Purpose

The objective of this paper is to establish to what extent owners/managers of small businesses in a typical South African setting experience selected problems or issues as negatively influencing the success of their small business.

Findings

The following were identified as the most prominent problem areas influencing small businesses in the Gauteng area of South Africa: economic factors, competition, socio-economic problems and change. Significant relationships were identified between demographic variables such as management qualification and background of the respondent and certain problem categories.

Available at:

http://www.cecc.com.au/programs/resource_manager/accounts/seanz_papers/NewdocCant.pdf (Accessed in February 2012)

51. **Calof, J.L. 1995. “Internationalization behavior of small- and medium sized South African enterprises”, Journal of Small Business Management, Vol. 33, No. 4, pp.71-79.**

Aim / Purpose

The paper investigates the export behaviour and attitudes of South African business executives.

Findings

The results of the study suggests that the export behaviour of South African SMEs is not vastly different from that of SMEs in other countries.

Available at:

<https://www.questia.com/signupflow?time=1332144664628> (Accessed in February 2012)

52. **Chiliya, N.; Chikandiwa, C. 2011. “Factors affecting small micro medium enterprises' (SMMEs) adoption of e-commerce in the Eastern Cape Province of South Africa”, International Journal of Business and Management,**

Vol. 6, No. 10, pp. 28-36.

Aim / Purpose

The study analyses the factors that affect SMMEs' ability to adopt e-commerce and was conducted in the Eastern Cape Province in South Africa.

Findings

According to the findings, the most significant e-business adoption variables in the province are security, prestige, government support, vision and the need to service niche markets

Available at: www.ccsenet.org/ijbm (Accessed in February 2012)

53. Chinomona, R.; Pretorius, M. 2011. "SME manufacturers' cooperation and dependence on major dealers' expert power in distribution channels", *South African Journal of Economic Management and Sciences*, Vol. 14, No. 2, pp. 170-187.

Aim / Purpose

The study attempts to examine the relationship between major dealers' expert power and SME manufacturers' channel cooperation and the mediating influence of their trust, relationship commitment and satisfaction

Findings

The findings indicate that major dealers' expert power may influence SME manufacturers' trust, relationship commitment, relationship satisfaction and channel cooperation in a significant way

Available at: http://www.scielo.org.za/scielo.php?pid=S2222-34362011000200004&script=sci_arttext (Accessed in February 2012)

54. Darroch, M.A.G.; Clover, T.A. 2005. "The effects of entrepreneurial quality on the success of small, medium and micro agri-business in KwaZulu Natal, South Africa. *Agrekon*, Vol. 44, No. 3, pp. 321-343.

Aim / Purpose

This paper estimates a logit model of the effects of entrepreneurial quality on business success in a stratified random sample of 44 small, medium and micro enterprise (SMME) agri-business owners financed by Ithala Development Finance Corporation, using loan repayment as a proxy for success

Findings

The results show that strong energizer behaviours (such as current and planned business expansion and staff training), more business experience and family assistance to become an entrepreneur promote loan repayment, while a lack of access to electricity (proxy for lack of access to services) negatively affects loan repayment

Available at: <http://www.tandfonline.com/doi/abs/10.1080/03031853.2005.9523715> (Accessed in September 2011)

55. Delany, G.; Patterson, C. 2010. *The South African business retention and expansion manual*. Durban Promotion Agency, Durban.

Aim/Purpose

This manual aims to assist anyone directly involved in setting up or running or conducting a locally driven business retention and expansion (BR&E) visitation programme in South Africa.

Available at: http://led.co.za/sites/led.co.za/files/BRE_Manual_Feb_2010_Final.pdf (Accessed in February 2012)

56. Department of Environment and Tourism, (2010). *How to start and grow your tourism business*. National Department of Environment and Tourism, Pretoria.

Aim/Purpose

This hand book provides useful information to help individuals in their efforts to set up a tourism-related business. It covers topics ranging from writing business plans to sourcing funding and even provides important contact details.

Available at: <http://darwin.defra.gov.uk/reports/sme/2.3.ecotourism/TBCSA-ABSA.pdf> (Accessed in February 2012)

57. **Department of Trade and Industry, 2008. Annual review of small business in South Africa 2005-2007. National Department of Trade and Industry, Pretoria.**

Aim / Purpose

The report analyses of the performance of small business in South Africa over a three-year period (2005-2007).

Findings

Overall, micro, very small and small businesses accounted for 27 per cent to 34 per cent of total GDP in 2006. In terms of officially registered SMMEs that are economically active, the sector grew by 27 per cent between 2004 and 2007 (from 422,000 to 536,000). Micro enterprises showed a negative growth of -5.6 per cent between 2004 and 2007. The share of micro enterprises in the total pool of registered SMMEs in South Africa significantly decreased from 50 per cent of SMMEs in 2004 to 37 per cent in 2007. Approximately 1 per cent of enterprises that registered between 1 April 2005 and 31 March 2006 lasted only between 1.5 and 2.5 years.

Available at: www.thedti.gov.za (Accessed in February 2012)

58. **Department of Trade and Industry, (2011). Towards an enabling environment for women economic empowerment in South Africa. National Department of Trade and Industry, Pretoria.**

Aim / Purpose

The report provides a comprehensive review of the context for gender and women's economic empowerment in South Africa

Findings

The report highlight the following challenges faced in particular by women in business: access to resources, appropriate technology, skills and credit. These challenges led to the introduction of a wide range of specific interventions.

Available at: www.thedti.gov.za (Accessed in February 2012)

59. **Department of Trade and Industry, (2010). South Africa: Investors hand book. National Department of Trade and Industry, Pretoria.**

Aim / Purpose

Amongst others, the handbook aims to highlight the wealth of investment opportunities and the diversity of economic sectors from which investors can derive long-term benefits. The handbook offers investors a broad overview of the social, cultural, environmental and regulatory environment in which they can expect to operate when doing business in South Africa. It also provides the reader with detailed information about the contrite progressive trade and investment policies.

Available at: www.thedti.gov.za (Accessed in February 2012)

60. **Department of Trade and Industry, 2010. National directory of small business support programmes. National Department of Trade and Industry, Pretoria.**

Aim / Purpose

This National SMME Directory is developed with the intention of strengthening the integration of SMME support programmes offered by government, the private sector and donor institutions. It is yet another initiative by the DTI to improve the country's small-business support environment.

Available at: www.thedti.gov.za (Accessed in February 2012)

61. Farrington, S.; Gray, B.; Sharp G. 2011. "Perceptions of an entrepreneurial career: Do small business owners and university students concur?", *Management Dynamics*, Vol. 20, No. 2, pp. 2-17.

Aim/Purpose

The primary objective of this study was to identify and evaluate several work values as applicable to an entrepreneurial career.

Findings

The results of this study show significant differences with regard to how an entrepreneurial career is perceived by students and small-business owners. Despite a lack of support for practical significance, the findings of this study support the notion that younger student respondents are more idealistic, ambitious and possibly influenced by the so-called "innocence of youth". The perceptions of more mature business owners, on the other hand, are shaped by wisdom and hindsight often brought about by age and experience plus the realities of one's working life.

Available at: <http://www.highbeam.com/doc/1P3-2469522911.html> (Accessed in February 2012)

62. Fatoki, O. 2011. "The impact of human, social and financial capital on the performance of small and medium-sized enterprises (SMEs) in South Africa", *Journal of Social Science*, Vol. 29, No. 3, pp. 193-204.

Aim / Purpose

The study investigates the impact of human, social and financial capital on the performance of small and medium-sized enterprises (SMEs) in South Africa

Findings

The results indicate that there is a significant positive relationship between human, social and financial capital and the performance of an SME.

Available at:

<http://www.krepublishers.com/02-Journals/JSS/JSS-29-0-000-11-Web/JSS-29-3-000-11-Abst-Pdf/JSS-29-3-193-11-1234-Fatoki-O-O/JSS-29-3-193-11-1234-Fatoki-O-O-Ab.pdf> (Accessed in February 2012)

63. Fatoki, O. 2010. "Graduate entrepreneurial intentions in South Africa: Motivations and obstacles", *International Journal of Business and Management*, Vol. 5, No. 9, pp. 87-98.

Aim / Purpose

This study investigates the entrepreneurial intention of South African graduates as well as the motivators and obstacles to entrepreneurial intention.

Findings

The results indicate that the entrepreneurial intention of South African students is very weak. Furthermore, the study identified the following five motivators of entrepreneurial intention: employment, autonomy, creativity, economic motivation and capital. The obstacles to entrepreneurial intention of South African graduates are capital, skill, support, risk, the economy and crime.

Available at: www.ccsenet.org/ijbm (Accessed in February 2012)

64. Fatoki, O.; Chindoga, L. 2011. "An investigation into obstacles to youth entrepreneurship in South Africa", *International Business Research*, Vol. 4, No. 2, pp. 161-169.

Aim / Purpose

The primary aim of this study is to investigate the obstacles to the youth's entrepreneurial intention in South Africa

Findings

The results indicate that youths perceive a lack of capital, a lack of skill, a lack of support, a lack of market opportunities and risk as the main obstacles to entrepreneurial intention.

Available at: <http://ccsenet.org/journal/index.php/ibr/article/view/9515/7104> (Accessed in February 2012)

65. **Fatoki, O.; Garwe, D. 2010. "Obstacles to the growth of new SMEs in South Africa: A principal component analysis approach", *African Journal of Business Management*, Vol. 4, No. 5, pp. 729-738.**

Aim / Purpose

The paper investigates the obstacles to the growth of new SMEs in South Africa using the principal-component approach.

Findings

The study indicates some of the prominent obstacles: The financial obstacle is largely an internal factor. The other obstacles as determined by the PCA were economic (external), markets (external), management (internal) and infrastructure (external).

Available at: <http://www.academicjournals.org/ajbm> (Accessed in February 2012)

66. **Fatoki, O.; Smit, V.A. 2011. "Constraints to credit access by new SMEs in South Africa: A supply-side analysis", *African Journal of Business Management*, Vol. 5, No. 4, pp. 1413-1425.**

Aim / Purpose

The study investigates empirically the constraints that commercial banks and trade creditors cause for credit access by new SMEs.

Findings

The findings indicated that there are certain factors in the business environment that constrain credit access for new SMEs. These factors could be categorized into internal (managerial competencies, collateral, networking and business information) and external (macro-economy, the legal environment, ethical perception, crime and corruption) factors.

Available at:

<http://www.academicjournals.org/AJBM/PDF/pdf2011/18Feb/Fatoki%20and%20Smit.pdf> (Accessed in February 2012)

67. **Fatoki, O.; Smit, V.A. 2010. "The impact of the business environment on the availability of trade credit to new SMEs in South Africa", *African Journal of Business Management*, Vol. 4, No. 9, pp. 1790-1799.**

Aim / Purpose

This study investigates the impact of the business environment on the availability of trade credit to new SMEs in South Africa.

Findings

The study shows that both internal (managerial competencies, collateral, networking and business and financial information) and external (macroeconomic, legal, ethics, crime and corruption) factors significantly impact on the availability of trade credit to new SMEs.

Available at: <http://www.academicjournals.org/ajbm> (Accessed in February 2012)

68. **Feinstein, M. 2012. South Africa needs a full scale entrepreneurial revolution. *Business Day*, 2 February, p. 3**

Aim / Purpose

The newspaper article argue that the South African government still need to do more in promoting entrepreneurship as an alternative source of employment and economic growth.

Findings

The following were suggested as possible solutions to the slow pace in the growth and transformation in the entrepreneurial field: make entrepreneurship a core school subject, appoint a small-business minister, encourage start-ups, create 500 new incubators, dedicate at least R1 billion to micro finance, build a voluntary mentorship network.

Available at: <http://myscoop.co.za/article/252793-South+Africa+needs+a+full-scale+entrepreneurial+revolution/> (Accessed in February 2012)

69. Ferreira, E.; Strydom, F.; Nieuwenhuizen, C. 2010. "The process of business assistance to small and medium enterprises in South Africa: Preliminary findings", *Journal of Contemporary Management*, Vol. 7, pp. 94-109.

Aim / Purpose

The aim of the study was to determine whether assistance to SME owners actually positively influenced their success rate?

Findings

The results of the study indicated that, although the SME owners mostly sought assistance in the areas of finance, marketing and human resources, they indicated that it was not the assistance that made them successful but factors such as the product type, product quality and marketing.

Available at:

http://search.sabinet.co.za/WebZ/Authorize?sessionId=0&bad=ejour/ejour_badsearch.html&portal=ejournal&next=images/ejour/jcman/jcman_v7_a6.pdf (Accessed in February 2012)

70. FNB, (2010). *The entrepreneurial dialogues: State of entrepreneurial in South Africa*. First National Bank, Johannesburg.

Aim/Purpose

The paper was written to reflect on what was said in actual debates of the first State of Entrepreneurship in South Africa Conference on the 19th November 2009.

Findings

The paper indicates that key challenges faced by entrepreneurs in South Africa revolve around five issues: the failure to promote, amongst others, a culture of entrepreneurship, access to capital, the empowerment of entrepreneurs through government policies on BEE, support to SMEs through incubation and promoting access to skills.

Available at:

<http://www.gibs.co.za/SiteResources/documents/The%20Entrepreneurial%20Dialogues%20-%20State%20of%20Entrepreneurship%20in%20South%20Africa.pdf> (Accessed in February 2012)

71. Free State Bulletin, (2011). *Constraints on South Africa's SME development*. Current Issue News, 9 March, p. 1.

Aim/Purpose

The newspaper article highlights key issues that remain obstacles to successful growth in the SME sector in South Africa.

Findings

The following were indicated as obstacles to the success of SMEs in South Africa: inflexible labour laws, SARS inefficiencies, compliance with BBBEE and the economic climate in general.

Available at: www.smegrowthindex.co.za (Accessed in February 2012)

72. Fury, B. 2010. *Social Enterprise Development in South Africa - creating a virtuous circle*. Tshikululu Social Investments, Johannesburg.

Aim/Purpose

The aim of this scoping exercise was to better understand the state of social enterprise development in South.

Findings

There is at present neither a sufficient pipeline of social enterprises nor the capacity to provide the crucial non-financial support to incubate large numbers of social enterprises. Social enterprises do and will continue to exist through the efforts of those determined to make a sustainable difference to their communities.

Available at:

<http://www.tshikululu.org.za/social-enterprise-development-in-south-africa-creating-a-virtuous-circle/> (Accessed in February 2012)

73. Gumede, V.' Rasmussen, K., 2002. "Small manufacturing enterprises and exporting in South Africa: A preliminary assessment of key export success factors", *Journal of Small Business and Enterprise Development*, Vol. 9, No. 2, pp. 162-171.

Aim / Purpose

This study, applying different statistical techniques, aimed to depicts variables that increase the probability that a small enterprise will export.

Findings

The results indicates that business links such as networks, joint ventures and subsidiaries play an important role in increasing the probability that small enterprises will export. In addition to that, access to education, information and capital increase the probability of a small enterprise to be an exporter.

Available at: <http://www.emeraldinsight.com/1462-6004.htm> (Accessed in February 2012)

74. Herrington, M.; Kew, J.; Kew P. 2009. *Tracking entrepreneurship in South Africa: A GEM perspective*. Global Entrepreneur Monitor, Cape Town.

Aim / Purpose

The book looks at the importance of entrepreneurship and key inhibitors of the entrepreneurial activity in the South African context.

Findings

It is found that small businesses play a crucial role in economic growth through job creation in South Africa, yet the country (compared to other developing countries) is still experiencing low levels of entrepreneurship activity. This could be attributed, amongst others, to the absence of an enabling environment, a lack of business skills due to the high illiteracy rate amongst entrepreneurs and a lack of resources and infrastructure.

Available at: <http://www.gsb.uct.ac.za/files/Gembook2009.pdf> (Accessed in February 2012)

75. Klapper, L. 2007. *Entrepreneurship: How much does the business environment matter? Viewpoint*. World Bank, Washington D.C.

Aim / Purpose

The paper analyses of the impact of the business environment on the performance and growth of businesses.

Findings

The new data set shows that the business environment matters for rates of entrepreneurship. The most influential factors are issues related to access to credit such as collateral laws, contract enforcement and the credit information-sharing system.

Available at: <http://rru.worldbank.org/PublicPolicyJournal> (Accessed in February 2012)

76. Kongole, M. 2010. "Job creation versus job shedding and the role of SMEs in economic development", *African Journal of Business Management*, Vol. 4, No. 11, pp. 2288-2295.

Aim/Purpose

The research paper re-examines the role of SMEs in supporting and enhancing economic development through the process of job creation and the reduction of unemployment and poverty in the country.

Findings

Evidence from this study suggests that the SME sector creates the majority of the country's net new employment. SMEs represent a vast portion of businesses in South Africa and account for about 91 per cent of the formal business entities, contributing to between 51 and 57 per cent of GDP and providing almost 60 per cent of employment.

Available at: <http://www.academicjournals.org/ajbm/pdf/pdf2010/4Sept/Kongolo.pdf> (Accessed in February 2012)

77. Kruger, L.P. 2011. "The impact of black economic empowerment (BEE) on South African businesses: Focusing on ten dimensions of business performance", *Southern African Business Review*, Vol. 15, No. 3, pp. 207-233.

Aim / Purpose

The study investigates the impact of the application of black economic empowerment (BEE) on the performance of businesses in South Africa.

Findings

The results indicates that majority of the 500 respondents in the survey, who are employed in small enterprises and micro-enterprises, medium enterprises and large multinational companies, disagreed with the notion that the application of BEE practices would improve the performance of their company in any of the ten dimensions of business performance used in the study.

Available at:

http://www.unisa.ac.za/contents/faculties/service_dept/docs/SABVIEW15_3_CHAP10.pdf (Accessed in February 2012)

78. Kyobe, M.E. 2004. "Investigating the strategic utilization of IT resources in the small and medium-sized firms of the eastern Free State Province", *International Small Business Journal*, Vol. 22, No. 2, pp. 131-158.

Aim / Purpose

This study investigated the extent to which the small-to-medium sized firms (SMEs) utilized their IT resources strategically, and it also identified factors inhibiting such utilization.

Findings

While the results show that some SMEs utilize IT resources to reduce costs and improve customer services, many SME managers are still ignorant about their business environment. They do not use IT resources to create links with suppliers, neither do they use them to differentiate products/services or to enable innovations. A lack of skills and knowledge to employ IT competitively emerged as the prime inhibitor of strategic IT utilization. Other factors were: poor planning, a lack of resources, poor IT vision and leadership and environmental uncertainty.

Available at: <http://isb.sagepub.com/content/22/2/131.short> (Accessed in February 2012)

79. Ljeoma, E.O.C.; Matarirano, O. 2011. "Government subsidised financial assistance to small scale businesses: A comparative analysis of Namibia, South Africa and Zimbabwe", *Journal of Public Administration*, Vol. 46, No. 1.1, pp. 845-867.

Aim / Purpose

This article focuses on the impact of government subsidised funding to SSBs and to further determine the best support systems for SSBs which would lead to the optimal utilisation of public (taxpayers) funds to the overall benefit of the citizens.

Findings

The study found that, in less developed countries, subsidised funding proved not to attain the intended objectives. The reason given for the failure is the lack of institutional development. Investment and trade policies are largely fragmented and therefore not supportive of entrepreneurship.

Available at: http://www.sabinet.co.za/abstracts/jpad/jpad_v46_n1_si1_a8.html (Accessed in February 2012)

80. Luiz, J. 2002. "Small business development, entrepreneurship and expanding the business sector in an expanding economy: The case of South Africa", *The Journal of Applied Business Research*, Vol. 18, No. 2, pp. 53-69.

Aim / Purpose

The paper investigates how the South African private sector views small businesses and whether it is making a concerted effort at integrating this sector into the framework of the economy as whole.

Findings

The study indicates that the SMME sector is already large in South Africa, but it is not yet fully integrated into the economic mainstream. There is still a lack of collaboration between small and big businesses in South Africa.

Available at: http://www.mendeley.com/research/small-business-development-entrepreneurship-expanding-business-sector-developing-economy-case-south-africa/?mrr_wp=0.1 (Accessed in February 2012)

81. **Mather, C. 2005. "The growth challenges of small and medium enterprises (SMEs) in South Africa's food processing complex", *Development Southern Africa*, Vol. 22, No. 5, pp. 607-622.**

Aim / Purpose

This article focuses on the growth challenges and opportunities of small and medium enterprises (SMEs) in South Africa's food processing complex.

Findings

The research findings suggest that the growth challenges facing SME food processors in South Africa must be seen in the context of agri-food restructuring linked to the expansion and concentration of supermarket chains.

Available at: <http://www.tips.org.za/files/756.pdf> (Accessed in February 2012)

82. **Mazanai, M.; Fatoki, O. 2011. "The effectiveness of business development services providers (BDS) in improving access to debt finance by start-up SMEs in South Africa", *International Journal of Economics and Finance*, Vol. 3, No. 4, pp. 208-216.**

Aim / Purpose

This study investigates empirically the effectiveness of Business Development Services Providers (BDSs) in improving access to finance for start-up SMEs.

Findings

The results indicate that most start-up SMEs are not aware of the programme. The results furthermore indicate that start-up SMEs that are aware and use the programme have improved access to debt finance.

Available at: <http://www.ccsenet.org/journal/index.php/ijef/article/view/11822> (Accessed in February 2012)

83. **McCarthy, C. 2005. *Productivity performance in developing countries: Country case studies-South Africa*. United Nations Industrial Development Organisation, Australia.**

Aim/Purpose

The paper analyses the performance of production activities in developing countries with particular focus on South African economy since 1994.

Findings

Amongst others, the paper drew the following conclusions: The concomitant productivity performance has been poor. Until the mid-1990s, the productivity of capital declined sharply, and the growth in labour productivity, in spite of the growth in real capital per worker, was meagre. Hence, the total factor productivity also performed weakly, often falling.

Available at:

http://www.unido.org/fileadmin/user_media/Publications/Pub_free/Productivity_performance_in_DC_South_Africa.pdf (Accessed in February 2012)

84. **Mograbi, J.; Rogerson, C.M. 2007. "Maximising the local pro-poor impacts of dive tourism: Sodwana Bay, South Africa", *Urban Forum*, Vol. 18, pp. 85-104.**

Aim/Purpose

This article examines the local impact of diving tourism in a South African case study, namely Sodwana Bay in Maputaland, KwaZulu-Natal Province.

Findings

The study indicates that there are pro-poor impact from diving-tourism developments, the most critical being through the creation of wage and employment opportunities for members of the local community. Opportunities exist for a greater pro-poor impact if several challenges can be addressed concerning improving skill levels and access to small-business opportunities in the local community.

Available at: <http://www.africabib.org/rec.php?RID=307971759&DB=p> (Accessed in February 2012)

85. Mohsam, F.; Van Brakel, P.A. 2011. "Information and knowledge sharing trends of small and medium-sized enterprises in the Western Cape, South Africa", *Journal of Information Management*, Vol. 13, No. 1, pp. 1-10.

Aim/ Purpose

The research aimed to establish to what extent small enterprises embrace their knowledge-sharing activities and whether their knowledge-sharing activities are managed at all.

Findings

Results from the research show that most SMEs do not have formal policies or procedures in place to align their strategic objectives. Also, although a number of knowledge-management practices came to the fore, no formal information- and knowledge-sharing practices exist as yet. However, it was also found that good but informal, or rather unstructured, communication means exist between management and staff.

Available <http://dx.doi.org/10.4102/sajim.v13i1.462> (Accessed in February 2012)

86. Ngam, E.F. 2010. Foreign direct investment of Chinese SMEs in the Free State. Unpublished Master's Thesis, University of the Free State, Bloemfontein.

Aim / Purpose

The main objective of this study was to investigate the motives of Chinese SMEs foreign direct investment in the Free State Province (FSP) and their perception about the external business environment in South Africa.

Findings

The research findings showed that the motives of the Chinese SMEs foreign direct investment in the Free State was predominantly market-seeking foreign direct investment. The findings also showed that many external factors were impacting negatively on the operation of the foreign businesses with crime, corruption, labour regulations and xenophobia being considered as the main external factors severely impacting on the businesses. In addition, the Chinese SMEs had a negative perception of the external business environment of South Africa with 86 per cent of them indicating that they had suffered from crime.

Available at: <http://etd.uovs.ac.za/ETD-db/theses/available/etd-08182011-144004/unrestricted/NgamEF.pdf> (Accessed in February 2012)

87. Nganwa, F. Lyne, M.; Ferrer, S. 2010. "What will South Africa's new Cooperatives Act do for small producers? An analysis of three case studies in KwaZulu-Natal. *Agrekon*, Vol. 49, No. 1, pp. 39-55.

Aim / Purpose

This paper uses new institutional economics (NIE) to highlight problems created by the new Cooperatives Act, 14 of 2005.

Findings

The case studies reported in this paper support the contention that emerging producer cooperatives are constrained by institutional problems. Furthermore, the new act is expected to aggravate problems that make it difficult for emerging cooperatives to raise the equity and debt capital needed to finance growth, and it will encourage them to shed their poorest members.

Available at: <http://www.tandfonline.com/doi/abs/10.1080/03031851003798561> (Accessed in February 2012)

88. Njiro, E.; Compagnoni, M. 2010. "Institutions providing services to small, micro and medium enterprises (SMMEs) in South Africa", *Journal of Contemporary Management*, Vol. 7, pp. 146-166.

Aim / Purpose

This research sought to identify the institutions that provide services to small micro and medium enterprises (SMMEs) and then to determine how accessible they are to micro and very small enterprises in South Africa's townships.

Findings

A representative sample of support institutions was identified, and four categories were identified as being relevant as resources to the SMME, namely: state agencies, NGOs, not-for-profit organisations, for-profit organisations and corporate-found businesses.

Available at:

http://search.sabinet.co.za/WebZ/Authorize?sessionId=0&bad=ejour/ejour_badsearch.html&portal=ejournal&next=images/ejour/jcman/jcman_v7_a9.pdf (Accessed in February 2012)

89. O'Neill, R.C.; Viljoen, L. 2001. "Support for female entrepreneurs in South Africa: Improvement or decline?", *Journal of Family Ecology and Consumer Science*, Vol. 29. pp. 37-44.

Aim / Purpose

This study aimed to determine whether government initiatives to develop entrepreneurship have improved the position of female entrepreneurs in South Africa.

Findings

The findings indicate the following: Women struggled to gain access to finance, they lacked collateral to qualify for loans, they had insufficient business experience and training, they received little support from their families, they were not accepted in their communities and were subject to male prejudice, they lacked the required management skills, they had poor access to information and advice, they lacked an entrepreneurial spirit, and they had insufficient knowledge about their chosen fields of business.

Available at:

http://api.ning.com/files/blkRjXLZAdZkloKDw3dRcj916XTg9zw*4rsHSwCfLazlcQz75sXLqNWtLLT*vfu0P6lodA5hBGyvP34rk3kuPXDW84tFfpHx/41410.pdf (Accessed in February 2012)

90. Pan-African Investment and Research Services, (2011). *Assessing manufacturing sector and its multiplier effects on the South African economy*. Manufacturing Circle, Johannesburg.

Aim / Purpose

The report provides an analysis of the contribution of the manufacturing sector to economic growth and job creation in South Africa and the challenges faced by this sector.

Findings

In terms of its performance and contribution, the manufacturing remains an important sector within the South African economy given its potential to generate positive and significant spill-over effects in the economy. To further improve the performance of this sector, the following should be addressed: adopting a favourable exchange rate policy for the Rand and a trade policy to promote manufacturing, a need for differentiated electricity pricing, accelerating beneficiation in the mining sector to promote down- and upstream-manufacturing industries, encouraging skills generation in line with manufacturing needs, manufacturing-development programmes for artisans, technicians, etc. and the immigration of skilled bona fide people.

Available at:

http://us-cdn.creamermedia.co.za/assets/articles/attachments/36962_manufacturing_circle_project_report_30nov2011.pdf (Accessed in February 2012)

91. Phago, K.G.; Tsoabisi, S.J. 2010. "Small, medium and micro enterprises in the South African local government", *Africa Insight*, Vol. 40, No. 2, pp. 153-164.

Aim/Purpose

The purpose of this article is to describe how the SMMEs are used in the South African local government as an application of local economic development (LED).

Findings

The study indicates that the creation of LED units and other institutional components do not sufficiently support SMMEs in South African local government.

Available at:

http://search.sabinet.co.za/WebZ/Authorize?sessionid=0&bad=ejour/ejour_badsearch.html&portal=ejournal&next=images/ejour/afrins/afrins_v40_n2_a13.pdf (Accessed in February 2012)

92. **Phitidis, P. 2011. Training entrepreneurs yields big rewards for corporate sponsors. Aurik Business Incubator, Johannesburg.**

Aim / Purpose

The paper highlights the impact of training on the performance of small businesses in South Africa.

Findings

The paper indicates that, apart from the low rate of business training for small enterprises, the challenge further lies in the nature and type of training usually provided to these enterprises. Large company sponsors should roll out initiatives that include practical learning through focused learning feedback, structured exercises and experiential learning.

Available at: <http://www.foodreview.co.za/business-entrepreneurs/338-training-entrepreneurs-yields-big-rewards-for-corporate-sponsors> (Accessed in February 2012)

93. **Qabaka, V. 2011. Does our current tax system really support small business? Taxpayers' Foundation of South Africa, Johannesburg.**

Aim / Purpose

The article provides a critical analysis of the impact of the South African tax system on the performance of small businesses.

Findings / Conclusions

The article indicates that the current system discriminates against those people who earn their income from business rather than employment. Overall, it is quite clear that our current system is biased against one of the most important sectors in the economy, i.e. small businesses. At a time where it is difficult for people to gain employment, they should be encouraged to start their own ventures and not be punished when they do.

Available at: <http://www.taxtalkblog.com/?p=3412> (Accessed in February 2012)

94. **Rankhumise, E.M.; Rugimbana, R.O. 2010. "Micro enterprise owner perspectives on performance: Insights from selected municipalities in Mpumalanga Province, South Africa", African Journal of Business Management, Vol. 4, No. 16, pp. 3500-3507.**

Aim / Purpose

The aim is to identify the key factors that are perceived to be influencing the performance of micro enterprises (MEs) in South Africa's Mpumalanga province.

Findings

The findings show that owners were experiencing serious problems 1) as far as access to funding is concerned, 2) in dealing with crime, 3) due to lack of appropriate education and training, 4) as a result of a lack of access to government funds, and 5) due to stifling government regulations.

Available at: <http://www.academicjournals.org/ajbm> (Accessed in February 2012)

95. **Rogerson, C.M. 2000. "Successful SMEs in South Africa: The case of clothing producers in the Witwatersrand", Development Southern Africa, Vol. 17, No. 5, pp. 687-716.**

Aim / Purpose

The objective in this article is to examine the key determinants of successful SME development in post-apartheid South Africa.

Findings

First, the study suggests that enterprises have a higher propensity to graduate if they are established as a result of demand-pull rather than supply-push considerations. Secondly, geography matters. It is clear that those enterprises that move out from the home into larger premises in commercial areas are at an important watershed in their development, often overcoming some of their key constraints concerning access to markets, infrastructure and information. Thirdly, education and training are positive influences on the emergence of successful SMEs. Fourthly, the study discloses the importance of clusters as a vehicle for the promotion of cooperation for competitiveness and correspondingly for successful SME development.

Available at: <http://www.tandfonline.com/doi/pdf/10.1080/713661433> (Accessed in February 2012)

96. Saayman, M.; Olivier, E. 2005. "An analysis of tourism SMEs in South Africa", *South African Journal for Research in Sport, Physical Education and Recreation*, Vol. 27, No. 1, pp. 117-126.

Aim / Purpose

The aim of this article is to analyse (weaknesses, opportunities, threats) tourism SMEs in South Africa.

Findings

In a comparative study of 37 participating countries, by analysing small and medium enterprises, it was found that South Africa ranked the lowest of all developing countries, with only 3.3 per cent of the adult population involved in pursuing exploitable opportunities in various industries. Weaknesses identified included managerial skills, financing, knowledge and skills. In terms of opportunities, government's Spatial Development Initiatives (SDI) offer new tourism opportunities.

Available at: <http://www.ajol.info/index.php/sajrs/article/view/25912> (Accessed in February 2012)

97. SBP, (2009). *Small business development in South Africa*. SBP Business Environment Specialists, Johannesburg.

Aim / Purpose

This occasional paper re-assess the progress and rate of growth in small-business development in South Africa.

Findings

The paper indicates that government support agencies and initiatives have been less successful than intended - as might also be inferred from the institutional re-jigging. The impact and achievements of the government initiatives over the past fifteen years have fallen disappointingly short of aspirations. South Africa lags behind other developing countries in promoting the growth and sustainability of small businesses.

Available at: www.sbp.org.za/index.php?id=23 (Accessed in February 2012)

98. SBP, 2009. *Boosting youth employment through entrepreneurship: A response to the National Youth Development Agency*. SBP Business Environment Specialists, Johannesburg.

Aim/Purpose

The aim of this occasional paper is to highlight the challenges faced by the youth and the role the NYDA could play in helping the youth to create job opportunities for themselves.

Findings

The occasional paper indicates that unemployment continues to affect the youth. The high unemployment rate amongst the youth is attributed to a lack of experience that is too often compounded by a lack of skills. To make a visible impact, the NYDA will have to prioritise its interventions.

Available at: www.sbp.org.za/index.php?id=23 (Accessed in February 2012)

99. **SBP, 2011. Priming the soil: Small business in South Africa. SBP Business Environment Specialists, Johannesburg.**

Aim / Purpose

The occasional paper analyses the economic contribution through job creation and challenges faced by the small-business sector in South Africa.

Findings

During the past five years, the employment figures have continued to decline in the small business sector. A number of factors is responsible for this: difficulty in accessing finance, lack of required skills and practical experience, inflexible labour regulations and the economic slowdown.

Available at: Available at: www.sbp.org.za/index.php?id=23 (Accessed in February 2012)

100. **SBP, 2011. Growing small firms, growing employment. SBP Business Environment Specialists, Johannesburg.**

Aim / Purpose

The occasional paper assesses the internal and external factors that could influence the performance and growth of small businesses/firms in South Africa.

Findings

The paper identified the following internal and external factors: expenditure patterns, innovation, leadership and aspiration for growth (internal factors), labour issues, the availability of skill, the regulatory environment and market conditions (external factors).

Available at: Available at: www.sbp.org.za/index.php?id=23 (Accessed in February 2012)

101. **Schachtebeck, C.; Nieuwenhuizen, C. 2011. "The level of corporate entrepreneurship within small and medium-sized enterprises in the sea freight transport industry", Journal of Contemporary Management, Vol. 8, pp. 287-314.**

Aim/Purpose

This study aims to investigate the level of corporate entrepreneurship (CE) within SMEs operating in the sea-freight transport industry in South Africa.

Findings

The study found that the prevailing level of CE can be classified as moderate within SMEs, with drivers such as rewards, reinforcement and organisational boundaries showing positive results. Other drivers such as management support and climate-specific variables showed disappointing levels of CE.

Available at:

http://search.sabinet.co.za/WebZ/Authorize?sessionId=0&bad=ejour/ejour_badsearch.html&portal=ejournal&next=images/ejour/jcman/jcman_v8_a13.pdf (Accessed in February 2012)

102. **Schutte, D.; Buys, P. 2011. "A critical analysis of the contents of the IFRS for SMEs: A South African perspective", South African Journal of Economic and Management Sciences, Vol. 14, No. 2, pp. 188-209.**

Aim/Purpose

The aim of the study was to evaluate the contents of the Internal Financial Reporting Standards (IFRS) for SMEs against the actual disclosure practices of SME accountants in South Africa.

Findings

The results indicate that the balance sheet and income statement are more often used than the statement of cash flows, statement of changes in equity and the notes to the financial statements. Secondly, South African SMEs do not engage in investments in subsidiaries, associates or joint ventures. Thirdly, accountants do not realise their obligation to account for impairment in values and to account for provisions or to follow alternative procedures to deal with financial uncertainty.

Available at: <http://www.sajems.org/index.php/sajems/article/viewArticle/61> (Accessed in February 2012)

103. **Sebone, M.F.; Barry, M.L. 2009. "Toward determining critical success factors for SME electrical contractors in the construction industry in South Africa", South African Journal of Industrial Engineering, Vol. 20, No. 1, pp. 185-195.**

Aim/Purpose

This research study explores the subject of project success by attempting to identify the critical success factors for SME electrical contractors in the South African construction industry.

Findings

The study identified various critical success factors, in four logical groupings, money, man, management and milieu.

Available at: http://www.sabinet.co.za/abstracts/indeng/indeng_v20_n1_a16.html (Accessed in February 2012)

104. **Smit, A.V.A. Ngam, E.F. 2011. "Foreign direct investment of Chinese owned small and medium enterprises-motives for choosing South Africa", Journal of Contemporary Management, Vol. 8, pp. 408-428.**

Aim/Purpose

The purpose of this paper is to investigate the reasons why Chinese-owned SMEs in the Free State province are starting a business in South Africa. It focuses on whether their foreign direct investment decisions were driven by export-oriented or market-driven factors.

Findings

The results revealed that Chinese SMEs are predominantly market-driven in their decision to invest in South Africa, with only 34.4 per cent of the respondents in manufacturing.

Available at:

http://search.sabinet.co.za/WebZ/Authorize?sessionId=0&bad=ejour/ejour_badsearch.html&portal=ejournal&next=images/ejour/jcman/jcman_v8_a18.pdf (Accessed in February 2012)

105. **Smorfitt, R. 2008. A critical assessment of the impact of interventions to stimulate the establishment and growth rate of SMEs in the formal sector in KwaZulu-Natal 1994-2008. Unpublished Doctoral Thesis, University of KwaZulu-Natal, Durban.**

Aim/Purpose

The study provided an analysis of the South African interventions that have been or are being executed by the South African government.

Findings

The government would appear to have had little direct impact on the start-up and growth rates of SMEs in the formal sector in KwaZulu-Natal, despite the fact that the interventions themselves appear to be relevant and of use to the respondent SMEs. An increase in SME start-up and growth rates is preferably based upon sound economic principles of supply and demand, as opposed to selective interventions which may skew the economy, and for which there may be no sound economic basis.

Available at: <http://146.230.128.141/jspui/bitstream/10413/956/1/Thesis%20text.pdf> (Accessed in February 2012)

106. **Smorfitt, R.; O' Neill, C. 2011. Do South African government SME focused interventions work? Conference paper presented at Annual Conference of Economic Forum of Entrepreneurship and International Business, 14-17 April, Cairo, Egypt.**

Aim/Purpose

The objective of this paper is to determine whether the interventions introduced by the South African Government to stimulate SMEs have been successful.

Findings

The government's selective and functional interventions would appear to have had little direct impact on the start-up and growth rates of SMEs in the formal sector in KwaZulu-Natal, despite the fact that the interventions themselves appear to be relevant and of use to the respondent SMEs.

Available at: http://www.eco-ena.com/f/The_Conference_Proceedings_-_ECO-ENA1.pdf (Accessed in February 2012)

107. Smorfitt, R.; O' Neill, C. 2011. **The need to improve the South African government's SME intervention policies: Some empirical evidence.** *International Journal of Economics and Business Research*, Vol. 3, No. 5, pp. 543-556.

Aim / Purpose

The objective of this paper is to determine the need to improve the SME intervention policies of the South African government and to make suggestions on how these policies could be improved.

Findings

According to study findings, one finds a perception among SMEs that functional interventions are aimed at larger businesses and the economy as a whole and not at the SME sector. Second, it seems that the functional interventions were not perceived by the SME respondents to have impacted positively on the performance of their businesses in general terms. Third, the awareness level of the selective interventions was not satisfactory, as only 49 per cent of the respondents were aware of the interventions offered.

Available at: <http://www.inderscience.com/offer.php?id=42317> (Accessed in June 2012)

108. Sutcu, A.; Tanritanir, E.; Durmusoglu, B.; Koruca, H.I. 2011. **"An integrated methodology for layout design and work organization in a manufacturing furniture plant"**, *South African Journal of Industrial Engineering*, Vol. 22, No. 1, pp. 183-197.

Aim / Purpose

This study aims to provide an integrated methodology for re-designing the layout and departmental organisation in a job-shop environment.

Findings

It was found that the integrated, simulation-based methodology that was developed might be useful for other SME manufacturing firms, especially in the furniture industry. Furthermore, the results have shown that the most suitable structuring model depends on the company's preference objective, and thus on the business policy.

Available at:

http://search.sabinet.co.za/WebZ/Authorize?sessionId=0&bad=ejour/ejour_badsearch.html&portal=ejournal&next=images/ejour/indeng/indeng_v22_n1_a15.pdf (Accessed in February 2012)

109. Thwala, W.D.; Phaladi, M.J. 2009. **"An exploratory study of problems facing small contractors in the North West Province of South Africa"**, *African Journal of Business Management*, Vol. 3, No. 10, pp. 533-539.

Aim / Purpose

The aim of the study was to examine the problems facing contractors in South Africa, focusing on the Northwest Province.

Findings

The major findings of the research were that the problems facing small contractors were the following: government not paying on time, a lack of capital and difficulty in arranging guarantees, a lack of technical skills and a lack of business management skills.

Available at: <http://www.academicjournals.org/ajbm> (Accessed in February 2012)

110. Timm, S. 2011. **How South Africa can boost support to small businesses: Lessons from Brazil and India.** Trade and Industrial Policy Strategies, Pretoria.

Aim / Purpose

The aim of this study is to inform policymakers and the government, particularly South Africa's Department of Trade and Industry and its Department of Economic Development, on key insights from fellow emerging nations such as India and Brazil when it comes to improving business support, market access and access to finance for small businesses.

Findings

In general, policies and schemes to support small businesses appear to be working best in Brazil and less successfully in India and South Africa. Reasons for this include better monitoring mechanisms, specific targets driven from the top and more simplified support architecture in the case of Brazil compared to that of India and of South Africa.

Available at: http://www.tips.org.za/files/india_brazil_2011_edit_s_timm.pdf (Accessed in February 2012)

111. Unger, J.M.; Keith, N.; Hilling, C.; Gielnek, M.M.; Frese, M. 2009. "Deliberate practice among South African small business owners: Relationships with education, cognitive ability, knowledge, and success", *Journal of Occupational and Organisational Psychology*, Vol. 82, No. 1, pp. 21-44.

Aim / Purpose

The study examines antecedents and outcomes of deliberate-practice activities in South African small businesses.

Findings

The following practical implications emerged from the findings: First, in order to be successful, business owners need to learn, Second, business owners need to learn how to learn. Finally, individuals engage in deliberate-practice activities in work environments.

Available at:

http://www.emeraldinsight.com/bibliographic_databases.htm?id=1788721&PHPSESSID=h5qif4hnvvj1b4d0b5d42f6no2 (Accessed in February 2012)

112. Van Buuren, R.B. 2008. "Business integration as a basis for growth in small and medium agricultural enterprises", *Journal for New Generation Sciences*, Vol. 6, No. 2, pp. 80-96.

Aim / Purpose

This study investigated the specific driving forces and challenges facing agricultural SMEs and the subsequent strategies that these organizations need to employ to ensure sustained competitive advantage in a global market.

Findings

The findings indicate that agricultural SMEs should focus on building strategic capabilities to enhance effective business integration and operation. Agricultural SMEs' business orientation should focus the enterprise on creating and sustaining competitive advantage. Market understanding is a critical element in the long-term success of agricultural SMEs.

Available at:

http://search.sabinet.co.za/WebZ/Authorize?sessionId=0&bad=ejour/ejour_badsearch.html&portal=ejournal&next=images/ejour/newgen/newgen_v6_n2_a5.pdf (Accessed in February 2012)

113. Walker, A.J.; Bright, G. 2010. "Reconfigurable product routing and control for mass customization manufacturing", *South African Journal for Industrial Engineering*, Vol. 21, No. 2, pp. 173-189.

Aim / Purpose

This paper addresses the flexible-material, payload-routing problem and presents a mobile-robot platform that has been developed to research and design reconfigurable routing systems.

Findings

Study findings revealed that the problem space associated with performing a materials-handling and routing task between distributed, unconnected, manufacturing infrastructure required quantification in order to establish a well-defined problem space, Second, plant layout is just as important as the development of highly engineered autonomous materials handling and routing robots in facilitating the materials-handling requirements of customer-induced variations in production requirements.

Available at:

http://search.sabinet.co.za/WebZ/Authorize?sessionid=0&bad=ejour/ejour_badsearch.html&portal=ejournal&next=images/ejour/indeng/indeng_v21_n2_a15.pdf (Accessed in February 2012)

The South Africa SME Observatory is a public-private-partnership established to inform evidence based advocacy and policy making for SME development. The Observatory is located at the Centre for Development Support at the University of the Free State

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