



small business  
development

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Department  
Small Business Development  
**REPUBLIC OF SOUTH AFRICA**

**THE DEPARTMENT OF SMALL BUSINESS  
DEVELOPMENT**

**SERVICE DELIVERY IMPROVEMENT PLAN**

**2015/16 – 2017/18**

## 1. INTRODUCTION

The Department of Small Business Development is a national government department.

Vision 2030, as outlined in the National Development Plan (NDP), states that “If we are to address the triple challenges of poverty, inequality and unemployment, a state is needed that is capable of playing a transformative and developmental role. This requires a well-run and effectively coordinated state institutions, staffed by skilled public servants who are committed to the public good and capable of delivering consistently, high-quality services for all South Africans, while prioritizing the nation’s developmental objectives.”

The Medium Term Strategic Framework (MTSF) states that improvements in service delivery have to be complemented by effective accountability to citizens. The responsiveness of the public service to citizens and stakeholders will be improved through revitalization of the Batho Pele Programme and implementation of the Public Service Charter.

The Service Delivery Improvement Plan of the Department of Small Business Development intends to provide a focused approach to continuous improvement of key services and products in line with the Batho Pele principles, which serve to ensure effective and efficient service delivery by putting “the People First”. It is therefore critical to note that the SDIP, in line with the Strategic Plan of the Department of Small Business Development, aims to meet the business developmental needs of all the stakeholders and to identify areas that need improvement in order to serve all stakeholders with integrity and excellence.

The Department of Small Business Development undertook to draft the Service Delivery Improvement Plan (SDIP) in line with the requirements of the Public Service Regulation, 2001.

This SDIP is compiled for the period 2015 – 2018.

### 1.1 The Preparatory work informing the SDIP

**1.1.1 Strategy review:** the Department of Small Business Development conducted a strategy review during 2015 to assess the effectiveness of the policies, programmes, and interventions offered, and to also take into consideration the recommendations of the Programme Review.

**1.1.2 Stakeholder analysis:** In 2014, the Department of Small Business Development engaged in stakeholder engagements across the country to gather information on the need for the department, current products and services offered to small businesses and cooperatives and the perception of the public on the products and services. During this period, the department started the process of developing a five-year strategic plan which was informed by thorough consultations with stakeholders in the small business sector from both the private and public sector. Led by the Minister and the Deputy Minister, the department took a conscious decision to get a better understanding of the needs of small businesses and cooperative enterprises. The key issues that emerged from the engagements were that stakeholders expect the department to address:

- 1.1.2.1 Access to markets,
- 1.1.2.2 Access to finance,
- 1.1.2.3 Red tape,
- 1.1.2.4 Skills development and
- 1.1.2.5 Business infrastructure.

These are the issues that were taken into consideration when the department developed the 2015 – 19 Strategic Plan and the 2015/16 Annual Performance Plan. During the department's interactions with key stakeholders, one of the issues that were raised was the need to co-ordinate small business support services and initiatives in an integrated manner, taking into consideration the efforts of the three spheres of government, developmental finance institutions, state owned enterprises, private sector and non-governmental organisations. The department recognises this need and will, together with provinces, municipalities, developmental finance institutions and private sector partners, focus on upscaling the balance between robust private-sector business development services and public sector led and co-funded business support services.

- 1.1.3 **SDIP formulation:** The SDIP was compiled following the Programme Review that the Department of Small Business Development conducted to ascertain its relevant functions, products and services. The feedback from the stakeholder engagements have also been used to inform the formulation of the SDIP. It is important to note that the revised strategic plan (2015/16 – 2019/20) forms the basis of the SDIP (2015/16 – 2017/18).

The department plans to engage further with its stakeholders in order to better understand the environment it offers the services and products and also to continue improving the quality and quantity of the products and services offered.

## 1.2 The SDIP Team

- 1.2.1 The SDIP was led and compiled by the Strategy, Monitoring and Evaluation Unit with consultation with the Executive Committee members of the Department of Small Business Development.
- 1.2.2 The leading official is Ms. Tebogo Hlabioa – Strategy, Monitoring and Evaluation.
- 1.2.3 The following officials contributed to development of the SDIP
  - 1.2.3.1 Ms. Mahlatse Betty Phahla, Call Centre Agent – Communications and Marketing Unit. Ms Phahla represented her Unit in relation to the Key Service: Hotline / Call Centre.
  - 1.2.3.2 Ms. Sanah Green, Deputy Director: BBSDP – Support and Product Development Unit. Ms Green represented her Unit in relation to the two Key Services – Cooperatives Incentive Scheme (CIS) and the Black Business Supplier Development Programme (BBSDP).
  - 1.2.3.3 Mr. Semopo Mokgabudi, Project Manager – Informal and Micro Enterprise Development Programme Unit. Mr Mokgabudi represented his Unit in relation to the Informal Trader Upliftment Programme (ITUP).

### 1.3 Communication Plan

KEY SERVICE	TARGET DIVISION	RESPONSIBLE OFFICIAL	METHOD OF COMMUNICATION	TIME LINES
HOT-LINE	Department	Mahlitse Phahla	Report update, email	Quarterly
ITUP	Department	Semopo Mokgabudi	Report update, email	Quarterly
TRAINING: COOPERATIVES	Department	Pertunia Digomo	Report update, email	Quarterly
BBSDP	Department	Sanah Green	Report update, email	Quarterly
CIS	Department	Sanah Green	Report update, email	Quarterly

### 1.4 Reporting Plan

The Service Delivery Improvement Plan will be reported against the 2017/18 Annual Performance Plan quarterly and annual reporting timeframes.

### 1.5 Impact Assessment Plan

The impact assessment of the Service Delivery Improvement Plan will be conducted at the end of the 2015 – 2019 Medium Term Strategic Framework (MTSF).

## 2. LEGAL AND REGULATORY FRAMEWORK & STRATEGIC PLANNING PROCESS

### 2.1 Legal Mandate

Whereas the Constitution provides the establishment mandate for the DSBD and its entities, various national and sectoral legislation and regulatory frameworks give effect to how the constitutional mandate should be implemented, as follows:

**Table 1: Legislative Regulatory Framework**

Name of Act	Consideration
<b>National Small Business Act, 1996 (No.102 of 1996), as amended</b>	To provide for the establishment of the National Small Business Advisory Council and the Small Enterprise Development Agency; to provide guidelines for organs of state in order to promote small business in the Republic; and to provide for matters incidental thereto.
<b>Public Finance Management Act, 1999 (No. 1 of 1999), as amended</b>	To regulate financial management in the national and provincial governments and ensure that government resources are managed efficiently and effectively.
<b>Preferential Procurement Policy Framework Act, 2000 (No. 5 of 2000), as amended</b>	To ensure that government's preferential procurement procedures are aligned with the aims of the Broad-Based Black Economic Empowerment Act, 2003 and the associated Codes of Good Practices.
<b>Co-operatives Development Act, 2005 (No. 14 of 2005), as amended</b>	Provides for the formation and registration of co-operatives; the establishment of a Co-operatives Advisory Board; the winding up of co-operatives; the repeal of Act 91 of 1981; and matters connected therewith.
<b>Broad-Based Black Economic Empowerment</b>	Establishes a legislative framework for the promotion of black economic empowerment; and empowers the Minister to issue Codes of Good Practice and publish transformation charters, establish the Black Economic

<b>Name of Act</b>	<b>Consideration</b>
<b>Act, 2003 (No. 53 of 2003), as amended</b>	Empowerment Advisory Council; and to provide for matters connected therewith.
<b>Business Act, 1991 (No. 71 of 1991), as amended</b>	Regulates the licensing and carrying on of businesses and shop hours and makes provision regarding the licensing and carrying on of businesses, and related matters.
<b>Companies Act, 2008 (No. 71 of 2008), as amended</b>	Regulates the incorporation, registration, organisation and management of companies, including the fiduciary and "due care" duties and responsibilities of "directors" of a company.
<b>Skills Development Act, 1998 (No. 97 of 1998), as amended.</b>	Aims to develop the skills of the South African workforce and to improve the quality of life of workers and their prospects of work; and to improve productivity in the workplace and the competitiveness of employers and to promote self-employment. .
<b>Industrial Development Corporation Act, 1940 (No. 22 of 1940), as amended</b>	To foster the development of small and medium enterprises and co-operatives; to lend or advance money to any company or other person engaged in or proposing to establish or to expand or modernize any activity referred to in section 3, or, in the case of any such company, to acquire an interest in it or to provide or, by underwriting or otherwise, to assist in the subscription of capital for it; and to guarantee any undertaking given in relation to the financing of any company or other person.
<b>National Credit Act, 2005 (No. 34 of 2005), as amended</b>	Aims to facilitate access to credit for all, while introducing measures to prevent over-indebtedness or the extension of credit to the vulnerable.
<b>Consumer Protection Act, 2008 (No. 68 of 2008), as amended</b>	Aims to protect consumers against unfair business practices, giving them greater recourse against companies that supply them with goods and services.
<b>Financial Intelligence Centre Act, 2001 (No. 38 of 2001), as amended</b>	Intends to combat money laundering activities in South Africa. It imposes duties to identify and verify clients and report suspicious transactions to the authority.
<b>Financial Advisory and Intermediary Services Act, 2002 (No.37 of 2002), as amended</b>	Regulates the activities of all financial service providers who give advice or provide intermediary services to clients as regards certain financial products. The Act requires that such providers be licensed and that professional conduct be controlled through a code of conduct and specific enforcement measures.
<b>Protection of Personal Information Act, 2013 (No. 4 of 2013), as amended</b>	Promotes the protection of personal information by public and private bodies.

The above mentioned legislation and regulations are therefore not exhaustive and it is recognised that the department must comply with all national and provincial legislation, regulations and directives, as well as local by-laws, applicable to its functions.

## **2.2 Vision, mission and strategic goal**

The strategic direction of the Department of Small Business Development is informed by its vision and mission with an inspiration to be the voice of small businesses and cooperatives. The Vision and Mission of the Department of Small Business Development are therefore crafted to ensure that the department remains relevant to all its stakeholders in fulfilling its mandate of continuously providing financial and non-financial business support services to small businesses and cooperatives.

**2.2.1 Vision:** A radically transformed economy through effective development and increased participation of SMMEs and Co-operatives in the mainstream economy.

**2.2.2 Mission:** To create a conducive environment for the development and growth of small businesses and Co-operatives through the provision of enhanced financial and non-financial support services.

### **2.2.3 Values**

**2.2.3.1 Integrity** – to consistently honour our commitments, uphold ethical, honest behaviour and transparent communication.

**2.2.3.2 Professionalism** – to serve with utmost respect, competence, mannerism and cooperate with all role players.

**2.2.3.3 Accessibility** – to always be available and accessible in providing public services to our society.

**2.2.3.4 Commitment** – to be committed to efforts of job creation, alleviating poverty, reducing inequality.

## **3. REGULATORY ENVIRONMENT**

The SDIP is a compulsory document in terms of the Public Service Regulations (PSR), 2001:

**3.1** According to the PSR, Part III.C.1, an executing authority shall establish and sustain a service delivery improvement plan for his or her department; and

**3.2** According to the PSR, Part III.C.2, the executing authority shall publish an annual statement of public service commitment which will set out the department's service standards that citizens and service beneficiaries can expect and which will serve to explain how the department will meet each of the standards.

The White Paper on Transformation of Service Delivery (Batho Pele), 1997, states, in paragraph 7.1.2, that the Head of Departments (HODs) are responsible for SDIP and that this responsibility should be clearly assigned to a person or group of people accountable directly to the HOD. Paragraph 7.1.5 states that the relevant Minister/MEC/Executing Authority must approve the department's SDIP and that a copy of the approved document must be sent to the Department of Public Service and Administration (DPSA) to inform its yearly progress report to Parliament.

#### **4. THE GENERAL PROBLEM STATEMENT**

The environmental scan, the strategic review and the programme review identified critical gaps in the service delivery environment of the Department of Small Business Development. Addressing the following gaps will be the driving force for change and improvement in the service delivery:

- 4.1 Outdated policies and strategies on small business development,
- 4.2 Unavailable data on the small business sector to drive research agenda,
- 4.3 Lack of sufficient developmental funding instruments for small businesses and cooperatives,
- 4.4 Insufficient and scattered access to small business support services,
- 4.5 Capability and capacity gaps of small business agencies (human resources, turn-around times)

#### **5. THE BATHO PELE PRINCIPLES OF SERVICE DELIVERY**

5.1 Batho Pele is a Sesotho expression which means "People First". It is an initiative that was launched in 1997 to transform the Public Service at all levels.

5.2 Batho Pele is an approach to get public servants committed to serving people and to find ways to improve service delivery. This approach also requires the involvement of the public in holding the Public Service accountable for the quality of service provided. Batho Pele is also about moving the Public Service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven. In other words, instead of looking for reasons why government cannot do something,

5.3 The Batho Pele belief set has been summarised by this slogan: "We belong, we care, we serve." Batho Pele aims to ensure that all public servants put people first, and adhere to the following overarching framework:

5.3.1 We belong: we are part of the Public Service and should work together and respect fellow colleagues,

5.3.2 We care: caring for the public we serve – our customers, and

5.3.3 We serve: all citizens will get good service from public servants.

5.4 Batho Pele is based on the following **eight principles**:

5.4.1 Consultation: citizens should be consulted about their needs,

5.4.2 Standards: all citizens should know what service to expect,

5.4.3 Redress: all citizens should be offered an apology and solution when standards are not met,

5.4.4 Access: all citizens should have equal access to services,

5.4.5 Courtesy: all citizens should be treated courteously,

5.4.6 Information: all citizens are entitled to full, accurate information,

5.4.7 Openness and transparency: all citizens should know how decisions are made and departments are run,  
and

5.4.8 Value for money: all services provided should offer value for money

6. SERVICE DELIVERY IMPROVEMENT PLAN

6.1 RESPONSES TO QUERIES REGARDING THE SERVICES RENDERED BY THE DEPARTMENT

6.1.1 Problem Statement: The Department of Small Business Development is under capacitated and still uses manual system to record the queries regarding the services offered by the department. This contributes to daily operational challenges encountered by operators ie queuing calls, recording calls, manual reports and turn-around time.

Key Service	Beneficiaries	Batho Pele Principle	Current Standard 2016/17	Desired Standard	
				2017/18	2018/19
Hotline/ Call Centre	Stakeholders: The general public, small businesses, cooperatives, informal businesses, small enterprise development agency (Seda), small finance enterprise agency (Sefa), DSBBD staff members,	Quantity	Answer all calls; the Department of Trade and Industry call centre does assist in taking some of the calls (80%)	Answer all calls (90%)	Answer all calls (100%)
		Quality	1. All calls are logged and a response is provided within a day or a week (depending on the complexity of the enquiry). 2. The department utilises the Department of Trade and Industry's call centre facilities and capacity	1. All calls are logged and a response is provided within an average of 3 days (depending on the complexity of the enquiry). Given the current under capacity in the department, the Department of Trade and Industry will continue to assist DSBBD with call centre capacity.	All calls are logged and a response is provided within an average of 2 days (depending on the complexity of the enquiry).
		Consultation	Nil	An evaluation form on website for comments	1. Twitter 2. Facebook 3. An evaluation form on website for comments
		Access	1. Free access to 77 Meinijies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities	1. Free access to 77 Meinijies street, Block G, Sunnyside to 16h30 during working weekdays 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities	1. Free access to 77 Meinijies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities



Key Service	Beneficiaries	Batho Pele Principle	Current Standard 2016/17	Desired Standard	
				2017/18	2018/19
			4. Enquiries are responded to in at least 4 (out of 11) official languages – English, Sepedi, Zulu, and Setswana	4. Enquiries are responded to in at least 6 (out of 11) official languages	4. Enquiries are responded to in at least 8 official languages
		Courtesy	1. There is a voicemail recording, 2. The callers are greeted politely and enquiries addressed patiently and attentively	1. A voicemail recording with a polite greeting 2. The callers are greeted politely and enquiries are addressed patiently and attentively	1. A voicemail recording with a polite greeting, 2. The callers are greeted politely and enquiries are addressed patiently and attentively
		Open and Transparency	1. There are recordings and reports (weekly, monthly and quarterly) 2. Log books	1. Recordings, reports (weekly, monthly and quarterly) 2. Log books 3. Frequently answered questions (FAQs)	1. Recordings, reports (weekly, monthly and quarterly) 2. Log books 3. Frequently answered questions (FAQs)
		Information	Walk-ins Visits to the department Website Email: <a href="mailto:sbdinfo@dssbd.gov.za">sbdinfo@dssbd.gov.za</a> Call centre: 0861 843 384 (select Option 2)	Walk-ins Visits to the department Website Email: <a href="mailto:sbdinfo@dssbd.gov.za">sbdinfo@dssbd.gov.za</a> Call centre: 0861 843 384 (select Option 2)	Walk-ins Visits to the department Website Email: <a href="mailto:sbdinfo@dssbd.gov.za">sbdinfo@dssbd.gov.za</a> Call centre: 0861 843 384 (select Option 2)
		Redress	Follow up on hotline enquiries within 7 days in 4 official languages	Follow up on hotline enquiries within 4 days in official languages	Follow up on hotline enquiries within 2 days in 11 official languages
		Value for Money	Share-call (0861 843384)	Usage of toll free services	Use of technologically advanced system to resolve 100% problems at no cost

Key Service	Beneficiaries	Batho Pele Principle	Current Standard 2016/17	Desired Standard	
				2017/18	2018/19
		Time	Most enquiries are resolved first hand. Enquiries related to Seda and Sefa are referred instantly	Most enquiries are resolved first hand. Enquiries related to Seda and Sefa are referred instantly	Most enquiries are resolved first hand. Enquiries related to Seda and Sefa are referred instantly
		Cost	Hotline is a shared cost call	Toll free	Toll free
		Human Resource	2 officials from DSBD are call centre agents. The Department of Trade and Industry provides added and needed capacity	4 officials from DSBD are call centre agents, with the Department of Trade and Industry providing some added and needed capacity	Fully capacitated and functional call centre

## 6.2 ACCESS TO FINANCE

6.2.1 Problem statement: There is a backlog in providing to Cooperatives Incentives Scheme services.

Key Service	Beneficiaries	Batho Pele Principle	Current Standard 2015/16	Desired Standard	
				2016/17	2017/18
Cooperatives Incentives Scheme	Stakeholders: The general public, Small businesses, cooperatives, informal businesses, small enterprise development agency (Seda), small enterprise finance agency (Sefa), DSBD staff members.	Quantity	350	370	270
		Quality	100% grant of up to R350 000 per cooperative. There is post-investment verification services	100% grant of up to R350 000 per cooperative. A post-investment verification services	100% grant of up to R350 000 per cooperative. A post-investment verification services
		Consultation	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,
		Access	1. Free access to 77 Meintjies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities 4. Enquiries are responded to in at least 4 (out of 11) official languages – English, Sepedi, Zulu, and Setswana	1. Free access to 77 Meintjies street, Block G, Sunnyside 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities 4. Enquiries are responded to in at least 6 (out of 11) official languages	1. Free access to 77 Meintjies street, Block G, Sunnyside 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities 4. Enquiries are responded to in at least 8 official languages

Key Service	Beneficiaries	Batho Pele Principle	Current Standard 2015/16	Desired Standard	
				2016/17	2017/18
		Courtesy	All enquiries regarding the applications, progress of application statuses are addressed politely, patiently and attentively	All enquiries regarding the applications, progress of application statuses are addressed politely, patiently and attentively	All enquiries regarding the applications, progress of application statuses are addressed politely, patiently and attentively
		Open and Transparency	There is a manual recording of all walk-ins at the department and regional Seda offices	A manual recording of all walk-ins at the department and regional Seda offices	A manual recording of all walk-ins at the department and regional Seda offices
		Information	Walk-ins Visits to the department Website Email: <a href="mailto:sbdinfo@dsbd.gov.za">sbdinfo@dsbd.gov.za</a> Call centre: 0861 843 384 (select Option 2)	Information regarding progress on application status available on website	Information regarding progress on application status available on website
		Redress	Follow up on enquiries within 3 days  Follow up on enquiries /correspondence in 11 languages at Seda regional offices	Follow up on enquiries within 2 days in at least 5 languages at the department  Follow up on enquiries /correspondence in 11 languages at Seda regional offices	Follow up on enquiries within 1 days in at least 11 languages at the department  Follow up on enquiries /correspondence in 11 languages at Seda regional offices

Key Service	Beneficiaries	Batho Pele Principle	Current Standard 2015/16	Desired Standard	
				2016/17	2017/18
		Value for Money	On-line applications Branch visits at all Seda offices	On-line applications Branch visits at all Seda offices Email enquiries system functional	On-line applications Branch visits at all Seda offices Email enquiries system functional
		Time	Enquiries are addressed in 3 days	Enquiries are resolved or addressed within 2 days	Enquiries are resolved or addressed within 2 days
		Cost	It does not cost the cooperatives and communities anything to apply and receive the CIS grant	It does not cost the cooperatives and communities anything to apply and receive the CIS grant	It does not cost the cooperatives and communities anything to apply and receive the CIS grant
		Human Resource	5 officials responsible for 9 provincial applications, site visits and inspections. The vastness in provincial location versus the limited human capacity exacerbate the problem and creates backlogs	5 officials responsible for 9 provincial applications, site visits and inspections. The vastness in provincial location versus the limited human capacity exacerbate the problem and creates backlogs	9 officials responsible for 9 provincial applications, site visits and inspections.

### 6.3 ACCESS TO TRAINING – INFORMAL TRADER UPLIFTMENT PROGRAMME

**6.3.1 Problem Statement:** There is a need to increase informal business training dating back to 2015 when the department was established and the Informal Traders Upliftment Programme

Key Service	Beneficiaries	Batho Pele Principle	Desired Standard		
			2016/17	2017/18	
	Stakeholders: The general public, Small businesses, cooperatives, informal businesses, small enterprise development agency (Seda), small enterprise finance agency (Sefa), DSBBD staff members,	Quantity	1000	1600	1696
		Quality	The training for ITUP was subjected to external evaluation and it was deemed fit and sound for education purposes. TVET Colleges were utilised to conduct the training. The training for IMEDP is conducted through SEDA and Centres for Entrepreneurship at TVET Colleges.	The training for IMEDP conducted through SEDA and Centres for Entrepreneurship at TVET Colleges.	The training for IMEDP conducted through SEDA and Centres for Entrepreneurship at TVET Colleges.
		Consultation	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,
		Access	1. Free access to 77 Meintjies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays	1. Free access to 77 Meintjies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities	1. Free access to 77 Meintjies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities

Key Service	Beneficiaries	Batho Pele Principle	Current Standard 2015/16	Desired Standard	
				2016/17	2017/18
			<p>3. Seda and Sefa offices in provinces and local municipalities</p> <p>4. Enquiries are responded to in at least 4 (out of 11) official languages – English, Sepedi, Zulu, and Setswana</p>	<p>4. Enquiries are responded to in at least 6 (out of 11) official languages</p>	<p>4. Enquiries are responded to in at least 8 official languages</p>
		Courtesy	<p>Facilitators (trainers) who were conversant in local languages were used. The feedback received through individual evaluation by informal businesses indicated satisfaction with aspects of the training</p>	<p>Facilitators (trainers) who are conversant in local languages used. Feedback received through individual evaluation by the informal businesses should indicate satisfaction and approval of aspects of training.</p>	<p>Facilitators (trainers) who are conversant in local languages used. Feedback received through individual evaluation by the informal businesses should indicate high satisfaction and approval of aspects of training.</p>
		Open and Transparency	<p>After engagement of the local municipalities and informal business organisations, information/briefing sessions were held to familiarise informal businesses about the training opportunities.</p>	<p>After engagement of the local municipalities and informal business organisations, information/briefing sessions were held to familiarise informal businesses about the training opportunities.</p>	<p>After engagement of the local municipalities and informal business organisations, information/briefing sessions were held to familiarise informal businesses about the training opportunities.</p>
		Information	<p>1. Engagements with local municipalities &amp; informal business organisations</p> <p>2. Walk-ins/Visits to the department</p> <p>3. Website</p> <p>4. Email: <a href="mailto:sbdinfo@dssbd.gov.za">sbdinfo@dssbd.gov.za</a></p>	<p>1. Engagements with local municipalities &amp; informal business organisations</p> <p>2. Walk-ins/Visits to the department</p> <p>3. Website</p> <p>4. Email: <a href="mailto:sbdinfo@dssbd.gov.za">sbdinfo@dssbd.gov.za</a></p>	<p>1. Engagements with local municipalities &amp; informal business organisations</p> <p>2. Walk-ins/Visits to the department</p> <p>3. Website</p> <p>4. Email: <a href="mailto:sbdinfo@dssbd.gov.za">sbdinfo@dssbd.gov.za</a></p>

Key Service	Beneficiaries	Batho Pele Principle	Current Standard	Desired Standard	
			2015/16	2016/17	2017/18
			5. Call centre: 0861 843 384 (select Option 2)	5. Call centre: 0861 843 384 (select Option 2)	5. Call centre: 0861 843 384 (select Option 2)
		Redress	<p>The grievances raised by informal businesses are treated with the respect and urgency they deserve.</p> <p>All grievances were considered even when they could not be solved.</p>	<p>The grievances raised by informal businesses are treated with the respect and urgency they deserve.</p> <p>All grievances considered even when they could not be solved.</p>	<p>The grievances raised by informal businesses are treated with the respect and urgency they deserve.</p> <p>All grievances considered and solved.</p>
		Value for Money	<p>The informal business training is free.</p> <p>The training has raised the competencies of informal businesses in running their businesses or with ITUP specifically, the training could be used as a springboard to those informal traders who decided to see employment in the retail sector.</p>	<p>The informal business training is free.</p> <p>The training has raised the competencies of informal businesses in running their businesses or with ITUP specifically, the training could be used as a springboard to informal traders who decide to see employment in the retail and other sectors.</p>	<p>The informal business training is free.</p> <p>The training continues to raise the competencies of informal businesses in running their businesses or with ITUP specifically, the training could be used as a springboard to informal traders who decide to see employment in the retail and other sectors.</p>
		Time	Training was conducted on time. There was no backlog on planned training but there is a greater need to	Training to be conducted on time. No backlog on planned training	Training to be conducted on time. No backlog on planned training



Key Service	Beneficiaries	Batho Pele Principle	Current Standard 2015/16	Desired Standard	
				2016/17	2017/18
			train more informal businesses		
		Cost	The training costs for ITUP covered by the Department and W&RETA  The training costs for IMEDP were covered by the Department.	The training costs for ITUP covered by the Department and W&RETA  The training costs for IMEDP were covered by the Department.	The training costs for ITUP covered by the Department and W&RETA  The training costs for IMEDP were covered by the Department.
		Human Resource	There is under capacity and a need to increase human capacity.  Only 2 officials responsible for the 9 provinces	Increase human capacity by employing more staff in the Informal Business Unit  5 officials responsible for the 9 provinces	Increase human capacity by employing more staff in the Informal Business Unit  9 or more officials responsible for the 9 provinces

**6.4 ACCESS TO BUSINESS INFRASTRUCTURE (TOOLS, MACHINERY AND EQUIPMENT) THROUGH THE BLACK BUSINESS SUPPORT DEVELOPMENT PROGRAMME (BBSDP)**

**6.4.1 Problem statement:** There is a backlog in providing black businesses with the much needed business infrastructure such as tools, machinery and equipment.

Key Service	Beneficiaries	Batho Pele Principle	Current Standard		Desired Standard	
			2015/16	2017/18	2016/17	2017/18
	Stakeholders: The general public, Small businesses, cooperatives, informal businesses, small enterprise development agency (Seda), small enterprise finance agency (Sefa), DSBD staff members,	Quantity	480	600	641	
		Quality	Currently the clients source the equipment/tools/machinery, the department conducts a site visit and verifies the quality of the equipment	The clients source the equipment/tools/machinery, the department researches on the service provider and conducts a site visit and verifies the quality of the equipment	The clients source the equipment/tools/machinery, the department researches on the service provider and conducts a site visit and verifies the quality of the equipment	
		Consultation	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,	Marketing/awareness campaigns conducted by the department across the country Walk-ins at the department,
	Access	1. Free access to 77 Meintjies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities	1. Free access to 77 Meintjies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities	1. Free access to 77 Meintjies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities	1. Free access to 77 Meintjies street, Block G, Sunnyside 2. Working hours are from 7h45 to 16h30 during working weekdays 3. Seda and Sefa offices in provinces and local municipalities 4. Enquiries are responded to in at least 8 official languages	


Key Service	Beneficiaries	Batho Pele Principle	Current Standard	Desired Standard	
			2015/16	2016/17	2017/18
			4. Enquiries are responded to in at least 4 (out of 11) official languages – English, Sepedi, Zulu, and Setswana	4. Enquiries are responded to in at least 6 (out of 11) official languages	
		Courtesy	The DSBD and Network Facilitators strive to be polite and patient and to communicate in a respectful manner at all times	The DSBD and Network Facilitators will continue to strive to be polite and patient and to communicate in a respectful manner at all times	The DSBD and Network Facilitators will continue to strive to be polite and patient and to communicate in a respectful manner at all times
		Open and Transparency	A manual recording of all walk-ins at the department and regional Seda offices  Information held by the Department and Network Facilitators is highly confidential and is never made publicly known to staff members. When applicants enquire about the status of the application, an explanation is provided.	A manual recording of all walk-ins at the department and regional Seda offices  Information held by the Department and Network Facilitators is highly confidential and is never made publicly known to staff members. When applicants enquire about the status of the application, an explanation will be provided	A manual recording of all walk-ins at the department and regional Seda offices  Information held by the Department and Network Facilitators is highly confidential and is never made publicly known to staff members. When applicants enquire about the status of the application, an explanation will be provided  Information regarding progress on application status available on website login

Key Service	Beneficiaries	Batho Pele Principle	Current Standard	Desired Standard	
			2015/16	2016/17	2017/18
		Information	<p>Walk-ins Visits to the department Website Email: <a href="mailto:sbdinfo@dspb.gov.za">sbdinfo@dspb.gov.za</a> Call centre: 0861 843 384 (select Option 2)</p>	<p>Walk-ins Visits to the department Website Email: <a href="mailto:sbdinfo@dspb.gov.za">sbdinfo@dspb.gov.za</a> Call centre: 0861 843 384 (select Option 2)</p>	<p>Walk-ins Visits to the department Website Email: <a href="mailto:sbdinfo@dspb.gov.za">sbdinfo@dspb.gov.za</a> Call centre: 0861 843 384 (select Option 2)</p>
		Redress	<p>Grievances lodged are prioritised and reported to the relevant manager via email, telephone and in-person. The relevant manager respond to grievances urgently, and where possible, the manager meets with the client to provide a detailed explanation</p>	<p>Grievances lodged are prioritised and reported to the relevant manager via email, telephone and in-person. The relevant manager respond to grievances urgently, and where possible, the manager meets with the client to provide a detailed explanation</p>	<p>Grievances lodged are prioritised and reported to the relevant manager via email, telephone and in-person. The relevant manager respond to grievances urgently, and where possible, the manager meets with the client to provide a detailed explanation</p>
		Value for Money	<p>The applicants do not pay to apply.</p> <p>The BBSDP is a 50:50 grant that assists clients to acquire the much needed business tools/equipment/machinery. The applicant identifies the service provider (for equipment), pays the 50% or 100%, the department conducts a site visit to verify the value and quality of the equipment, and pays of the equipment, and pays</p>	<p>The applicants do not pay to apply.</p> <p>The BBSDP is a 50:50 grant that assists clients to acquire the much needed business tools/equipment/machinery. The applicant identifies the service provider (for equipment), pays the 50% or 100%, the department conducts a site visit to verify the value and quality of the equipment, and pays the remaining portion or</p>	<p>The applicants do not pay to apply.</p> <p>The BBSDP is a 50:50 grant that assists clients to acquire the much needed business tools/equipment/machinery. The applicant identifies the service provider (for equipment), pays the 50% or 100%, the department conducts a site visit to verify the value and quality of the equipment, and pays the remaining portion or reimburses</p>

Key Service	Beneficiaries	Batho Pele Principle	Current Standard 2015/16	Desired Standard	
				2016/17	2017/18
			the remaining portion or reimburses the client in the event where the client had paid the 100%.	reimburses the client in the event where the client had paid the 100%	the client in the event where the client had paid the 100%
		Time	There is a backlog of 1000 applications since 2014, the department receives, on average, 100 applications; take between 3 – 6 months to process and approve an application.	Reduce the backlog, and reduce the time between application and approval to 3 months.	The time between application and approval should be reduced to 2 months
		Cost	Application is free. The Network facilitator fee (R21 000) is part of the applicant's 50% contribution	Application is free. The Network facilitator fee (R21 000) is part of the applicant's 50% contribution	Application is free. The Network facilitator fee (R21 000) is part of the applicant's 50% contribution
		Human Resource	There is under capacity, one team oversees screening applications, equipment/machinery verification, approval and claims  Only 4 officials managing the process	Conclude the application and approvals backlog.  Increase human resources and split and allocate team members in the different responsibilities.	The BBSDP team will be expanded and also split teams that oversee applications screening, verification and approval, and claims

The 2015 – 2018 Service Delivery Improvement Plan of the Department of Small Business Development is informed by the stakeholder consultations conducted across the country in 2014/15 financial year and a strategic review conducted in 2015/16 financial year.

**Official sign-off**



MS. EDITH VRIES

**DIRECTOR-GENERAL**

DATE: 31-MAR-17



MS LINDIWE ZULU, MP

**MINISTER**

DATE: 05/04/2017