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APPENDIX A

**LETTER TO SMME OWNERS/MANAGERS AND
QUESTIONNAIRE TO SMMES IN GAUTENG TO DETERMINE THE
EFFECTIVENESS OF THE LBSC NETWORK**

A.1 LETTER TO SMME OWNERS/MANAGERS

Dear Respondent

This questionnaire investigates the roll-out of the LBSC network. As you may be aware, this is a network of service centres to support and grow SMMEs in various parts of South Africa. We want to establish whether the implementation and operations were properly done and whether SMMEs benefited.

It would be appreciated if you could co-operate with us and answer the questions as thoroughly as possible. All information will be treated as confidential and will be used for academic purposes only. We hope that the research will help determine a blueprint to improve on the existing framework and create a network that will provide services more effectively and efficiently so that South Africa's SMMEs grow and prosper.

We thank you in anticipation

Sincerely

E T Mazwai

Post Graduate Student

Department of Business Management
University of Pretoria
Tel: 011-3261020 or 083 376 9111



Instructions for completion:

1. Please answer all questions as honestly as possible.
2. When asked for comment, please keep it as short as possible.
3. Mark a cross in the space provided on the right side of the question.
4. Answer all questions, if possible, as this will enable an accurate analysis and interpretation of data, and thus lead to more effective recommendations and conclusions.

A.2 QUESTIONNAIRE TO SMME OWNERS/MANAGERS

1. Number of respondent	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> </tr> </table> V1 1-3								
2. What is your age?	V2								
<input style="width: 300px; height: 25px;" type="text"/>	<input style="width: 50px; height: 30px;" type="checkbox"/>								
3. What is your highest qualification?	V3								
<input style="width: 300px; height: 25px;" type="text"/>	<input style="width: 50px; height: 30px;" type="checkbox"/>								
4. What is your average number of employees over the past year?	V4								
<input style="width: 300px; height: 25px;" type="text"/>	<input style="width: 50px; height: 30px;" type="checkbox"/>								
5. What is the annual turnover of your business?	V5								
Tick the correct box									
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%; padding: 2px;">Less than R250 000</td> <td style="width: 20%; text-align: center; padding: 2px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 2px;">R250 000 to R15 million</td> <td style="text-align: center; padding: 2px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 2px;">R15 million to R50 million</td> <td style="text-align: center; padding: 2px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 2px;">Over R50 million</td> <td style="text-align: center; padding: 2px;"><input type="checkbox"/></td> </tr> </table>	Less than R250 000	<input type="checkbox"/>	R250 000 to R15 million	<input type="checkbox"/>	R15 million to R50 million	<input type="checkbox"/>	Over R50 million	<input type="checkbox"/>	<input style="width: 50px; height: 30px;" type="checkbox"/>
Less than R250 000	<input type="checkbox"/>								
R250 000 to R15 million	<input type="checkbox"/>								
R15 million to R50 million	<input type="checkbox"/>								
Over R50 million	<input type="checkbox"/>								
6. In which year did you start your business?	V6								
<input style="width: 300px; height: 25px;" type="text"/>	<input style="width: 50px; height: 30px;" type="checkbox"/>								



Below are a number of statements. Please indicate your level of agreement in the appropriate space.

Statement	1	2	3	4	<i>For office use only</i>		
	Strongly disagree	Disagree	Agree	Strongly agree			
7. I have an opportunity to formally assess the LBSC consultant after every session					V7		
8. The LBSC consultant is interested in the business processes in my company					V8		
9. The LBSC assists people to obtain contracts from government and the private sector					V9		
10. I am prepared to recommend the LBSC to other people					V10		
11. The LBSC assists me with most of my business needs					V11		
12. The LBSC consultant and I have a good working relationship					V12		



Statement	1	2	3	4	<i>For office use only</i>		
	Strongly disagree	Disagree	Agree	Strongly agree			
13. The LBSC is visible in the media					V13		
14. The LBSC assists people to obtain finance					V15		
15. The LBSC offers practical solutions					V15		
16. The LBSC assists with training that is specific to sectors (for example, tourism, agriculture)					V16		
17. The LBSC offers services that I think are good					V17		
18. The LBSC consultant is interested in the level of technology in my business					V18		
19. The SMME community knows about the services of the LBSC					V19		



Statement	1	2	3	4	<i>For office use only</i>		
	Strongly disagree	Disagree	Agree	Strongly agree			
20. LBSC services are affordable					V20		
21. The LBSC consultant has good communication skills					V21		
22. The skills of my workers have improved because of assistance from the LBSC					V22		
23. The LBSC consultants are good at communicating with people of different cultures					V23		
24. The LBSC supported me from start to finish in the setting up of my business					V24		
25. The LBSC consultant is interested in the skills levels of my workers					V25		
26. The LBSC consultant offers a variety of solutions for different problems					V26		



Statement	1	2	3	4	<i>For office use only</i>		
	Strongly disagree	Disagree	Agree	Strongly agree			
27. The LBSC consultant is interested in the financial health of my business					V27		
28. The LBSC head office regularly sends people to assess the work of consultants.					V28		
29. The LBSC responds promptly					V29		
30. The LBSC has sufficient consultants to service me					V30		
31. The offices of the LBSC are in an area that is easy to find					V31		
32. The consultant is easy to work with					V32		
33. The LBSC supported me by giving me advanced training on management functions (for example, HR, marketing)					V33		



Statement	1	2	3	4	<i>For office use only</i>		
	Strongly disagree	Disagree	Agree	Strongly agree			
34. The LBSC supported me by giving me basic training					V34		
35. The LBSC supported me by giving me the information I needed					V35		
36. I have confidence in the LBSC as it has the latest equipment such as charts and videos to assist me					V36		
37. The LBSC hands out easy to understand training material					V37		
38. The LBSC consultant gives me aftercare					V38		
39. The LBSC consultant is knowledgeable about SMMEs					V39		
40. The LBSC is in a popular area that everybody goes to					V40		



Statement	1	2	3	4	<i>For office use only</i>			
	Strongly disagree	Disagree	Agree	Strongly agree				
41. My business made more money because of help from the LBSC						V41		
42. I can trust the LBSC consultant with confidential information						V42		

43. What do you suggest for an effective LBSC network that will grow and sustain SMMEs?

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APPENDIX B

**LETTER TO THE DEPARTMENT OF TRADE AND INDUSTRY
AND NTSIKA OFFICIALS AND INTERVIEW PROTOCOL FOR STRUCTURED
INTERVIEWS WITH FORMER OFFICIALS OF NTSIKA,
FORMER AND CURRENT OFFICIALS OF
THE DEPARTMENT OF TRADE AND INDUSTRY, AND CURRENT OFFICIALS OF
SEDA
ON THE ROLL-OUT AND IMPLEMENTATION OF THE LBSC PROGRAMME**

**B.1 LETTER TO THE DEPARTMENT OF TRADE AND INDUSTRY AND NTSIKA
OFFICIALS**

Dear [full name]

This document is the basis of an in-depth interview we would like to have with you to investigate the roll-out of the LBSC network. It would be appreciated if you would co-operate with us and answer the questions as thoroughly as possible. All information will be treated as confidential and will be used for academic purposes only. We hope that the research will help determine a blueprint for the most effective methodology for LBSCs to provide non-financial services efficiently and effectively so that South Africa's SMMEs grow and prosper.

Thank you for your co-operation

Sincerely

E T Mazwai

Post Graduate Student

Department of Business Management

University of Pretoria

Tel: 011-3261020 or 083 376 9111

Instructions for completion:

1. Please answer all the questions regarding the LBSC network implementation and performance as honestly and objectively as possible;
2. Please answer **all** questions as this will provide more information to the researcher and an accurate analysis and interpretation of data can be made; and,
3. Your responses will be tape-recorded to ensure that your responses are transcribed accurately.

**B.2 INTERVIEW PROTOCOL FOR STRUCTURED INTERVIEWS WITH
FORMER OFFICIALS OF NTSIKA,
FORMER AND CURRENT OFFICIALS OF
THE DEPARTMENT OF TRADE AND INDUSTRY, AND CURRENT
OFFICIALS OF SEDA
ON THE ROLL-OUT AND IMPLEMENTATION OF THE LBSC
PROGRAMME**

The questions will cover:

- The conceptualisation of the programme
- The typology of the envisaged LBSC community, spread and market niches;
- The LBSCs in Gauteng;
- The selection and accreditation of LBSCs;
- The relationship between the LBSCs and Ntsika and any other government agency;
- The capacity and delivery of services to SMMEs;
- The monitoring and evaluation of LBSCs;
- Marketing and visibility of the programme; and
- The funding of LBSCs.

Detailed questionnaire:

1. Information on official(s)

- Name
- Position held at the time and responsibilities
- Period involved in the LBSC programme.

2. Conceptualisation of the programme

- As this was an imported idea, was enough done to ensure it fits into the South African environment?
- Was an appropriate comparison done between the local environment and the overseas environments from which we copied the programme?
- Was there enough pre implementation consultation with all stakeholders?

3. Planning of the implementation

- Were the objectives clearly spelt out?
- Were there clearly defined areas of responsibility for all stakeholders, could you please explain this if this was the case?
- Were there review processes in the programme to monitor the implementation periodically?
- Was provision made for impact evaluation?

4. The typology, spread and market niches:

- Form of entity preferred e.g. Section 21 company, NGO, CBO
- Was the differentiation between urban and rural areas?
- Was there a specific spread, e.g. radius to be served by each to ensure profitability?
- Was there any differentiation on SMMEs to be served e.g. start up, small, medium?

5. The LBSC community in Gauteng

- How many LBSCs were planned for Gauteng?
- Was there specific spread, radius and niches?
- Differentiation in terms of maturity and size?

6. In the selection and accreditation of LBSCs, there is evidence that some entities were approached LBSCs while others applied;

- What were the criteria in approaching entities to be LBSCs
- Were the accreditation criteria followed to the letter in their evaluation?
- Were the accreditation criteria applied to the “last t” in evaluating those that applied?
- It appears that there were some differentiation, why?
- Were the instances where provisional accreditation was granted?
- How did social or community entities like NGOs and CBOs fare?

7. Capacity building

- Did the community organisations go to capacity building workshops and how did they fare?
- Did the business orientated entities, for instance consultancies, go to these workshops and how did they fare?
- In as far as your organisation was concerned, were the community organisations ever able to deliver given the variety of services needed by a complex community like SMMEs
- How did the business orientated organisations cope? Were they able to deal with the differentiation in providing services?

8. Delivery of services

- Were spatial issues taken into account in the planning stage so that rural areas are provided for?
- Was differentiation in size and age taken into account in the planning stage?

9. Relationship between Ntsika and LBSCs

- What was the relationship like between Ntsika and the LBSCs?
- What caused this relationship?
- Was the dti aware of this?

- How did it impact on the LBSC programme?
- Was the dti happy with Ntsika during the implementation phase?
- If no, why? If yes, why do you say so?
- Did the relationship between the **dti** and Ntsika have a positive or negative impact on the programme and why do you say so?

10. Monitoring and evaluation

- Did Ntsika and the dti monitor the implementation of the programme?
- Did Ntsika and dti monitor individual LBSCs or those that must provide critical services?
- Did you ever do an impact study to evaluate the effectiveness of the programme in starting, growing and developing SMMEs? How did you measure effectiveness, suitability and relevance?
- How did you evaluate the success of the programme?

11. Marketing and visibility of the programme

- How did communities know about the LBSC programme?
- How did target markets know about it, if that was the case?
- Are you happy with the visibility of the programme and, more importantly, the LBSCs as a brand?

12. Funding

- Was there a viability study done in the planning stage to see if support from SMEs could sustain LBSCs?
- What formula was used to determine the funding formulae for LBSCs?
- Was this funding model appropriate or not appropriate? Why?
- Did the LBSCs know they could use their accreditation certificate to sell themselves to other funders?

13. Impact

- The creation of a growing, quality stock of small businesses, and how did you measure this?
- An excess of business births over business deaths; and
- The growth and strengthening of existing businesses through the stages of survival, early growth, sustained growth and internationalisation. How did you measure this?

APPENDIX C

INTERVIEW PROTOCOL FOR LBSC MANAGERS

The purpose of this questionnaire is to elicit information on the implementation of the LBSC programme and flesh out issues that impacted on this roll-out. The interviewers had to concentrate on problem areas viz funding, for example.

C.1 – Details of the LBSC

Name:

Qualifications:

Gender:

Name of organisation:

Size and type of organisation:

Registration of organisation (cc, agency or (Pty) Ltd):

Type of service provided:

Age of organisation:

C.2 – Board and governance

1. The White Paper for the Development and Promotion of Small Business in South Africa [RSA 1995a] recommends specific criteria on the structuring of

LBSCs. Is your board constituted in line with the recommendations of the White Paper or Ntsika's booklets?

2. Which stakeholders are represented on the board?
3. Is the board multi-skilled as the White Paper prescribes?

C.3 – Implementation of the LBSC programme

4. How did you get involved in the LBSC programme?
5. How was your relationship with officials of Ntsika, the government agency responsible for the roll-out?
6. The criteria for accreditation consisted of 10 elements. Did you qualify with immediacy or did you first get provisional accreditation?
7. Are the criteria appropriate for the services to be provided?

C.4 – Capacity and delivery of services

8. Did you have the capacity to deliver services as specified in the White Paper and were you thus able to satisfy your clients?
9. Were you involved in Ntsika's capacity building programme and how did you find it?
10. The following were regarded as core services: Counseling and information, basic business management training, signpost and referral, and experience exchange. Were you able to provide these core services?
11. The White Paper has recommended that LBSCs further provide specialist services, for instance sector specific assistance such as agribusiness or transport. Were you able to provide these?

12. Were you able to provide further specialist services for growing SMEs, for instance marketing, HR, import and export?
13. Were you able to provide branded services, for instance through franchisee arrangements or by linking up with well-known institutions that provide business development services?
14. Did your clients want non-financial services or did they want finance?
15. Were your clients receptive to your services?
16. Is aftercare part of your offering and how?

C.5 – Monitoring and evaluation

The Act provides for monitoring and evaluation.

17. Did Ntsika monitor your performance and did you have periodic evaluation?
18. Did your clients evaluate your services after every session by filling in evaluation forms? How did they find your services?
19. Did you have performance evaluation of your staff in terms of delivery?
20. Did any other agency or provider of funds evaluate your services and what was the frequency of evaluations, if any?

C.6 – Funding

21. Did you get any government or Ntsika funding, was it sufficient and did it come on time? Were you ever self-sufficient?
22. Did you get funding from other funding agencies, for instance overseas embassies or local organisations?
23. Could the SMMEs afford to pay for services that were not subsidised?

C.7 – Community participation

24. Did the community and local organisations know about you as a LBSC and did you get support?
25. Did you participate in community activities?

C.8 – General comments

26. There is a view that too much was expected of the LBSCs. What is your view?
27. According to the White Paper on the Promotion of Small Business, a Code of Ethics had to be formulated for LBSCs. Was there a Code of Ethics to which LBSCs had to comply?
28. What was outstanding about your LBSC?
29. What was most frustrating?
30. What was the general perception on LBSCs in general?

APPENDIX D

LIST OF PEOPLE AND ORGANISATIONS INTERVIEWED

The names of the interviewees have been withheld as they were assured of confidentiality

Organisation	Interviewee Code
Business Opportunity Centre	LBSC 1
Centre for Business Education and Training	LBSC 2
Tshwane North College (Mamelodi campus)	LBSC 3
Junior Achievement South Africa	LBSC 4
Centurion LBSC	LBSC 5
Boipatong Development Centre	LBSC 6
Seda	Official 1
National Small Business Council	Official 2
dti	Official 3
dti and Seda	Official 4
Gauteng Department of Economic Affairs	Official 5
Ntsika	Official 6
Seda and dti	Official 7