

4TH ANNUAL SOWETO CONFERENCE ON
ENTREPRENEURSHIP AND SMALL BUSINESS DEVELOPMENT
28th–30th OCTOBER 2013

Conference Report

“Turning tangible and intangible assets and
resources in townships into business
opportunities”

Compiled by:

Veronica Mathebula
Conference Content Manager

January 2014



UNIVERSITY
OF
JOHANNESBURG



Executive summary

This report is a collation and synthesis of the proceedings of the 4th Annual Soweto Conference on Entrepreneurship and Small Business Development, which was held from the 28th to the 30th October 2013. The conference was hosted by the Centre for Small Business Development (CSBD) at the University of Johannesburg's the Faculty of Management, Soweto Campus.

Themed: ***Turning Tangible and Intangible Assets/ Resources in Townships into Business Opportunities***, the goal of the 2013 conference was to assist entrepreneurs from the townships to identify and unlock available resources and assets that can help them benefit from existing and new business opportunities especially in the Agribusiness and the Green Economy; Technology and Innovation; Manufacturing and Services; and the Entertainment, Culture and Tourism sectors.

Among other highlights, the conference featured: two pre-conference con-current workshops on Financial Management and Sales and Marketing; a total of 63 guest speakers representing various individuals and organisations in the public, private and civil spheres; an exhibition hosting 45 entrepreneurs and stakeholders in the small business development sector; a Buy Youth Session to profile 10 young people in business and to help them market their products and services; as well as platforms for SMMEs to share their stories in business through the "My Journey" segments. Delegates, who included entrepreneurs, students, government officials and ordinary citizens, had a variety of platforms (including e-platforms) at their disposal to engage with the content and speakers.

Among their usual concerns township entrepreneurs brought up the twin thorny issues of encroachment by foreign nationals and big businesses into townships, and government by-law enforcement (or the lack thereof) as some of their biggest challenges in running and expanding their businesses. Based on the feedback received, there was huge interest in the agribusiness and green economy-related industries, as well as in the legislative framework for and opportunities within the entire B-BBEE and procurement value-chain. Other recurrent themes of the conference, which formed the basis of the report's conclusions and recommendations, were bulk-purchasing and wholesale distribution and small scale manufacturing, all of which have implications for future programming. Finally, it would seem that a more transparent cross-fertilisation of ideas (and perhaps skills) between local and foreign entrepreneurs is long overdue and might even go a long way in eradicating xenophobic tendencies among all concerned.

WORDS OF WISDOM

Summer's End

As the ripening berries grow dark red,
and the aging flowers scarcely breathe in their beds.
Whoever is not rich, with summer nearly done,
will wait and never become themselves.

Rainer Maria Rilke, *Poems from the Book of Hours*

Poem cited by Prof Daneel van Lill

Executive Dean: Faculty of Management

University of Johannesburg

Welcome Address, Plenary Session, Conference Day 1, 29 October 2013



Table of Contents

1. Introduction	4
1.1 CONFERENCE HIGHLIGHTS	5
1.2 CONFERENCE PRODUCTS	5
1.3 QUICK FACTS & FIGURES	6
2. Summary of conference proceedings	8
2.1 PRE-CONFERENCE WORKSHOPS	8
2.1.1 Sales and Marketing workshop	8
2.1.2 Financial management workshop	10
2.2 CONFERENCE DAY 1 PROCEEDINGS	11
2.3 KEYNOTE ADDRESS	18
2.4 BREAKAWAY SESSIONS	19
2.4.1 Track 1: Green Economy and Agribusiness	19
2.4.2 Track 2: Technology and Innovation	20
2.4.3 Track 3: Manufacturing and Services	22
2.4.4 Track 4: Entertainment, Culture and Tourism	23
2.5 CONFERENCE DAY 2 PROCEEDINGS	24
2.5.1 Tapping into unchartered markets: Lessons from Agribusiness and the Green Economy	24
2.5.2 Buy Youth Campaign	26
2.5.3 Innovations in Procurement: Procurement Portal	27
2.5.4 Panel Discussion on Procurement and B-BBEE	28
2.6 EXHIBITION	30
3. Conclusions and Recommendations	31
QUOTABLE QUOTES	36
4. Delegate Feedback	37
5. Appendix 1: Abridged Conference Programme	1

1. Introduction

Between Monday the 28th and Wednesday the 30th October 2013, the Centre for Small Business Development (CSBD) hosted its 4th Annual Soweto Conference on Entrepreneurship and Small Business Development at the UJ's, Soweto Campus.

Located within the Faculty of Management at University of Johannesburg (UJ) The CSBD was established in 2006 as an Outreach Centre to facilitate business development in townships, specifically those located in the Greater Johannesburg, Ekurhuleni, Vaal, and Mogale City. Since 2010, the CSBD has been hosting the Annual Soweto Conference with the aim to:

- ❖ Facilitate information provision;
- ❖ Identify small business needs;
- ❖ Share knowledge, research and best practices in enterprise development;
- ❖ Identify feasible projects for implementation; and
- ❖ Provide a networking platform.

The conference was sponsored by the following organisations:

- ❖ Manufacturing and Engineering Services Sector Education and Training Authority (merSETA)
- ❖ Gauteng Enterprise Propeller (GEP)
- ❖ City of Johannesburg
- ❖ National Youth Development Agency (NYDA)
- ❖ Thebe Foundation (training workshop on Sales and Marketing)
- ❖ Technology and Innovation Agency (TIA)
- ❖ Small Enterprise Financial Agency (**sefa**) (in kind through workshop facilitation)
- ❖ GAD consulting Services (in kind through workshop facilitation)
- ❖ Black Supplies (Stationery)

Under the theme: ***Turning Tangible and Intangible Assets/ Resources in Townships into Business Opportunities***, the goal of the 2013 conference was to assist entrepreneurs from the townships to identify and unlock available resources and assets that can help them benefit from existing and new business opportunities.

The purpose of this report is to collate and synthesize as much of the information and knowledge shared over the three days as possible. In conjunction with the full papers and presentations, the report can be used both by delegates and non-delegates as a source of information to inform the development of their

own products and services and/or the design and implementation of their programmes and events that eventually benefit SMMEs.

1.1 CONFERENCE

- ❖ A pre-conference training workshop for township-based SMMEs on the 28th October 2013.
- ❖ Keynote address by Gauteng Premeir, Ms Nomvula Mokonyane
- ❖ Plenary sessions and Panel discussions featuring executives, scholars and government officials representing various organisations locally and internationally.
- ❖ Breakaway sessions to tackle various sub-themes of the conference (e.g. agribusiness and green economy; innovation and technology; manufacturing and services and entertainment, culture and tourism).
- ❖ Exhibition area for township-based businesses and practitioners to market their products and services.
- ❖ A Buy Youth session initiated by the NYDA to provide a platform for young people in business to market their goods and services.
- ❖ A variety of Q&A platforms for delegates to engage the speakers and the content delivered in real time, whilst the proceedings were underway. These included the CSBD's website and email platforms, as well as its Facebook page and Twitter handle.

2.1 CONFERENCE PRODUCTS

Thus far, the following conference deliverables are available on the CSBD website (in pdf. format for documents) and can be accessed via the link: www.csbd.co.za

- ✓ Information booklet with detailed programme and speaker profiles
- ✓ Full, edited, researched papers
- ✓ Presentations by guest speakers
- ✓ Post-conference video (7 min)
- ✓ E-Photo album

- ✓ Conference report

3.1 QUICK FACTS & FIGURES

Table 1: Conference Quick Facts and Figures

ITEM	TOTAL
Total Number of trainees	210
Sales & marketing workshop trainees	170
Financial management workshop trainees	40
Number of conference delegates	494
Total number of exhibitors	45
Total number of speakers/presenters	63
Number of papers (edited for publication)	11
Number of presentations (received)	



2. Summary of conference proceedings

2.1 PRE-CONFERENCE WORKSHOPS

For the first time since the Soweto Conference was conceptualised, the main conference was preceded by two concurrent all-day training workshops conducted on Monday 28 October 2013. The training on Sales and Marketing was facilitated by a private company, SalesPartners, while the one on Financial Management was jointly facilitated by a government agency, the Small Enterprise Financial Agency (sefa) and a consulting firm named GAD Consulting Services.

A total of 210 participants attended the workshops, with the majority 170 electing the Sales and Marketing workshop. The organisers had originally planned for four training workshops (including on B-BBEE and Procurement, as well as on Innovation and Technology) but unfortunately, the facilitators of the latter two sessions withdrew at the last minute due to unforeseen circumstances.

2.1.1 Sales and Marketing workshop

The Sales and Marketing workshop was conducted by the BizGuru Group an affiliate of SalesPartners or of which SalesPartners is an affiliate over and above creating a safe and conducive learning environment, which was negotiated with the trainees, the workshops covered the following areas, many of which included practical examples and exercises:

- **Understanding the biggest challenge in sales** (dealing with mind-sets, energising participants, the dynamics of selling etc.)
- **10 sTourism Enterprise Partnerships to a sales cycle** (Understanding a sales funnel, identifying the ideal customer profile, understanding your customers, building a cold calling script, an e-pitch and rapport, handling objections, doing follow-ups etc.)
- **10 areas of assessing yourself and identifying your individual selling style**

The feedback received from the trainees was overwhelmingly positive and whilst the facilitators were satisfied with overall delivery of the content, they found the logistics a bit challenging due to the large number of trainees that had to be accommodated from the cancelled workshops.

“During our one-day sales and marketing training at UJ sponsored by the Thebe Foundation and GEP, we impacted the lives of over 170 people. This has created a response that we have been dealing with...

We have found a hunger for our way of teaching, and knowledge that needs to be fed and that needs to be driven by our partners and us to make sure that the investment produces the return envisioned by the different Partners.”

SalesPartners Facilitator



2.1.2 Financial management workshop

This training was conducted in two parts (morning session by SAICA (South African Institute of Chartered Accountants) Enterprisation on behalf of sefa and afternoon session by GAD Consulting Services).

Part 1 – Morning Session

This first session on Annual Financial Statements was largely theoretical but also interactive and dealt with accounting and tax concepts, requirements for compiling annual financial statements etc. During session 2, which was more practical, trainees were taken through the various stages of preparing the annual financial statements, transactions lists, general ledger accounts, how to close off the accounts. From those ledger accounts, they were shown how to prepare an income statement, balance sheet, cash flow statement and statement of changes in equity. Finally, they were shown how to balance off the balance sheet, as well as the difference between balance sheet and an income statement (i.e. which items belong to each).

According to the facilitators, the entrepreneurs actively participated in the training, especially in the second session. Not only did they have to think about the two affected accounts that needed to be processed but they also had to write and do some calculations on their own.

“The feedback was positive and I remember one of the entrepreneurs saying that he feels confident now and does not need his bookkeeper anymore after the training. That was very interesting and encouraging. This goes to show what one day’s training can do.”

Facilitator – Ms Fikile Radebe of SAIC Enterprisation

Part 2 – Afternoon Session

GAD Consulting Services Inc. facilitated the afternoon training on Financial Management for SMMEs; with approximately 40 entrepreneurs attending. The training focused on the following:

- ❖ Clarifying and defining the key role players in the financial structure (e.g. bookkeeper, auditor, accountant etc.) and the different roles that they play.
- ❖ Key factors that influence daily operations of a business and methods that can be used to run businesses more effective (i.e. checklists they can use).
- ❖ Providing industry and/or sector relevant advice to meet customer needs (i.e. pertaining to supplier contracts, target markets, support structures).

The entrepreneurs were very responsive and interactive, as they asked questions that related to their industries and got advice as to how they can tackle the challenges they were facing. They expressed feelings of excitement as they now knew the difference between the key role players and how they affect them by basing examples on what they are experiencing in order to gain a deeper understanding and

clarity on the information presented. They were also happy to receive clarity on SARS (i.e. tax matters) and procurement matters. The entrepreneurs showed a low level of understanding on financial matters and structures they can implement to sustain their organisations, which seems to be an area that the UJ and other stakeholders can focus on in the future. They requested samples of the checklists they could implement within their company, as this will guide their daily operations and sustainability of their companies, which suggests that they need more practical workshops.

2.2 CONFERENCE DAY 1 PROCEEDINGS

The conference was officially opened On Tuesday the 29th October 2013 by the Programme Director for the first plenary session, Ms Matsi Modise of the South African Business Federation (SABEF). She elucidated the conference programme. Delegates were then formally welcomed by the Vice Dean (Teaching and Learning) Faculty of Management at UJ Professor Jane Spowart She applauded initiatives such as this and emphasised the important role played by SMMEs in job creation. In tow was the CSBD Director, Ms Moipone Molotsi, who expressed CBSD's excitement over the previous day's successful concurrent training workshops as this set a precedent for forthcoming conferences. Amongst others, she reiterated the aims and objectives of the conference as outlined above. She also elaborated on the factors influencing the choice of this year's theme, namely:

- ❖ Many township entrepreneurs are "locked" into retail sector (e.g. spaza, shebeen, etc.)
- ❖ The need to broaden the horizon for entrepreneurs in township
- ❖ The need to expose SMME delegates to other sectors
- ❖ The need to spark an interest in untapped markets/sectors (e.g. technology, agribusiness, manufacturing, entertainment etc.)

According to Ms Molotsi, the expected outcomes and outputs of the conference were as follows:

Expected outcomes

- ❖ Imparting practical to SMME owners' skills through training workshops.
- ❖ Sharing the latest research and trends from researchers, academics and development practitioners.
- ❖ Gaining insights from SMMEs.
- ❖ Learning more about asset-based community driven (ABCD) approaches.

Expected outputs

- ❖ Researched papers
- ❖ Presentations

- ❖ Conference report
- ❖ Conference journal (to be confirmed)

With the introductions done, the conference was ready to kick off on a high note with a very eye-opening and awe-inspiring presentation by entrepreneur and technology specialist Mr Stafford Masie. He took the delegates through a journey of the birth and subsequent explosion of the internet and highlighted examples of how technology has forever changed human experience. Amongst other highlights, Mr Masie explored the different ways businesses in general can use technology to conduct business and improve their operations. With that however, he also pointed to the detrimental effects of over-reliance on technology and some of the mistakes some companies have made (like over-emphasising technology over humanity), which contributed to their eventual demise. Mr Masie challenged SMMEs to embrace technology, not just for its sake, but for the purpose of rendering better products and services to their customers. "Technology is now about humanity not just technology for its sake. [Human] expectations change all the time. You have to adapt..." he advised the delegates.



Following that presentation, platinum sponsors of the conference (merSETA and GEP) were given the opportunity to address the delegates. The CEO of merSETA (manufacturing, engineering and related services) Dr. Raymond Patel remarked that their SETA's SMME development strategy is informed by Goal 4.6 mandate given to all SETAs driven by several imperatives, key of which are social and economic. He decried the low participation of SMMEs in the manufacturing and engineering services sector, especially those run by women and black entrepreneurs. He stated that merSETA runs different programmes to address these challenges to the tune of R7 billion, of which R3 billion has been spent on the development of women and youth in this sector. One of the programmes merSETA is funding is a women's training programme for 50 participants in partnership with the Gordon Institute of Business Science.

In her address GEP's CEO, Ms Philisiwe Twala – Tau challenged delegates to approach the GEP and help it to address the challenges faced by township SMMEs. She mentioned some of the SMME development activities the GEP is engaged in, namely:

- ❖ Research in partnership with UJ on the informal sector (the findings of which were shared by one of the plenary speakers and research coordinators, Professor Edward Bbenkele).
- ❖ A pilot project in partnership with the Spaza Association and Makro to try and bridge the gap in bulk purchasing for township traders
- ❖ A partnership with **sefa**, Small Enterprise development Agency (SEDA) and other agencies to provide financial support to SMMEs that can complement their non-financial business development offerings
- ❖ A strong emphasis on the support of cooperatives and incubation services, especially for enterprises in the agribusiness and green economy spaces.

Professor Daneel van Lill, the Executive Dean of the Faculty of Management, whose welcome address came later than scheduled due to adjustments in the programme delivered an inspirational speech on the Spirit of Entrepreneurship. Citing a poem entitled *Summer's end*, which was written by 80 year-old Rainer Maria Rilke (quoted earlier), he extracted three important lessons relevant to the spirit of entrepreneurship:

1. The importance of planning (preparing the soil)
2. Bouncing back after experiencing seasons
3. Nurturing relationships and networking

The purpose of the next three presentations summarised below was to provide delegates with a situational context within which township SMMEs operate. A vivid picture of the daily struggles townships experience in their day-to-day operations emerged when Mr Joseph Tshiwilowilo, a member of CSBD Stakeholder Forum played a video depicting some of the constraints township SMMEs face when doing business. These limited access to finance and a cumbersome legislative environment. He also highlighted the need for uniform standards in entrepreneurship training and mentorship and shared some of the work his affiliate associations are doing to address some of these challenges.

Professor Bbenkele from the University of Johannesburg presented the findings of a study on informal traders that the UJ conducted on behalf of the Gauteng provincial government. Amongst others, he emphasised the need for the government to extend marketing infrastructure, bulk purchasing and access to finance for these businesses.

Underscoring some of the opportunities and challenges faced by township SMMEs highlighted by her predecessors, Ms Ogude from the Economic Development Department shared the department's vision, plans and activities towards the development of a township SMMEs.

Delegates were then invited to reflect on and discuss issues emanating from the preceding presentations. The question and answer session was made more interesting when some of the comments posted on various e-platforms were reflected on the screen for delegates to review. Some of the comments and questions they raised, which the speakers responded to were:

- ❖ Is merSETA assisting SMMEs in recycling?
- ❖ Why is there no emphasis in community banking in South Africa?
- ❖ What is the DTI doing to simplify its tedious grant access processes?
- ❖ Why do we still listen to organisations like the World Bank that still oppress us as Africans?
- ❖ What is being done about the Johannesburg Metro Police Department other officers of the law who mercilessly confiscate informal traders' goods?
- ❖ Do conferences such as these help unemployed youth?
- ❖ The conference should make recommendations on how townships businesses can be protected against anti-competitive behaviour and illegal operations of big business. For example, a spaza shop has to compete with Pick & Pay, which can afford to sell a loaf of bread for R5 because their volumes can offset their costs.
- ❖ Direct wholesale to townships is a top priority.
- ❖ What is the government doing to equip young kids with entrepreneurship skills as countries like in Nigeria where children learn about entrepreneurship at an early age?
- ❖ From Twitter: What business opportunities are there in helping big businesses to make an impact on the communities they service?

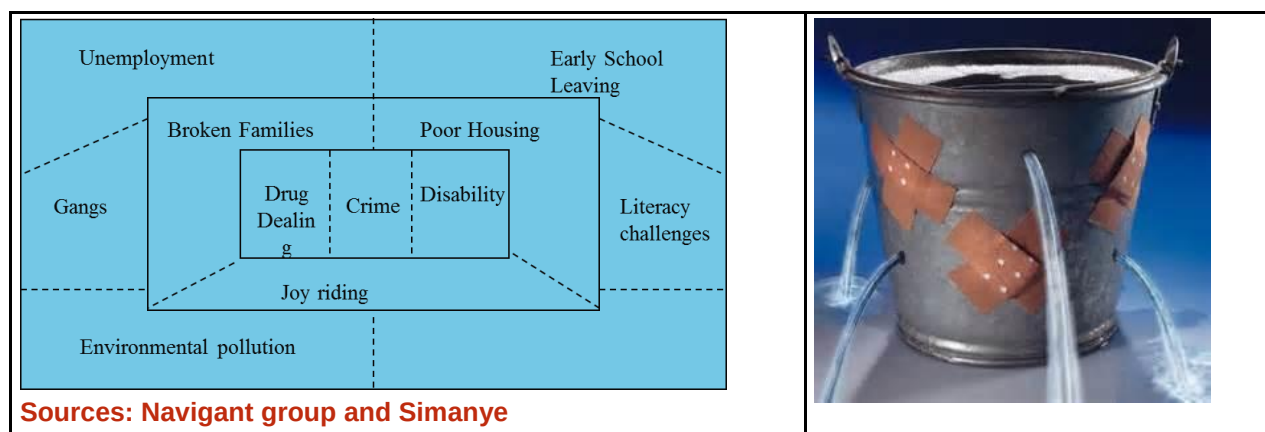


To lay a theoretical foundation for asset-based approaches to enterprise development, Mr Sebastian Mathews of Navigant Group, a consulting company that partners with the Canadian Coady Institution to provide training, research and other services related to ABCD presented the first of two presentations on Asset Based Community Driven (ABCD) development models.

To summarise, the ABCD approach is a methodology that seeks to uncover and use the strengths within communities as a means for sustainable development. The first sTourism Enterprise Partnership in the process of community development is to assess the resources of a community through a capacity inventory or through another process of talking to the residents to determine what types of skills and experience are available. The next sTourism Enterprise Partnership is to support communities, to discover what they care enough about to act. The final sTourism Enterprise Partnership is to determine how citizens can act together to achieve those goals.

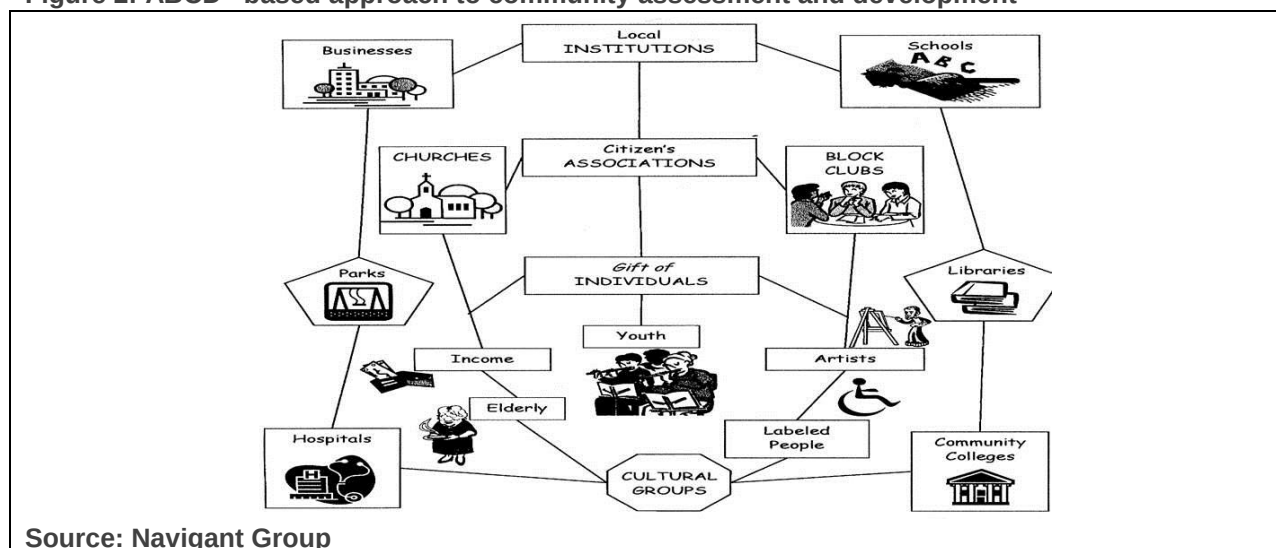
Mr Mathews highlighted the need for development practitioners to approach people, businesses and communities from an asset point of view, not needs point of view. Whereas a need-based approach perceives people as recipients and communities as empty, needy or deficient, ABCD approaches perceive people as contributors who are rich with different skills and talents. As illustrated in Figure 1 below, a typical needs assessment approach to a community may emphasize the issues and problems that require external agents to come in with programs and services to solve them. The result is often patching up problems instead of satisfactorily resolving them.

Figure 1: Needs-based approach to community assessment and development



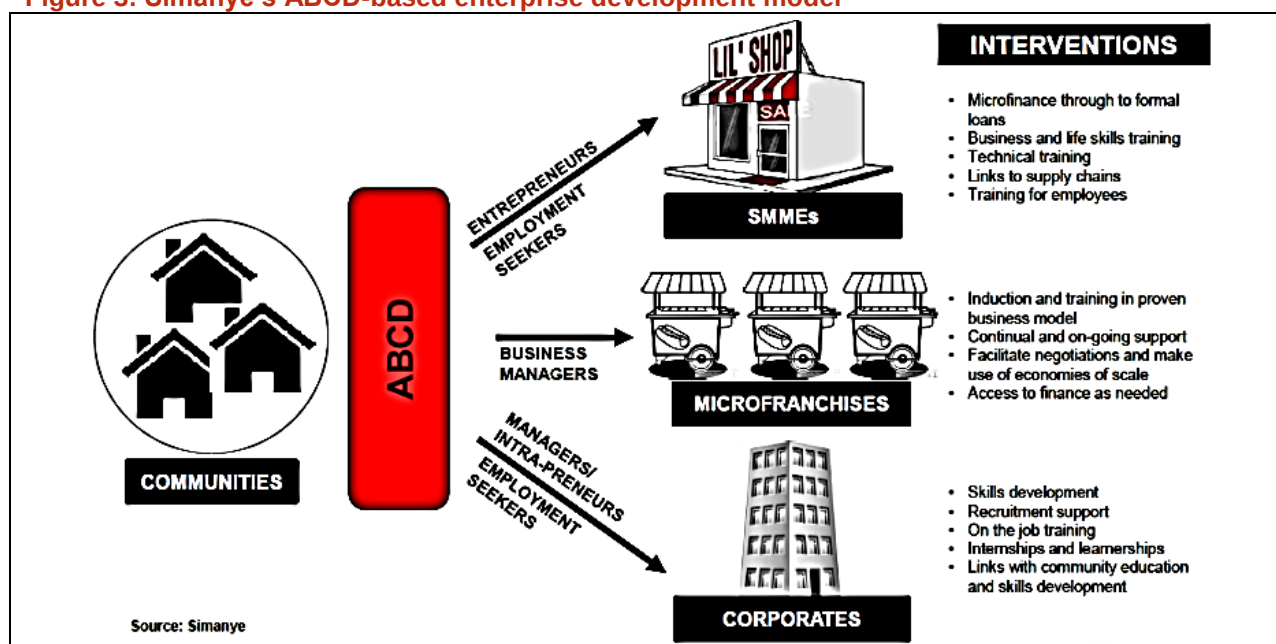
By contrast, an ABCD approach would focus on resources and assets a community has, such as those illustrated in the diagram below.

Figure 2: ABCD –based approach to community assessment and development



The second presentation on ABCD approaches was made by Ms Lana Lovasic of Simanye Consulting, a firm that provides a variety of services, including micro-finance, research and supplier development services amplified the lessons learnt from implementing projects based on the ABCD approach to SMME development. She profiled some of their innovative micro-franchising projects which have seen volunteers and community based organisations turn their day-to-day activities into viable income generating and employment entities. These Tourism Enterprise Partnerships are illustrated in Figure 3 below.

Figure 3: Simanye's ABCD-based enterprise development model



In a presentation that can only be described as vivid, animated and captivating, branding specialist Ms Khahliso Khohloa shared some insights on how big companies dissect their markets and how they use elements of culture, tradition, religion and other day-to-day experiences of township dwellers to brand their products, and to penetrate township markets. She motivated entrepreneurs to use similar techniques in order to capitalise on these markets.

Before the Programme Director Ms Matsi Modise introduced the keynote speaker, Gauteng Premier Ms Nomvula Mokonyane, the Conference Content Manager Ms Veronica Mathebula summarised the morning session proceedings and briefed delegates on the afternoon breakaway sessions.



2.3 KEYNOTE ADDRESS



Right on cue, the Premier of Gauteng, Ms Nomvula Mokonyane delivered a thought-provoking address that responded to some of the concerns raised during the question and answer session held much earlier. Her speech was unexpectedly devoid of political rhetoric but was delightfully littered with humorous anecdotal township business stories and spiced up with township lingo. Having been born and raised in the township of Kagiso, the Premier demonstrated that she could relate to the issues affecting township SMMEs, not only from the perspective of entrepreneurs or of government, but also as a consumer and client of their services. In summary, she highlighted and addressed the following issues at length:

- ❖ Innovation is at its weakest and manufacturing at its lowest in townships.
- ❖ Encroachment by foreign nationals presents township businesses with problems, but there is a lot to be learnt from how these foreigners succeed in business.
- ❖ Procurement opportunities for township businesses must be expanded as a matter of priority.
- ❖ The sense of entitlement and dependency on government tenders by local business people (what is now termed “tenderpreneurship”) kills the spirit of entrepreneurship.

Pointing to her role models such as Dr Richard Maponya, who started his business ventures with a small grocery shop (and without much help from government) but is now an highly esteemed business leader and owner of one of the biggest shopping malls in Soweto, the Premier exhorted SMMEs to focus on

offering quality services effectively and to develop demand-driven products. Her final challenge to the delegates was: **How do we make the conference relevant in the value chain of poverty alleviation and the development of communities?**

2.4 BREAKAWAY SESSIONS

After lunch, the delegates dispersed to pre-selected breakaway sessions or tracks on four themes (i.e. Green Economy and Agribusiness, Technology and Innovation, Manufacturing and Services and Entertainment, Culture and Tourism). The purpose of the breakaway sessions was inter-alia:

- ❖ To share new research, knowledge, information and new trends in the relevant sectors/industries;
- ❖ To provide a platform for SMMEs to share their stories in venturing into these sectors; and
- ❖ To discuss various issues related to the sectors (including factors facilitating or inhibiting township SMME participation).

Between one and three “formal” 15 minute presentations were made by researchers, academics and/or practitioners on the latest research and trends in a particular sector/industry, which were followed by a question and answer session. Thereafter between one and three entrepreneurs shared their personal journeys or stories in navigating those sectors and how they drew on the assets/resources in their immediate surroundings to take advantage of available opportunities and to overcome whatever challenges might come their way. Over and above that and where time permitted, the delegates discussed other existing opportunities for township businesses, constraints/limitations SMMEs experienced and how should these be tackled, as well as the kind of support/assistance that should be given to enable SMMEs to participate more effectively in each sector.

2.4.1 Track 1: Green Economy and Agribusiness

The common thread in the three presentations on opportunities in these sectors/industries was that they were commercially viable, cheaper and convenient alternatives for addressing the multiple problems of food shortages, poverty, unemployment, and/or low educational skills that township communities typically experience.

The first presentation on Aquaponics was made by Mr David Marioni of Golder Associates, a consulting firm with extensive agribusiness experience locally and in other parts of Africa. Aquaponics basically involves a combination of agricultural processes, aquaculture, and market gardening to recycle wastes and extract maximum value in production of both fish and vegetables, while conserving water. South African business has supported the development of the essential inputs for Aquaponics (i.e. fish feed, chemicals, seed, fish fingerlings, etc.). Mr Marioni discussed the viability of introducing such projects in schools.

Mr Marionni was followed by Professor Victor Mbengwa, who shared the findings on research conducted on behalf of the Agricultural Research Council indigenous African leafy vegetable enterprises and the opportunities these presented for communities in peri-urban and urban areas. He said small-scale farming of leafy vegetables such as spinach, African nightshade, cowpeas and pumpkin was still a largely untapped market which is entrepreneurial and socio-economically viable for peri-urban and rural areas.

Similarly, Dr Boitumelo Mzini a lecturer at the University of North West shared the findings of their research on opportunities for small business in Residential Horticulture, notably in garden services, which is still largely viewed as an informal trade.

During the Q&A and general discussion that followed, aspirant entrepreneurs were encouraged to venture into these markets and register businesses in order to get the necessary support from government and other stakeholders such as the Industrial Development Corporation (IDC) and to form cooperatives.

Fish farming in conjunction with land farming (to complement each other and feed into each other's raw materials), commercialization of indigenous vegetable farming and Agro-processing were also identified as additional business opportunities for township communities. These had to be complemented by Access to arable land, financial and legal support, export markets and technical skills and mentorship.

Though considered a viable business initiative, delegates were of the view that South Africa was not yet ready for full-scale implementation of Aquaponics projects due to legal constraints and/or lack of policies related to it. Other delegates felt that the government was imposing the cooperatives model, which they believed did not work. They said the government should instead focus on people with experience and passion in their respective fields. However, delegates also acknowledged that indigenous vegetables are still associated with poverty and a change in mindset had to be worked on first in order to broaden participation in farming initiatives, especially by young people.

All three presenters welcomed participants to contact them should they need any assistance or mentorship in the projects mentioned. The session was moderated by an independent consultant, Ms Ellen Nkosi, an independent consultant specializing in facilitation.

2.4.2 Track 2: Technology and Innovation

This session was moderated by Dr Ntswaki Mnguni of the NYDA. Veteran teacher, mentor and technology expert Dr Jack Ledwaba, who is the president and founder of Ledwaba Chambers, serves as a mentor on Making Moves an SABC 1 TV for young entrepreneurs and sits on the Board of CSBD, shared on key points in relation to SELF, which can either influence the success or failure of any business, namely:

1. **Avoid making mistakes** by consulting those who have walked the path ahead of you and do not be scared to ask questions.

2. **Look around you**, find out what you have at your disposal and take advantage of everything in your environment as Moses in the Bible did. Innovation should be viewed as taking what is there and creatively changing it to benefit others.
3. **Affirm yourself**: It does not matter how you are built, you are a resource **“Never be at war with yourself”**. When people buy products, they do not just buy the thing that you are selling, they buy you. Have a presence; be confident in yourself, so it reflects in your offerings. If you do not look the part, people might not buy what you are selling even if you are an intelligent person.

Next in line was Mr Mondli Dhlomo from the University of KwaZulu Natal, whose presentation was centered on technology and E-commerce. He stated that township economies are dependent on welfare grants due to township history and the past that has shaped it, which is a bad thing. He said entrepreneurs need to be nurtured so they can contribute in the growth of the economy.

He related how during the 2010 FIFA Soccer World Cup, many people were driven to start businesses to capitalize on the needs that were arising. Innovation comes from ideas, and ideas come from business opportunities, and this was the mindset of many. They started converting their ideas into businesses, however even when many businesses were started, many never survived after the World Cup. He looked at four main drivers of e-commerce, which can lead to economic development and general growth in townships and these are:

- a) Entrepreneurship
- b) Information & Communication
- c) Technology & Innovation
- d) Human capital

As we are living in a system that constantly changes, entrepreneurs need to blend technology and E-commerce in doing business in order to increase the size of their businesses. In closing, Mr Dhlomo stated that we have information, yet it has to be used as an enabler to grow our businesses.

During the successive “My Journey segment”, Mr Gerald Ndlovu, owner of Black Suppliers, took the opportunity to share the great successes of this entity. He opened his motivational talk with a quote: **“You got something unique to offer...find out what it is. Find out what you can offer that does not exist.”** He stated that before we can go any further, we need to define that which we call Township: which are areas in our communities that are subject to unemployment and poverty. Many people are self-employed, forced by situations of the economy not just to employ themselves but others too.

Mr. Ndlovu shared his practical examples of how his company innovations and operates, as well as how they constantly embrace technology to stand out from the rest. He took the time to share with everyone challenges that SMMEs experience, such as our contemporary free market society where the notion: “Survival of the fittest” reigns and where competition is part and parcel of the business environment; lack of finances: no bank is going to throw money on a business that might lead them to losing money; and problems with access to information: it is not that the information is unavailable but it is

difficult to keep up with new information due to our busy lives. In closing, Mr Ndlovu shared several tips on how to secure effective business partnerships, namely:

- ❖ Identify the problem
- ❖ Find the solution
- ❖ Focus less on theory and more on practical
- ❖ ROI, what is their return on investment
- ❖ Approach things from their perspective
- ❖ Focus on their issues
- ❖ Use their jargon, speak their language
- ❖ Send in the proposal to the highest person CEO, or PA
- ❖ Target the highest level in the company
- ❖ Be honest
- ❖ Do not over promise
- ❖ Keep your end of the bargain as this leads to trust

2.4.3 Track 3: Manufacturing and Services

The key highlights of this breakaway session (which was moderated by Mr Sinaye Mgidi of merSETA), can be summarized as follows.

merSETA presentation by Mr Sabelo Buthelezi

- ❖ Most SME's are subject to failure in that training and development in both technical and entrepreneurial skills is not their priority.
- ❖ The merSETA prioritize SME training in that SME's are the vehicle to economic growth and eradication of poverty.

Presentation on Land Access by Mr Dominique Rodrigues of Media Power

- ❖ Land access (operation space) is crucial for SME activities
- ❖ SME's should focus on social issues affecting the municipality or government and should come with responsive business proposals to address municipal challenges in that regard.
- ❖ Understanding procurement processes and municipal laws is critical for SME's.

Presentation on Incubators by Mr Chris Mostert of the Community Retail Incubators

- ❖ In order to create a business model you need a positive attitude in line with your dreams.
- ❖ SMMEs should create time for training and development.
- ❖ Creation of Cooperatives is the way to go for the SME's.

"My Journey" by Mr Isaac Boshomane of Kgabo Cars Training Centre

- ❖ An SMME is likely to survive if it is created on the basis of opportunities for which you have a passion.

- ❖ Put the concept into action or practice before seeking any assistance.

My Journey by Mr Thabang Mabuza of Ulwazi Resource Counselling

- ❖ As an entrepreneur you need to network

The generic principle shared by different speakers was that:

Any good idea or concept does not receive a positive support from organizations or institutions. SMMEs must have something to show if they require any other support. Finance is the challenge for any SMME in the world and is therefore not an excuse for SMMEs to fall back. SMMEs were encouraged to first convert the concepts into something visible before seeking any form of support.

2.4.4 Track 4: Entertainment, Culture and Tourism

Mr Tello May of the GEP moderated this session. The following guest speakers presented on various the three sub-topics:

- ❖ Ms Monica Netwon – Department of Arts and Culture
- ❖ Mr Fisokuhle Mbatha – Gauteng Tourism authority
- ❖ Mr Sakhumzi Maqubela of Sakhumzi Restaurant
- ❖ Ms. Veronica Shangau Aswani of WAWUNOW Arts and Crafts
- ❖ Mr Neo Kuaho – Youth Development through Investment, Dissemination of Information (YDiDI)

The key points that emerged from the presentations and subsequent discussion were as follows:

- ⇒ Market research is the utmost importance: "You would rather measure 100 times, and cut 1 time. INSTEAD of measuring once and cutting 100 times."
- ⇒ It is important to remember that: Government doesn't hold your hand and take you through ventures; it creates an environment that allows you to grow and pursue your ventures. Therefore, you can't blame government for not reaching your goals; it's all up to you!
- ⇒ Between 80 % - 90 % of SMME's fail. Therefore, SMMEs must be resilient, evolve with technology AND always make sure to be part of networks with other entrepreneurs.
- ⇒ Tourism in our country is a viable sector with numerous opportunities:
 - 9,2million tourists came to SA in 2012; and spent about R77 billion
 - 4,1million of them come to Gauteng in 2012; and spent About R30 billion
- ⇒ The question is: What are you as an entrepreneur in SA doing to make sure that you get yourself a share of that R30 billion?
- ⇒ The Gauteng Enterprise Propeller and Gauteng Tourism Authority can help SMMEs to find ways of penetrating this industry and benefit from it. All you need to know is what you want to do, to ask and to be prepared to work hard.

- ⇒ The Human Asset is rich but overwhelmingly undermined. With an unemployment rate of around 24%, we need more entrepreneurs to eradicate this scourge and this can be done through social cohesion and through youth and entrepreneurship development.

Three main conclusions were drawn out of this breakaway session. Firstly, the sector remains challenged in the area of coordination, with the old story of Khula and Ntsika, manifesting at three spheres of Government. Provincially, the GAUTENG TOURISM AUTHORITY and GEP are in discussion with TOURISM ENTERPRISE PARTNERSHIP with a view to develop an integrated support platform for Gauteng based SMMEs. Secondly, there is need for consistent engagements with and support for SMMEs to help them become more viable. SMMEs in the townships tend to build businesses on shallow research and the CSBD should work closely with DFIs to increase awareness of such basic business imperatives. Lastly, presenting case studies on SMMEs proved very worthwhile as participants were reminded that success requires perseverance. These SMMEs have also discovered their capacity to mentor as role models for new entrants into the sector.

2.5 CONFERENCE DAY 2 PROCEEDINGS

Radio personality, Mr Steven Bacher, who runs an evening show on business on Kaya FM, was Programme Director for the first part of programme of the 2nd day of the conference. Before he introduced the guest speakers billed for the morning session, he invited the Conference Content Manager, Ms Veronica Mathebula to recap the previous day's proceedings and give feedback from the breakaway sessions. Thereafter, a panel of three guest speakers discussed how SMMEs in townships can tap into other largely unchartered sectors like agribusiness and the green economy. This session was followed by the National Youth Development Agency's Buy Youth session, a presentation on an innovative procurement portal launched by the Supply Chain Network and its presentations as well as a panel discussion on B-BBEE which was preceded by a presentation by the Department of Trade and Industry on the legislative and programme framework for this policy.

2.5.1 Tapping into unchartered markets: Lessons from Agribusiness and the Green Economy

The first of three panellists, Israeli Ambassador, Mr Arthur Lenk, spoke about his embassy's agricultural projects in rural and peri-urban South African communities, which are mainly based on the renowned Kibbutz and Moshav models. Unlike South Africa, which is very rich in minerals and other

resources and has the capability to create 1 million in the agricultural sector alone, Israel is mostly desert, and has historically experienced serious water problems. Yet in spite of this challenge (or because of it), Israel has become a world-leader in agricultural innovation and technologies, including those related to:

- ❖ Drip irrigation
- ❖ Careful water management
- ❖ Advanced techniques and support

Much of Israel's agriculture is based on cooperative communities (*kibbutz and moshav*), which account for more than 80% of Israel's agricultural produce. Founded on nationally owned land leased on a long-term basis, these communities of farmers can be traced back to the early 20th century. The residents in both types of communities are often provided with municipal services and are supported mainly by the government agency MASHAV.

A kibbutz is a rural community of several hundred inhabitants who run a large communal production unit. Kibbutz members traditionally jointly owned the means of production, and shared social, cultural, and economic activities. More recently, most of the income of kibbutz collectives has come from non-agricultural activities (industrial enterprises, agro-tourism, and services), and many have been undergoing extensive reorganisation to match modern times. By contrast the moshav (or an 'agricultural cooperative society) is in most instances, based on a shared allocation of resources, such as farm land, water quotas, and other productive inputs, as well as, in some cases, joint ownership or use of packing and marketing facilities.



Israeli Ambassador Arthur Lenk (Photo 2: third from left) with his team at some of their project sites

The second speaker was Mr David Richiu from Kenya, whose organisation Farm Concern provides financial and non-financial support to small-scale farmers and cooperatives in many parts of Africa. He

gave an overview of the work of his organisation. His presentation was very insightful in that it went beyond his country of origin Kenya and addressed common issues affecting African countries in general. He lamented the fact that Africa only contributes a meagre 3% to the global economy but it has many resources. An estimated 60% of arable land in Africa is not utilised, despite the fact that Africa is a food-insecure continent. He advocated for collective action through cooperatives, as well as for increased private sector support, with government as an enabler. He also emphasised the importance of improving value, quality and efficiency in the running of cooperatives and agricultural projects in general.

Last but not least in the panel was Dr Charity Mbileni from The Innovation Hub, who discussed at length the benefits of SMMEs participating in the green economy sector. She presented a case study of a solar power electrification project her agency is currently running in Alexandra Township and shared the lessons learnt therefrom; notably on how to set up appropriate systems and processes for these types of to be duplicated elsewhere.

During the question and answer that followed these presentations, Mr Richiu's pro-African input was highly appreciated by one of the delegates who had expressed his misgivings about the influence (and interference) of multinational institutions such the World Bank in African affairs the previous day.

Responding to a question on effective strategies for starting and running cooperatives, Mr Richui acknowledged the need for small farmers to be assisted in accessing high-end markets (e.g. through wholesale distribution to big retailers). He also warned the delegates against the tendency of many emerging entrepreneurs to focus too much on accessing finance and overlook other important elements such as of getting identifying the right partners, getting the right balance in terms of skills sets, personality and business acumen among cooperative members.

2.5.2 Buy Youth Campaign

The Buy Youth Campaign is an initiative of the National Youth Development Agency (NYDA), whose aim is to provide a platform for young people in business to market and sell their products and services to the private sector, the government and other clients that might not be readily accessible to them. The session, which was moderated by the NYDA's Mr Lawrence Ntlokoa, was introduced by the organisation's Chairperson of the Board, Mr Yershen Pillay. Young people running businesses ranging from clothing manufacturing and construction to TV production and renewable energy supplies were each

given an opportunity to “sell” their products and services within 10 minutes (see programme below for the complete speaker list).

It was evident from the various presentations that the programme is very important in that it simultaneously boosts the confidence of the youth whilst at the same times empowering them with skills such as public speaking. Judging by the delegates’ response as they cheered and spurred on the young people at full volume, the Buy Youth Session could easily be rated as one of the most entertaining and popular session of conference. Four companies from this session have since been incorporated into the Mentorship Programme offered by Thebe Foundation.

2.5.3 Innovations in Procurement: Procurement Portal

Standing in for Mr Malcom Farrell of Supply Chain Network, Ms Nokuzola Mayekiso demonstrated the power of technology in supporting and promoting vertical market linkages between small and large businesses. She internet –based procurement system (i.e. Procurement Portal) developed in partnership with Cape Chamber of Commerce, Shanduka Black Umbrellas and ABSA Bank, which boasts many trendy features as outlined in the table below

Table 1: Business benefits of the Procurement Portal

Buyer	Supplier
• Supplier Discovery Tools and Filters • Automate Document Management (i.e. BBBEE, Tax Clearance, Workman’s Compensation and Public Liability Insurance Documents) • Price Discovery Tools • Profile Score to separate good from poor • Access to verified company profiles • Paperless procurement processes • Reduce tender advertising costs • Operational savings by outsourcing Vendor Master Data Management • Electronic Platform to Manage Supplier Expressions of Interest • Links to Enterprise Development Strategy	• Access to Markets – exposure to multiple corporates and public sector procurement professionals as well as other SMMEs • Verified Profile with priority search • One-to-one relationship for document management – refer numerous corporate requests for updated documentation to the online profile • Easy to maintain online company profile • Small Business Tool Tips • BBBEE Self-Assessment Tool • Access to a National Tender Bulletin • Access to all the procurement tools for SMME to SMME procurement
Source: Supply Chain Network	

2.5.4 Panel Discussion on Procurement and B-BBEE

The purpose of the panel discussion was to provide a platform for procurers and suppliers to engage on issues affecting township businesses and SMMEs in relation to the practical application of the Broad Based Black Economic Empowerment policy (B-BBEE). In particular, the discussion sought to explore the B-BBEE related procurement opportunities available for township businesses, the criteria big companies and government agencies use for engaging SMMEs, as well as effective strategies for doing business.

- ❖ The panel discussion was preceded by a presentation from Mr Mashudu Mannde of the DTI BEE Unit who laid the foundation with the basic principles behind the legislative framework and its basic tenets. He also gave an overview of the changes that are being effected in terms of legislation and the Codes of Good The Generic Scorecard now contains 5 elements instead of 7 (Ownership, Management control, Skills Development Enterprise and Supplier Development and Socio-economic Development) with total points increased from 100 to 105.
- ❖ Broad-based groups have been elevated into the main Ownership scorecard.
- ❖ All companies except Exempted Micro Enterprises (EMEs) must comply with all the elements in the Scorecard.
- ❖ Scorecard points and Qualification criteria for awarding of B-BBEE status levels have been adjusted.
- ❖ The thresholds for Exempted Micro Enterprises and Qualifying Small Enterprises have been adjusted as follows:
 - ▪ EME increased from R5 million to R10 million
 - ▪ QSE: R5 million - R35 million to R10 million - R50 million
 - ▪ Large entities: R50 million and above
- ❖ EME's and start-ups that are 50% black owned previously automatically qualified for a level three status. They now qualify for a level two status, and if 100% black owned they qualify for a level one.
- ❖ Companies that do not achieve a prescribed sub-minimum in ownership, skills development and supplier development will be penalized through a discounting of BEE levels
- ❖ Employment equity scores will be restated to apply separate targets for each racial group. In other words, companies whose workforces are not racially represented between Africans, Coloureds and Indians will suffer further dilution.
- ❖ Three of the five elements (i.e. ownership, skills development and enterprise and supplier development) have been designated priority elements, and failure to achieve a sub-minimum of 40% of the targets for any of these priority elements will result in a penalty being applied to the scorecard. The penalty is a drop of two levels, therefore an entity that achieved a level four before the penalty, will drop to a level six if the penalty is applied.

A huge sigh of relief reverberated throughout the hall at the news that Black-owned companies now automatically qualify for a Level 1 status and that the threshold for compliance for smaller companies has been raised as this was a huge burden for SMMEs. Regardless, SMMEs still has a lot of questions about the policy itself and the programmes DTI is offering to complement it. Although some of them were addressed by Mr Mannde, they could have been more adequately dealt with through a seminar or workshop as originally planned.

- ❖ The panel discussion was very lively and was moderated by Mr Andile Tlhoale of Inforcomm, a veteran in the B-BBEE transaction space who is very passionate about the subject. Some of the comments or issues that arose from the debate were:
- ❖ There are pockets of success towards transformation in the economy but SMMEs have yet to get their full share of the pie.
- ❖ Rating of SMMEs was a huge problem that prevented many from accessing opportunities and changes in legislation in this regard have yet to be felt on the ground
- ❖ Access to markets and opportunities is made incredibly difficult by the absence of fiscal reserves and limited credit extension.
- ❖ The 50% deposit required by SMMEs is a thorny issue for government since they cannot pay in advance for services not yet rendered, but SMMEs asked: Who should bankroll SMMEs doing business with government if they cannot get a deposit?

The following were some of the practical tips the procurers and suppliers shared on doing business smartly were:

- ❖ Position yourself strategically and focus mostly on what you can do best
- ❖ Don't take chances (e.g. by registering on every database, even those you don't qualify for)
- ❖ Update your database profiles regularly and maintain regular contact with the procurers
- ❖ Quality of services is crucial as is delivery on time
- ❖ The owner must show 100% commitment to the transaction
- ❖ Be involved and present. Give it a personal touch
- ❖ Establish a good rapport
- ❖ Go the extra mile to please clients
- ❖ Do follow-ups
- ❖ Be consistent

To officially close the conference, Conference Content Manager Ms Veronica summarized the acmes of the conference and exhorted the delegates to view their challenges and their clients' day-to-day problems as opportunities to invent and innovate different products and services. She said the challenge for townships was to grow and expand their local economies by ensuring that every rand spent there circulates numerous time and its exit is delayed for as long as possible. UJ Campus Director Dr Johannes

Manyaka delivered the vote of thanks on behalf of the CSBD and its stakeholders. He reiterated the need for a journal or similar to document township business experiences and invited delegates who own businesses to register on UJ supplier database in order to be considered for emerging procurement opportunities.



2.6 EXHIBITION

The exhibition was open to delegates between Tuesday the 29th and Wednesday 30th October 2013. A total of 45 exhibitors representing SMMEs, government, the private sector and development practitioners across the spectrum were housed in a 600m² marquee. The merSETA had also made available for delegates, its state of the art bus, which serves as a fully-fledged mobile office. The mood and impact of the exhibition is captured in an excerpt from a participant's post-conference reflections:

“Feedback from our exhibition stand was just amazing especially because people still have the mentality that ladies cannot feature in the male dominated environment. Kgabo Cars’ ladies who were exhibiting had to prove to visitors by showing graduation pictures where they featured before they were believed to be motor mechanics themselves. Kgabo Cars trained ladies to become qualified motor mechanics artisans, we are the only workshop/training centre that is Merseta workplace approved in all Townships in our Country that we know of, offering both apprenticeships and learnerships which end up with a trade test”

Mr Isaac Boshomane Exhibitor and Breakway speaker representing SMMEs in Manufacturing and Services.

3. Conclusions and Recommendations

The success of this year's 4th Annual Soweto Conference on Entrepreneurship and Small Business Development lied in its ability to afford delegates with opportunities to acquire more information and knowledge that is complemented with practical "how-to-do" skills. The balance between theoretical and practical content (which was complimented by real entrepreneurs' stories) enabled delegates, especially entrepreneurs, to soberly reflect on and digest the content at a better pace. Unlike in other platforms, delegates did not only focus on problems (especially with government) but they also offered possible solutions and identified new opportunities for themselves.

The message that individuals and communities have a lot to offer in themselves and within their surroundings came out very strongly during the conference. Delegates were encouraged to constantly review and assess what they have at their disposal and use this to their ultimate benefit. Furthermore, entrepreneurs who have walked the walk and succeeded against all odds were able to respond more soberly to the challenge of fiercely competitive markets than those whose businesses were still in early development stages. Amongst others, they recommended the following strategies:

- ❖ Thorough market research and product testing before external support is enlisted
- ❖ Perseverance
- ❖ Excellent quality of products and services
- ❖ Good client relationship maintenance

Whilst concerns around encroachment are legitimate (as evidenced by the xenophobic attacks currently taking place), they are also symptomatic of a society still trying to find itself within a world that is ever changing and doing so incredibly fast. What most (xenophobic) South Africans often do not consider is that there are South Africans in the diaspora who are experiencing exactly the same challenges that foreigners here do but who still make it out there. The solution to this problem seems to dialogue and a cross fertilization of ideas, information, knowledge and skills. Locals need to fearlessly engage with the unknown with a curiosity born out of the passion to innovate and expand boundaries. This is why future conferences should focus on the sharing of lessons from entrepreneurs who have successfully penetrated foreign markets. There already is research conducted on such matters that can be included in future conference content.

Where entrepreneurs were able to share their stories through the "My Journey segments" it became obvious that there is a big difference between knowing what needs to be done and knowing how it is to be done. This gap can only be bridged by training that is both relevant and customized. This is where institutions such as the CSBD, which offer more generic entrepreneurship modules, can partner with

more specialist agencies to deliver more tailor-made offerings. It also opens a lot of opportunities for SMME-to-SMME, some of which is already being experimented with by various agencies.

Finally, there seemed to be great interest in the following subjects, which has implications for future conference content and planning:

- ❖ Technology and Innovation
- ❖ B-BBEE
- ❖ Agribusiness and green economy (especially recycling)
- ❖ Bulk-purchasing and transportation
- ❖ Incubation

The excerpt below really encapsulates the essence of the conference.

The things that stood out to me were firstly the talk by Mr Stafford Masie. We use technology every day and we are aware of the changes that are occurring; but we have become so accustomed to the changes that we do not realize how fast it is all taking place. It makes me ask: "What next?" It feels like nothing new is being created but everything is being improved and updated. The generation before me created computers and the internet. My generation created social networking platforms. So what will be the big technological innovation for the next generation? Mr Masie gave me a lot to think about.

Mr Chris Mostert also gave a talk in Track 3 [on Manufacturing & Services] yesterday [Conference Day 1], which set the whole room abuzz. He introduced the idea of a mall in storage containers. This model has proven to be viable and profitable in Singapore, New York and Australia. His concept makes the notion of "use what you have" a reality. I noticed that the delegates are concerned about malls encroaching on their small businesses. This idea seems to be the answer to that problem. Small business owners can thus club together, purchase storage containers and open a mall in the township where customer will be able to find everything they need within walking distances.

Lastly, the issue of foreign nationals opening shops in the township seems to be a real bone of contention. The matter was first raised in the Financial Training seminar with Mrs Mvulane and again during the conference yesterday. Retailers are the most affected. I think this issue needs to be addressed more extensively and possible solutions should come out of this conference.

Reflections of Ms Mandisa Gaba
UJ Student and Conference Delegate and Scribe

Based on the above, the following broad recommendations can be made to inform future conferences such as this:

Research and knowledge management

Ongoing research on various issues impacting on the development of small business. As a university based institution with wide access to a variety of audiences, CSBD should also invest in creating a depository of existing information, knowledge and tools in the sector and providing linkages to other stakeholders. Distilling of knowledge into consumable pieces of information that are easily accessible to SMMEs (e.g. through social media platforms). To offset high costs, many of the knowledge products can be made available electronically and they can include journals, magazines and articles.

Project and programme implementation

More of the following projects should be designed piloted and should have a strong research, monitoring and evaluation component built in to facilitate the documentation and sharing of knowledge:

- ❖ SMME-to-SMME mentorship.
- ❖ Agricultural projects (e.g. on leafy vegetables, aquaponics and residential horticulture).
- ❖ Support in transportation and bulk-purchasing to foster horizontal and vertical linkages.
- ❖ Infrastructure support and wider market access.
- ❖ Incubation.

Training workshops

- ⇒ B-BBEE policy and programme framework
- ⇒ How to conduct market research and innovate new products and services

Conference content

Future conference content could include the following:

- ❖ More focus on B-BBEE with practical examples of how this policy framework actually works in environments SMMEs are situated. This should be accompanied by a workshop on the Codes of Good Practice.
- ❖ Profiles of foreigners (e.g. the ones who run spaza shops in townships).
- ❖ Profiles of South Africans in the diaspora and how they were able to access foreign markets.
- ❖ Unpacking of the South African Industrialisation policy and its bearing on local township economies, rural areas and other poverty stricken and underdeveloped geographical areas.
- ❖ Innovative SMME development models.

- ❖ Buy youth session should receive more time and actual buying/pledging should be encouraged in order to measure its real impact.

Conference planning and logistics

Areas of improvement to be factored into the next conference are as follows:

- ❖ The timing (i.e. calendar month) of the conference should be reviewed as October is a very busy month with numerous competing events. Moreover, given that the conference targets mainly SMMEs innovative ways should be found to shorten the length of the conference as many owners often cannot afford to spend several days away from their businesses.
- ❖ Better marketing of the conference.
- ❖ Better management of last minute changes and delays in the programme and schedule (e.g. of speakers and training facilitators).
- ❖ Better time management with respect to speakers/presenters.
- ❖ Better access to the internet and Wi-Fi.



QUOTABLE QUOTES

“South Africans are typically consumers not producers. Don’t be proud of your kids using your phone. Be proud of them making phones.”

Mr Stafford Masie, Entrepreneur and Technology Specialist

Opening Plenary Session, Conference Day 1

“It is what we make out of what we have, not what we are given, that separates one person from another.”

Dr Nelson Mandela, cited by Mr Sebastian Mathews of Navigant Group

Plenary Session – Presentation on Asset Based Community Driven (ABCD) development approaches, Conference Day 1

“Township SMMEs need to be innovative, ambitious and daring but also adapt to the material conditions of their clients.”

Gauteng Premier, Ms Nomvula Mokonyane

Keynote address, Plenary Session, Conference Day 1

“It is what we make out of what we have, not what we are given, that separates one person from another.”

Dr Nelson Mandela, cited by Mr Sebastian Mathews of Navigant Group

Plenary Session – Presentation ABCD Approaches, Conference Day 1

“Township SMMEs need to be innovative, ambitious and daring but also adapt to the material conditions of their clients.”

Gauteng Premier, Ms Nomvula Mokonyane

Keynote address, Plenary Session, Conference Day 1

“Opportunities dances with people that are already on the dance floor”

Entrepreneur, Mr Gerald Ndlovu of Black Supplies

Breakaway Session 2 on technology and Innovation, Conference Day, 1

“There are no jobs in South Africa but there is a lot of work to be done”

Cited by Ms Veronica Shangali Aswani of WAWUNOW Arts & Crafts

Breakaway Session 4 on Entertainment, Culture and Tourism, Conference Day 1

There were 3 similar businesses trading in the same street and competing for the same clients. Two of them were run by young people and the third by an elderly man. All the owners had posted bold signs on their doors. Whilst the young men’s signs read: BEST PRICES! and BEST QUALITY!, the elderly man’s sign simply read: MAIN ENTRANCE!

Cited by Mr Lawrence Ntlokoa of the NYDA as he introduced the young people during the Buy Youth Session, Conference Day 2

“Take care of your clients... People do business with people, not with business.”

Ms Zandile Nzalo of Zanenza Communications

Plenary Session, Panel discussion B-BBEE and Procurement, Conference Day 2

4. Delegate Feedback

The overall feedback received from all participants was overwhelmingly positive and encouraging. However, as expected, there was some dissatisfaction expressed in certain areas. Many delegates were disappointed when the training on B-BBEE and Procurement as well as on Innovation and Technology had to be cancelled on short notice because their sole attraction to the event was those offerings. Nevertheless, the majority of delegates planned to attend the conference again next year and was even willing to recommend it to others. Based on 135 completed evaluation forms received, here are some of the highs and lows of the conference as perceived by the delegates.

Figure 5: Relevance and usefulness of training content to own business environment

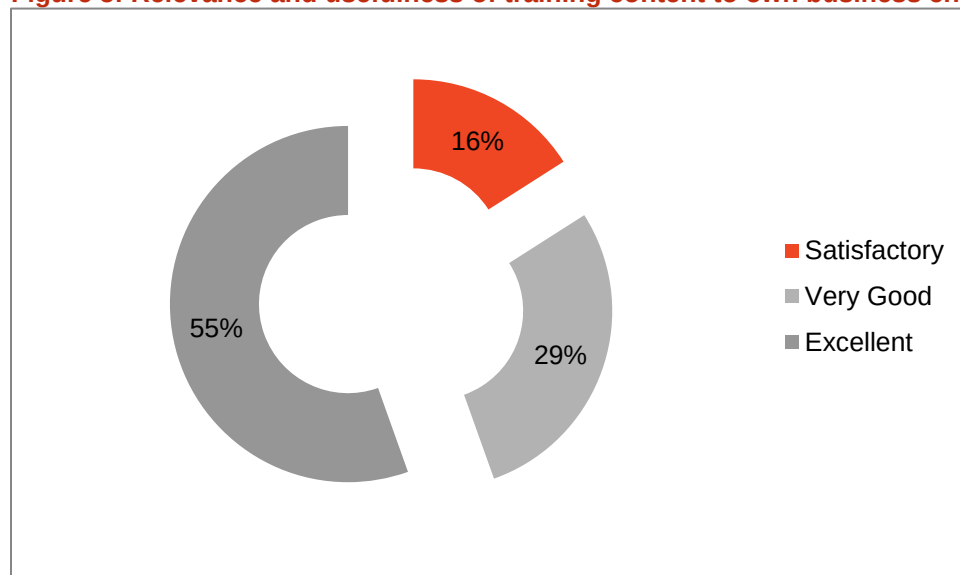


Figure 6: Levels of satisfaction with the conference papers/content

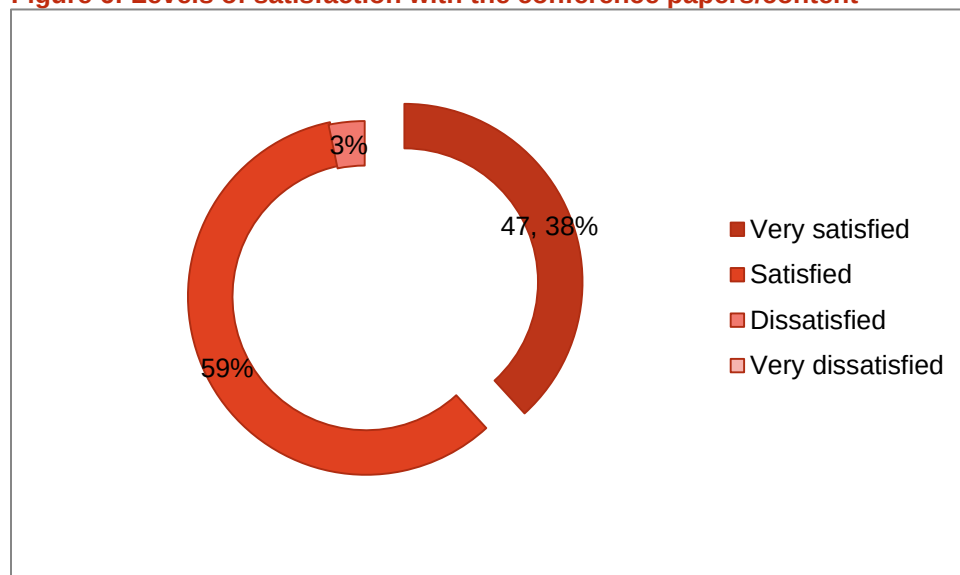
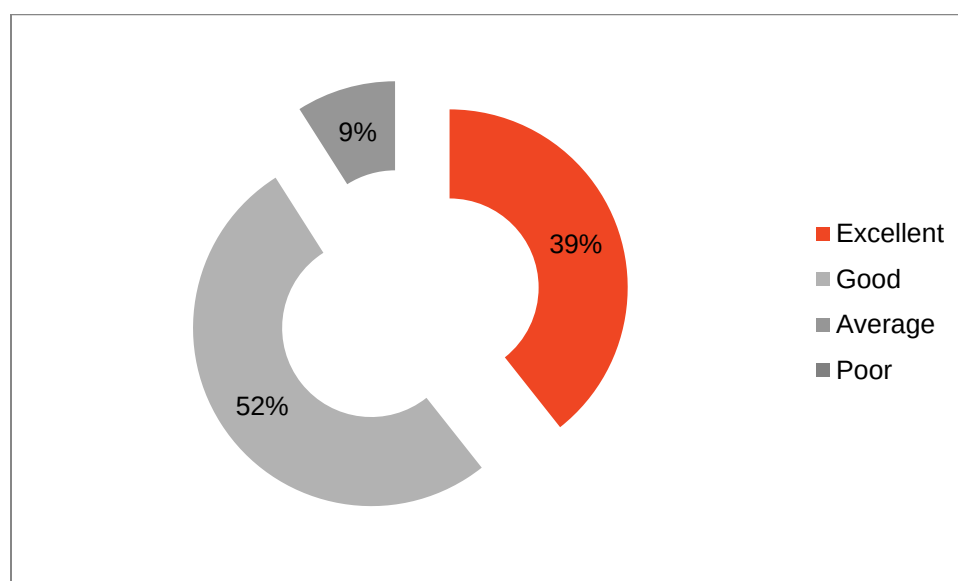


Figure 7: Rating of conference in comparison to similar attended



What delegates appreciated

“Well done people, everything was top class.”

“The registration people were friendly and the whole thing was beautiful.”

Track 4 [on Entertainment Culture and Tourism my journey talks by SMMEs] “were extraordinary and very much detailed in sharing their ideas. The conference was well coordinated and presented. I most certainly enjoyed the speakers and interaction.”

“It was so inspiring and innovative, I enjoyed everything.”

“I was motivated from start to finish...”

[What I liked the most was] “... the way in which our youth presented their businesses.”

The conference should be marketed to Adult Educators and the unemployed youth who loiter the streets.

“Please, next time invite all the government departments and other government parastatals... so that they can be able to offer our youth-owned SMMEs opportunities they need.”

What dissatisfied delegates

“Shorten the length of each presentation, get presenters who go straight to the point, who consider the attendants and levels at which their businesses are at.”

“Guest speaker arriving late and not apologising.”

“No Wi-Fi, very unlike such a conference... Plenary Moderator who was marketing self.”

“Most of the people did not understand the enormous terms that the speakers used. They should have spoken in simpler terms.”

5. Appendix 1: Abridged Conference Programme

MONDAY, 28 OCTOBER 2013			
TIME	SESSION	DESCRIPTION	FACILITATORS/MODERATORS/PRESENTERS
09h00 – 16h30	TR 1	TRAINING 1 SALES AND MARKETING	Sales Partners
	TR 3	TRAINING 3 FINANCIAL MANAGEMENT	SEFA & GAD

TUESDAY, 29 OCTOBER 2013			
	CONFERENCE DAY 1 – MORNING SESSION		Programme Director: Ms Matsi Modise, SABEF
09h00 – 11h00	PLENARY IMBIZO HALL	Opening and introductions	Ms Matsi Modise, SABEF
		Welcome address	Prof Jane Spowart, UJ Vice Dean, Faculty of Management
		Conference Aims and Objectives	Ms Moipone Molotsi, CSBD Director
		Presentation on Technology and SMMEs	Mr Stafford Masie, Technology Futurist and Entrepreneur
		Address by Sponsors	Dr Raymond Patel, CEO, merSETA Ms Philisiwe Twala-Tau, CEO, GEP
		Address by UJ CSBD Stakeholder Forum	Mr Joseph Tshiwilowilo
		Address by UJ Executive Dean, Faculty of Management	Prof. Daneel van Lill
30min	TEA AND NETWORKING		
	PLENARY IMBIZO HALL	Setting the scene: Situational analysis of township SMMEs	- Presentation by Prof Edwin Bbenkele, - Presentation by Ms Refiloe Ogude, Department of Economic Development

TUESDAY, 29 OCTOBER 2013			
11h30 - 13h30		Theoretical framework: What is asset-based community development?	• Presentation on ABCD by Mr Sebastian Mathews, Navigation • Presentation on Asset driven models by Ms Lana Lovasic, Simanye Consultancy
		Discussion	
		Understanding township markets from a branding perspective	Presentation by Ms Khahliso Khohlooa, Branding Specialist
		Summary & briefing on breakaway sessions	Ms Veronica Mathebula, CSBD Conference Content Manager
		Keynote address	Ms Nomvula Paula Mokonyane , Gauteng Premier
1hour	LUNCH, NETWORKING AND EXHIBITION		
	CONFERENCE DAY 1 – BREAKAWAY SESSIONS		
15h00 - 16h30	BREAKAWAY SESSION - ROOM 1	TRACK 1: GREEN ECONOMY & AGRI-BUSINESS Moderator: Ms Ellen Nkosi, Consultant	
		Presentations on research papers and/or best practice: • Aquaponics • Agricultural projects • Business	• Mr David Marioni, Golder Associates • Prof Victor M. Mbengwa, • Dr Loraine T. Mzini, NWU
14h30 - 16h30	BREAKAWAY SESSION – ROOM 2	TRACK 2: INNOVATION AND TECHNOLOGY Moderator: Dr Ntswaki Mnguni, NYDA	
		Presentations on research papers and/or best practice: • Mentorship and opportunities for SMMEs • Business opportunities for SMMEs in e-commerce	• Dr Jack Ledwaba, LEDA • E-Commerce by Mr Mondli Dlomo, University of Natal
		'My Journey' by SMMEs	• Mr Gerald Ndlovu, Black Supplies

TUESDAY, 29 OCTOBER 2013			
14h30 – 16h30	BREAKAWAY SESSION- ROOM 3	TRACK 3: MANUFACTURING AND SERVICES	
		Moderator: Mr Sinaye Mgidi, merSETA	
		Presentations on research papers and/or best practice: • merSETA programmes and services • Accessing & utilising vacant land • Community retail incubators	• merSETA programmes by Dr Raymond Patel, merSETA • by Mr Dominique Rodrigues, Media Power • Mr Chris Mostert of Community Retail Incubators
14h30 – 16h30	BREAKAWAY SESSION- ROOM 4	'My Journey' by SMMEs	• Mr Isaac Boshomane, Kgabo Cars Training Centre • Mr Thabang Mabuza, Ulwazi Resource Consulting
		TRACK 4: ENTERTAINMENT, CULTURE & TOURISM	
		Moderator: Mr Tello May, GEP	
14h30 – 16h30		Presentations on national and provincial government frameworks	• Mr Fisokuhle Mbatha, Gauteng Tourism Authority • Ms Monica Newton, Department of Arts and Culture
		'My Journey' by SMMEs	• Mr Sakhumzi Sakhumzi, Restaurateur • Ms. Veronica Shangali, WAWUNOW Arts & Crafts • Mr Neo Kuaho, Youth Development through Investment & Dissemination of Information (YDIDI)

WEDNESDAY, 30 OCTOBER 2013			
CONFERENCE DAY 2 – MORNING SESSION			Programme Director: Mr Steven Bacher, Kaya FM
09h00 - 11h00	PLENARY IMBIZO HALL	Recap and feedback from breakaway sessions	Ms Veronica Mathebula, UJ CSBD Conference Content Manager
		Tapping into unchartered markets/sectors & Discussion: Lessons from Agribusiness and the Green Economy Speaker 1: Israeli Experiences Speaker 2: Kenyan Experiences Speaker 3: South African Experiences	- Ambassador of Israel, Mr. Arthur Lenk - Dr David Ruchiu - Dr Charity Mbileni, Innovation Hub
30min	TEA AND NETWORKING		
14h30 - 15h30	CLOSING PLENARY IMBIZO HALL	Buy Youth Session	Moderator: Mr Lawrence Ntlokoa, NYDA Introduction: Yershen Pillay, Chairperson of the Board, NYDA
		Presentations by Youth SMMEs supported by the NYDA	
		- Ms Seletina Mejelo (Rebakgone Renewable Energy) - Ms Nosipho Radebe (Avalanche Media) - Mr Caiphaz Lubisi (Going Places Construction) - Ms Ponstsho Makwela (Zar Kulcha) - Ms Zuza Mbatha (Abasha Innovations)	- Mr Thabo Isaac Serame (Kasi 2 Kasi Talk) - Mr Motlalepule Bafana Tshabalala (Lions Bridge Equipment) - Mr Adolf Mabilu (Oluhle Productions) - Mr Khaya Young (Mashobane Construction) - Mr Sipho Mthembu (Sits Property Development)
		Introduction to the B-BBEE Policy and Programme Framework & Discussion	Mr Mashudu Mannde, DTI
		Panel discussion on Procurement & B-BBEE	Moderator: Mr Andile Tlhoale, Inforcomm Procurers: Mr Tello May, GEP Suppliers: Ms Zandile Nzalo, Zanenza Communications & Mr Mandla Mthembu, ETM Trading & Property Management
		Summary & closing remarks	Ms Veronica Mathebula, UJ CSBD Conference Content Manager
		Vote of thanks & closure	Dr Johannes Manyaka, UJ Campus Director

