



ANNUAL REPORT 2023/24



TABLE OF CONTENTS

PART A: GENERAL INFORMATION	3	PART B: PERFORMANCE INFORMATION	25
GENERAL INFORMATION	4	AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES	26
ACRONYMS AND ABBREVIATIONS	5	OVERVIEW OF PERFORMANCE	27
FOREWORD BY THE MINISTER OF SMALL BUSINESS DEVELOPMENT	6	Overview of public entity's performance: service delivery environment	27
FOREWORD BY THE CHAIRPERSON	7	Economic environment: 2023 – 2024	27
Overview of strategy and performance	7	SMMES and economic participation	27
Strategic relationships	7	The role of technology in SMME competitiveness	27
Challenges faced by the board	7	Government support for SMMES	27
Strategic focus over the medium to long term	7	Challenges and opportunities for SMMES	28
Acknowledgments	8	The role of government in economic reforms	28
Conclusion	8	In conclusion	28
CHIEF EXECUTIVE OFFICER'S OVERVIEW	9	Key policy developments and legislative changes	28
Spending trends	9	Progress towards the achievement of institutional impacts and outcomes	29
Highlights for the 2023/2024 FY	9	INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION	31
Capacity constraints and challenges	9	Programme 1: Enterprise development programme	31
Discontinued and new key activities	9	Programme 2: Technology programme	34
Requests for surplus	9	Programme 3: Impact and sustainability programme	35
Supply chain management	10	Programme 4: Administration programme	37
Audit report matters	10	LINKING PERFORMANCE TO BUDGET	39
Outlook and future plans	10	PROVINCIAL MANAGEMENT TEAM	40
Economic viability	10	SUCCESS STORIES	42
Acknowledgments	11	Almar's Canvas CC t/a SA Canvas – Eastern Cape	43
BOARD MEMBERS	12	JB Madela Bloem Golf Workshop (Pty) Ltd – Free State	44
STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY	14	Bluecleen (Pty) Ltd – Gauteng	45
STRATEGIC OVERVIEW	15	Khukhza Farming 01 CC – KwaZulu-Natal	46
LEGISLATIVE AND OTHER MANDATES	16	Khom Clean (Pty) Ltd – TA Galitos – Limpopo	47
UPDATES ON INSTITUTIONAL POLICIES AND STRATEGIES	17	New Heights 1973 cc – Mpumalanga	48
PRODUCTS AND SERVICES	22	KHL (Pty) Ltd – North West	49
ORGANISATIONAL STRUCTURE	23	Outclass Crystallized Gems – Northern Cape	50
SEDA EXECUTIVE MANAGEMENT TEAM	24	Coalition Trading 960 (Pty) Ltd T/A National Manhole Covers – Western Cape	51
		Bathhako Temo Primary Cooperative (Export) – North West	52
		Makholokoeng FPSU Secondary Cooperative cc – Cppp – Free State	53
		Chads Power Engineering and Suppliers – Kwazulu-Natal	54
		Insika Interiors – Incubation – Kwazulu-Natal	55

PART C: GOVERNANCE	56
ACCOUNTING AUTHORITY/BOARD	57
Introduction	57
Portfolio committees	57
Executive authority	57
Board charter	57
Composition of the board	57
Board committees	62
Amalgamation committee	62
Audit and risk committee	62
Human resources and remuneration committee	62
Incubation committee	62
Nomination committee	63
Social and ethics committee	63
Strategy and organisational performance committee	63
Remuneration of board members	64
Risk management	65
Internal control	65
Internal audit and audit committees	65
Compliance with laws and regulations	67
Fraud and corruption	67
Minimising conflict of interest	67
Code of conduct	67
Health, safety and environmental issues	67
Company secretary	67
Social responsibility	68
Whistleblowing and investigations	68
Occupational health and safety	68
AUDIT AND RISK COMMITTEE REPORT	69
Audit committee responsibility	69
The effectiveness of internal control	69
Effectiveness of the internal audit function	69
Enterprise risk management	69
In-year management and monthly/quarterly reports	69
Evaluation of financial statements	69
Auditor's report	69
B-BBEE COMPLIANCE PERFORMANCE INFORMATION	70
B-BBEE	71
PART D: HUMAN RESOURCES	72
Introduction	73
Highlight achievements	73
Challenges faced by the public entity	73
Future HR plans/goals	74
Human resources oversight statistics	74

PART E: PFMA COMPLIANCE REPORT	79
Information on irregular, fruitless and wasteful expenditure and material losses	80
Information on late and/or non-payment of suppliers	84
Information on supply chain management	85
PART F: FINANCIAL INFORMATION	98
REPORT OF THE AUDITOR-GENERAL	99
Report on the audit of the financial statement	99
Report on the audit of the annual performance report	100
Other matters	101
Report on compliance with legislation	101
Other information in the annual report	101
Internal control deficiencies	101
Other reports	102
Annexure to the auditor's report	102
STATEMENT OF FINANCIAL POSITION	104
STATEMENT OF FINANCIAL PERFORMANCE	105
STATEMENT OF CHANGES IN NET ASSETS	106
CASH FLOW STATEMENT	107
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL INFORMATION	108
NOTES TO THE ANNUAL FINANCIAL STATEMENTS	109
ANNEXURE A: SEDA PROVINCIAL OFFICES AND INCUBATION CENTERS	141
SEDA OFFICES	142
Eastern Cape	142
Free State	142
Gauteng	143
KwaZulu-Natal	143
Limpopo	144
Mpumalanga	144
Northern Cape	145
North West	145
Western Cape	146
INCUBATION CENTERS	147
Eastern Cape	147
Free State	148
Gauteng	148
KwaZulu-Natal	150
Limpopo	151
Mpumalanga	151
Northern Cape	152
North West	152
Western Cape	153



PART A: GENERAL INFORMATION

GENERAL INFORMATION

Registered Name:	Small Enterprise Development Agency (Seda)
Physical Address:	The Fields, Office Block A, 1066 Burnett Street, Hatfield, Pretoria
Postal Address:	PO Box 56714, Arcadia, 0007
Telephone Number(s):	0860 103 703/012 441 1000
Fax Number:	012 441 2064
Email Address:	info@seda.org.za
Website:	www.seda.org.za
External Auditors:	Auditor-General of South Africa
Bankers:	ABSA
Board Secretary:	Ms Charmaine Campbell

ACRONYMS AND ABBREVIATIONS

ARC	Audit and Risk Committee
BCM	Business Continuity Management
CBDA	Co-operative Banks Development Agency
CEO	Chief Executive Officer
CfERI	Centres for Entrepreneurship and Rapid Incubation
CPPP	Community Public Private Partnership Programme
DSBD	Department of Small Business Development
ECIC	Export Credit Insurance Company
Exco	Executive Committee
HR	Human Resources
HRREMC0	Human Resources and Remuneration Committee
ICT	Information and Communication Technology
MERSETA	Manufacturing, Engineering and Related Services Seta
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
NDP	National Development Plan
NGP	New Growth Path
NISED	National Integrated Small Enterprise Development Plan
NYDA	National Youth Development Agency
PFMA	Public Finance Management Act
SAGRAP	GRAP South African Generally Recognised Accounting Practice
SCM	Supply Chain Management
SEC	Social and Ethics Committee
Seda	Small Enterprise Development Agency
sefa	Small Enterprise Finance Agency
SETA	Sector Education and Training Authority
SMME	Small, Medium and Micro Enterprise
SOPC	Strategy and Organisational Performance Committee
STP	Seda Technology Programme
TTA	Technology Transfer Assistance



Ms. Stella Tembisa Ndabeni-Abrahams

FOREWORD BY THE MINISTER OF SMALL BUSINESS DEVELOPMENT

The 2023/24 Annual Report outlines how Seda has contributed to Government's priority of achieving faster and more inclusive economic growth through the provision of enabling support to small enterprises. Small enterprises are key to job creation, innovation, and fostering inclusive economic growth. The National Development Plan is clear that 9 million of the 11 million jobs we need by 2030 should come from MSMEs.

As the DSBD portfolio, we ended the 6th Administration on a good footing, having created the broad policy and strategic frameworks to begin unlocking the economic potential of small enterprises.

This includes having completed the country's third iteration MSME Strategy, the National Integrated Small Enterprise Development Strategic Framework (NISED), which all critical stakeholders in the small enterprise eco-system supported.

We also amended our enabling legislation. The National Small Enterprise Amendment Act has just been signed into law by the President and has generated new hope among entrepreneurs and stakeholders in the eco-system.

The National Small Enterprise Amendment Act establishes a one-stop-shop small enterprise support agency, through integrating the Small Enterprise Finance Agency (Sefa), the Co-operatives Bank Development Agency (CBDA) and the Small Enterprise Development Agency (Seda) to form the Small Enterprise Development and Finance Agency (SEDFA). The Amended Act also enables the establishment of an Office of the Small Enterprise Ombuds to address unfair trade practices towards MSMEs and co-operatives, while also empowering the Minister to declare certain trading practices in relation to MSMEs as unfair trading practices.

As we start this 7th Administration under the National Government of Unity, we believe we now have a solid foundation and legal instrument to champion the interests of small enterprise.

The Government of National Unity has made inclusive growth and job creation its number one priority. Key to this will be to scale small enterprise support across several priority areas, including (1) reducing red tape; (2) enabling more accessible and less costly finance to MSMEs and co-operatives; (3) addressing market concentration and barriers to entry which constrain market access for small enterprises, and (4) providing access to higher quality business skills and entrepreneurship support.

Seda has played a key support role across a number of these priority areas. During the 2023/24 Financial Year, Seda supported:

- 30 084 people with entrepreneurship awareness.
- 23 549 township and rural -based enterprises with non-financial business support.
- 24 329 MSMEs and co-operatives with training, mentorship and coaching support.
- 2 608 enterprises with international market readiness, and
- 438 enterprises through international trade missions.

Seda also played a key role as the implementing agent for our Incubation Programme, having achieved our MTSF target of supporting 110 incubators over the 6th Administration.

Going forward into the Small Enterprise Development and Finance Agency, we will be looking to better integrate the non-financial business support provided by Seda with the financial support of **sefa**. Better support at the pre-investment stage of financial assistance should increase the turnaround times of applications. More support at the post-investment stage should decrease impairments and protect the loan book of the new agency. We will also be looking to utilise digital platforms and systems for improved accessibility, efficiencies and integration.

There is much work ahead in terms of developing SEDFA's new programmes and instruments and integrating staff and systems across the three organisations. Once completed we are confident that SEDFA will be a game-changer for small business.

I would like to thank the Seda Chairperson and Board, as well as the management and staff for ensuring that services are delivered while preparations are underway for the new agency. I would also like to thank the Small Business Development Portfolio Committee under the leadership of the late Honorable Violet Siwela for their vigorous oversight and guidance in Seda related matters.

Ms Stella Tembisa Ndabeni-Abrahams, MP

Minister of the Department of Small Business Development

28 September 2024

FOREWORD BY THE CHAIRPERSON



Mr. Tembinkosi Bonakele

As we present the 2023/24 Annual Report of the Small Enterprise Development Agency (Seda), it is essential to reflect on the strides we have made in supporting small businesses and cooperatives, which are the lifeblood of South Africa's economy. This year has been marked by both opportunities and challenges, and it is with great pride that I present this report, which highlights the agency's performance and strategic direction.

President Cyril Ramaphosa assented to the National Small Enterprise Amendment Bill on July 18, 2024. This is a milestone for SMME development in the country as it brings with it the establishment of SEDFA as well as the Ombudsman. Seda, sefa and the CBDA can now merge into a single entity that will significantly reduce the red tape that SMMEs face when wanting to act with these institutions.

OVERVIEW OF STRATEGY AND PERFORMANCE

Seda's strategy is anchored in fostering an enabling environment for small enterprises to thrive, particularly in the face of economic volatility and global uncertainties. Our approach has been holistic, focusing on improving access to business development services, enhancing enterprise competitiveness, and facilitating market access both domestically and internationally.

Over the past year, Seda has made significant progress in implementing the National Integrated Small Enterprise Development (NISED) Strategic Framework. This framework has been pivotal in guiding our efforts to build a more inclusive economy. Through targeted interventions, Seda had significant achievements across all four (4) Programmes. Under Programme one (1), 30 084 SMMEs & cooperatives were reached through entrepreneurship awareness sessions and 23 549 Township & Rural business were supported, contributing significantly to the Department of Small Business Development's (DSBD) Medium-Term Strategic Framework (MTSF) goals.

Our performance in the sector has been commendable, particularly in enhancing the capacity of small businesses to withstand economic pressures. We have exceeded our targets in several key areas, including the establishment of Incubation Centres and the provision of non-financial support services. These achievements underscore our commitment to building a resilient and dynamic SMME sector.

STRATEGIC RELATIONSHIPS

Strategic partnerships have been central to Seda's success. Our collaboration with various stakeholders, including the private sector, government entities, and international partners, has been instrumental in expanding the reach and impact of our programs. The inaugural Global Entrepreneurship Congress Plus Africa, where Seda played a significant role, was a testament to the power of strategic relationships. Through this platform, we were able to forge valuable partnerships that will enhance our support for small businesses on a global scale.

CHALLENGES FACED BY THE BOARD

Despite our successes, the Board faced several challenges during the year. The economic environment, characterized by inflation, loadshedding, and market volatility, posed significant risks to the SMME sector. Additionally, the ongoing regulatory complexities and the need to streamline processes to reduce red tape have been persistent challenges. However, we have remained steadfast in our resolve to address these issues, particularly through the establishment of the Small Business Ombud, which will play a crucial role in mitigating these challenges.

STRATEGIC FOCUS OVER THE MEDIUM TO LONG TERM

Looking ahead, the Board's strategic focus will be on deepening our support for SMMEs by enhancing access to finance, improving regulatory frameworks, and fostering innovation. The merger of sefa and the CBDA with Seda to form the new Small Enterprise Development and Finance Agency will be a key priority, as it presents an opportunity to offer integrated support to small businesses. We will also continue to leverage strategic partnerships to unlock new markets and opportunities for South African entrepreneurs, particularly within the African Continental Free Trade Area (AfCFTA) and BRICS.

ACKNOWLEDGMENTS

I would like to extend my sincere appreciation to the members of the Seda Board for their dedication and commitment. Your leadership has been invaluable in navigating the complexities of the past year. My gratitude also goes to the executive management and staff of Seda for their hard work and unwavering commitment to our mission. I would also like to thank our partners and stakeholders for their continued support and collaboration, which has been vital to our success.

CONCLUSION

In conclusion, Seda has made significant strides in fulfilling its mandate to support small businesses and cooperatives. While challenges remain, I am confident that with our strategic focus and the support of our partners, we will continue to drive meaningful change in the SMME sector. Together, we are building a more resilient, inclusive, and dynamic economy for all South Africans.



Mr. Tembinkosi Bonakele

Chairperson of the Seda Board



CHIEF EXECUTIVE OFFICER'S OVERVIEW



Ms. Ntokozo Majola

The 2023/24 financial year has been a period of both opportunity and challenge for the Small Enterprise Development Agency (Seda). As we navigated a complex economic landscape, our financial performance remained resilient, reflecting our commitment to prudent financial management and effective resource allocation. Despite external pressures such as economic volatility and uncertainty as well as persistent inflation and loadshedding, we managed to maintain a stable financial footing, ensuring that our programs and initiatives continued to deliver value to the small businesses and cooperatives we serve. Seda achieved 100% or more on all 24 of its indicators.

SPENDING TRENDS

Seda's spending during the year under review was aligned to our strategic objectives, with a significant portion of our budget allocated to business development services, incubation, and market access programs. We have seen a consistent trend of increasing demand for our services, particularly from township and rural-based enterprises. This trend underscores the critical role Seda plays in supporting economic inclusivity and the need for continued investment in these areas.

HIGHLIGHTS FOR THE 2023/24 FY

During the 2023/24 financial year, Seda launched two new initiatives: the Asset Assist Programme and the Cooperative Development Support Programme. The strong response from the SMME ecosystem highlighted the existing need for innovative financial support solutions. These flagship projects enabled Seda to back initiatives with significant socio-economic impact in rural areas, spanning various sectors. Our collaborations with the private sector also facilitated the launch of an SMME accelerator and scale-up project for fourteen businesses, supported incubators, and provided SMMEs with access to local markets.

We enhanced the Small Business Exporter's Development Support Programme by introducing a six-month mentorship and coaching initiative for all SMMEs that participated in international exhibitions. The primary objective of this enhancement is to assist SMMEs in converting leads into contracts. An immediate outcome of this intervention was that five SheTrades clients who participated in the Dubai Free Food Show secured distribution agreements with the Indian Ocean Exporting Company. Additionally, the mentorship led to further orders from markets in the Maldives, United States, Indonesia, and Mauritius.

Seda also supported SMMEs in securing over R48.3 million in financing. Recognizing the critical need for market access to sustain and grow their businesses, Seda facilitated contracts worth more than R22 million for these enterprises.

CAPACITY CONSTRAINTS AND CHALLENGES

While we have achieved much, we continue to face capacity constraints that challenge our ability to scale our operations. The ongoing issues related to loadshedding and market volatility placed additional strain on our resources. Furthermore, attracting and retaining skilled professionals in the current economic climate remains a challenge. The short-term employment contracts, due to the merger, impacted negatively on the entity's ability to attract and retain skills in critical areas of the organization. These constraints have necessitated a review of our operational strategies to ensure that we can continue to meet the needs of our stakeholders effectively. Seda further increased its efforts in providing targeted training and capacity-building programs, particularly in underserved areas.

DISCONTINUED AND NEW KEY ACTIVITIES

In response to shifting priorities and the evolving needs of our stakeholders, Seda has discontinued certain activities that no longer align with our strategic objectives. This has allowed us to reallocate resources to new and proposed key activities that better serve our mission. Notably, we have increased our focus on digital transformation initiatives, recognizing the importance of technology in driving business growth and competitiveness in the modern economy. The digitilisation strategy is also very key in improving the delivery model and operational efficiency.

REQUESTS FOR SURPLUS

Given the challenges we faced during the year, including delays in certain projects due to external factors, Seda has submitted a request for the [surplus budget. These funds will be critical in ensuring the continuity of key initiatives and in addressing any backlogs that have arisen due to the disruptions experienced.

SUPPLY CHAIN MANAGEMENT

Our supply chain management (SCM) processes and systems are robust and have been instrumental in ensuring that Seda operates efficiently and transparently. We have not concluded any unsolicited bid proposals in the year under review, reflecting our commitment to fair and competitive procurement practices. However, we acknowledge that there are areas within SCM that require continuous improvement, particularly in response to the evolving regulatory landscape.

AUDIT REPORT MATTERS

The audit report for the previous financial year highlighted several areas for improvement, particularly in our financial controls and reporting processes. We have taken these findings seriously and have implemented corrective measures to address these issues. Our focus has been on strengthening our internal controls and enhancing the accuracy and timeliness of our performance and financial reporting.

OUTLOOK AND FUTURE PLANS

Looking ahead, Seda remains committed to addressing the financial challenges that lie ahead. Our plans include a continued focus on the following:

- cost management;
- enhancing operational efficiency;
- exploring new revenue streams, especially through partnerships with other stakeholders in the ecosystem;
- increasing focus on scalable MSME's in priority sectors, flagship projects to support district -based initiatives, as well as township and rural-based businesses
- strengthening of our digital infrastructure to better serve our stakeholders and to improve our overall service delivery.

ECONOMIC VIABILITY

Despite the challenges we face, Seda remains economically viable. Our financial strategies are designed to ensure sustainability, even in uncertain economic conditions. We will continue to monitor our financial performance closely and adjust our strategies as needed to ensure that we remain on a solid financial footing.

Table 1: Budget utilisation

	2024	2023	
Expenditure	R'000	R'000	% Change
Programme and project expenditure	598 672	394 369	52%
Personnel expenditure	428 892	381 145	13%
Administrative expenditure	165 831	158 400	5%
Capital expenditure	10 915	3 389	222%
Depreciation, impairment and write of assets	15 781	16 992	(7%)
Total expenditure	1 220 091	954 295	28%



ACKNOWLEDGEMENTS

I would like to extend my sincere gratitude to the Honourable Minister, Ms. Stella Ndabeni-Abrahams (MP), for her guidance, and to the Acting Director General, Ms. Thulisile Manzini, for her unwavering support. My thanks also go to the Seda Board, under the leadership of Chairperson Mr. Tembinkosi Bonakele, for their guidance and support during our transition towards the merger with sefa and the Cooperative Bank Development Agency. I would also like to express my appreciation to the previous Board Chairperson, Ms. Xoliswa Daku, for her leadership and direction over the past three years.

A special acknowledgment is due to Mr. Nkosikhona Mbatha for his steadfast leadership, which enabled Seda to navigate significant challenges and drive digital transformation during his three-year tenure as Acting Chief Executive Officer. Additionally, I am deeply grateful to the Seda management team and staff for their hard work and dedication during a challenging year, which resulted in the organization achieving 100% of its performance targets. Lastly, I extend my thanks to our partners and stakeholders for their continued collaboration and trust in Seda.

In conclusion, small business development is a monumental task that requires a coordinated effort between the DSBD, its portfolio, and active engagement with other stakeholders in the small enterprise ecosystem.

Ms. Ntokozo Majola

Acting Chief Executive Officer

BOARD MEMBERS



MR. TEMBINKOSI BONAKELE
Chairperson



MS. NTOKOZO MAJOLA
Acting Chief Executive Officer



MS. XOLISWA DAKU



MS. NONZUZO MAKANDA



MR. MOTSE MFULENI



MS. PHELISA NKOMO



MR. PUMEZO MQINGWANA



MR. JOHN SIFISO MTSWENI



MS. KEABETSWE MOGOROSI



MR. AVUYILE XABADIYA



MR. LUYANDA NTUANE



MR. BONOLO RAMOKHELE



MR. SIYAKHULA SIMELANE



MR. PATRICK MAKAPE



STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of our knowledge and belief, we confirm the following:

All information and amounts disclosed in the Annual Report is consistent with the Annual Financial Statements audited by Auditor-General South Africa.

The Annual Report is complete, accurate and is free from any omissions.

The Annual Report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the South African Standards of Generally Recognised Accounting Practice (SA GRAP) and the requirements the Public Finance Management Act, 1999 (Act No.1 of 1999) (PFMA).

The Accounting Authority is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the Annual Financial Statements.

The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In our opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2024.

Yours faithfully,

A stylized signature in black ink.

Mr. Tembinkosi Bonakele

Chairperson

31 August 2024

A stylized signature in black ink.

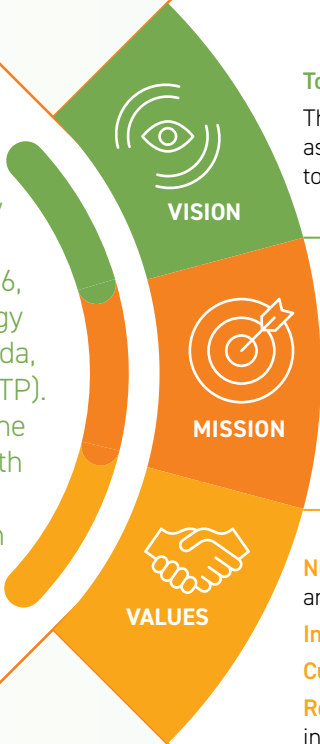
Ms. Ntokozo Majola

Acting Chief Executive Officer

31 August 2024

STRATEGIC OVERVIEW

Seda was established in December 2004 under the National Small Business Amendment Act, 2004 (Act No. 29 of 2004) as an agency within the then Department of Trade and Industry (the dti). This establishment resulted from the merger of three entities: the Ntsika Enterprise Promotion Agency, the National Manufacturing Advisory Centre, and the Community Public Private Partnership (CPPP) Programme. In April 2006, the GODISA Trust and the National Technology Transfer Centre were also integrated into Seda, forming the Seda Technology Programme (STP). Further expansions occurred in 2008 when the small enterprise support function of the South African Quality Institute and the technology-related activities of Technology for Women in Business were incorporated into STP, which was fully integrated into Seda's structure by 2009. In 2014, Seda's mandate and functions were transferred from the Department of Trade, Industry and Competition (formerly the dti) to the newly established Department of Small Business Development (DSBD).



To make a difference in SMMEs' lives every day

The vision is translated into the high-level competency, accountability, coordination as well as customer drive of Seda. To make a difference in SMMEs' lives every day, we must strive towards improving in delivering against all performance areas in our outcomes.

To promote entrepreneurship and facilitate the development of small enterprises by providing customised business support services that result in business growth and sustainability in collaboration with other role players in the ecosystem.

Seda's mission gives a clear-cut framework for everything Seda does. This is reflected in Seda's product range as well as in the approach, attitude and working methods of Seda staff. The success of Seda is ultimately measured against this mission – how well Seda is collaborating with key role players in the ecosystem in facilitating the growth and sustainability of the small enterprises with which it has interacted.

Nurture: We create a nurturing environment by partnering with our clients and employees, and in the way in which we care and support them.

Innovation: We foster innovative ideas and solutions to deliver exceptional customer service.

Customer centricity: We place customer service excellence at the centre of everything we do.

Responsible conduct: We behave with integrity in all our actions, always acting in the best interest of Seda and its stakeholders.

LEGISLATIVE AND OTHER MANDATES

The work of Seda is governed by a broad legislative framework as outlined below:

Name Of Act	Purpose
National Small Enterprise Act, 1996 (Act No. 102 of 1996) as amended by the National Small Business Amendment Act, 2004 (Act No. 29 of 2004) as amended	• Provide for the establishment of the advisory body and the enterprise promotion agency. • Provide guidelines for organs of state to promote small business in the Republic of South Africa.
Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) as amended	• Provide for the health and safety of persons at work and for the health and safety of persons using plant and machinery. • Protect persons other than persons at work against hazards to health and safety arising out of, or in connection with, the activities of persons at work. • Establish an advisory council for occupational health and safety.
Public Finance Management Act, 1999 (Act No. 1 of 1999) as amended	• Regulate financial management in national and provincial governments. • Ensure that all revenue, expenditure, assets, and liabilities of the above-mentioned governments are managed efficiently and effectively. • Provide for the responsibilities of persons entrusted with financial management in those governments.
Cooperatives Act, 2005 (Act No. 14 of 2005)	• Formation and registration of Cooperatives. • Establishment of a Cooperatives' advisory board. • Winding-up of the Cooperatives Repeal Act, 1981 (Act No. 91 of 1981).
Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)	• Give effect to the right to fair labour practices referred to in Section 23(1) of the Constitution by establishing and • making provision for the regulation of basic conditions of employment to comply with the obligations of the Republic as a member state of the International Labour Organization.
Income Tax Act, 1962 (Act No. 58 of 1962)	• Consolidates the law relating to the taxation of incomes and donations. • Provides for the recovery of taxes from persons. • Provides for the deduction, by employers, of amounts from the remuneration of employees for certain tax liabilities of employees. • Provides for provisional tax payments and payments into the National Revenue Fund of portions of the normal tax and interest and other charges of these taxes.
Labour Relations Act, 1995 (Act No. 66 of 1995)	• Facilitates the granting of organisational rights to trade unions that are sufficiently representative. • Strengthens the status of picketing rules and agreements. • Amends the operation, functions, and composition of the Essential Services Committee and provide for minimum service determinations. • Provides for the Labour Court to order that a suitable person be appointed to administer a trade union or employers' organisation. • Enable judges of the Labour Court to serve as judges on the Labour Appeal Court. • Further regulates enquiries by arbitrators. • Provides greater protection for workers placed in temporary employment services. • Regulates the employment of fixed-term contracts and part-time employees earning below the earnings threshold determined by the Minister. • Specifies the liability for employers' obligations and substitute certain definitions.
Employment Equity Act, 1998 (Act No. 55 of 1998)	• Provides for employment equity.
Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)	• Provides for the constitutional right to access information held by the State or by other entities, necessary for the exercise or protection of any rights.
Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)	• Gives effect to the right to administrative action that is lawful, reasonable, and procedurally fair, and to the right to written reasons for administrative action as contemplated in Section 33 of the Constitution of the Republic of South Africa, 1996.

UPDATES ON INSTITUTIONAL POLICIES AND STRATEGIES

EMERGING LEGISLATION

Public Procurement Bill (18-2023)

The Public Procurement Bill seeks to establish a unified regulatory framework for all public procurement across national, provincial, and local government levels. This initiative aims to consolidate South Africa's fragmented procurement system, which has been in place since 1999. As a public entity, Seda will need to review its supply chain management and related policies to ensure compliance with the new act once it is enacted. While the exact timing remains uncertain, it is anticipated that the bill will come into effect during the 2024/25 financial year.

Employment Equity Act (No. 55 of 1998): New Regulations

The amendments to the Employment Equity Act were signed into law by the President of the Republic of South Africa on 14 April 2023. The amendments, according to the Department of Employment and Labour, are intended to promote transformation in the private sector. It seeks to empower the Minister of Employment and Labour to regulate sector employment targets after consulting with sector stakeholders and seeking advice from the Employment Equity Commission. Companies that conduct business with the state will receive a compliance certificate if they comply. On 12 May 2023, the first set of regulations to implement the Amendment was published for 30 days of public comment. It is likely to come into effect in 2023/24, Seda will need to review its supply chain management and human resources policies to ensure compliance with the new regulations.

National State Enterprises Bill (15 September 2023)

The National State Enterprises Act intends to establish a State Asset Management SOC Ltd to provide for the state as the sole shareholder of a holding company, to consolidate the state's shareholdings in state enterprises, to provide for the powers of the shareholder on behalf of the state, to provide for the phased succession of state enterprises to the holding company, to provide for the holding company's powers as shareholder of subsidiaries, to provide for the restructuring and management of subsidiaries for developmental purposes, to provide for appropriate and effective performance monitoring mechanisms over subsidiaries, to provide for the corporatisation of those state enterprises that are not registered as companies, and to provide for matters connected therewith.

Once assented, the act will affect the operating model and framework of Seda's merger with the Small Enterprise Financing Agency (sefa) and will inform the development of the merged entity strategy.

National Small Enterprise Amendment Bill (B16-2023)

The National Small Enterprise Amendment Bill, 2023, seeks to amend the National Small Enterprise Act, 1996 (Act No. 102 of 1996) to:

- a) Provide for the establishment and registration, in terms of the Companies Act, 2008 (Act No. 71 of 2008), of the Small Enterprise Development Finance Agency (SEDFA) and the subsequent disestablishment of the Small Enterprise Financing Agency (sefa), the Co-operative Banks Development Agency (CBDA), and the Seda.
- b) Provide for the establishment of the Office of the Small Enterprise Ombud Service.
- c) The bill furthermore enables the Minister to declare certain practices in relation to small enterprises to be prohibited as unfair trading practices and to make regulations with regard thereto.
- d) The bill also proposes an amendment to Section 20(2) of the act to bring that section in line with a recent Constitutional Court judgment.

ESTABLISHMENT OF THE SEDFA:

The establishment of the SEDFA gives effect to a Cabinet decision to enable and provide for integrated government support (both financial and non-financial) to small enterprises, which are defined as including Cooperatives. In addition, the inclusion of the roles and functions of the identified three entities into SEDFA contributes to the Cabinet endorsed rationalisation of the number of public entities. The bill was approved by cabinet in December 2023. It is currently with the National Council of Provinces, undergoing a consultative process before it will be finalised. It is envisaged that the bill will be passed in time for the merger to take effect by the end of the 2024/25 financial year.

The policy and strategy mandates guiding Seda are as follows:

Informing policy or strategy	Key considerations
National Development Plan (NDP), Vision, 2030 (2012)	• The NDP envisions an economy that provides full employment by 2030 and is aimed at serving the needs of all South Africans. As such, the economy should be inclusive, grow faster, eliminate poverty, and reduce inequality. • Seda plays a coordinating role in the implementation of Chapter 3 and 6 of the NDP, which respectively deal with the economy, unemployment, and is inclusive of rural development and growth.
Revised Medium Term Strategic Framework 2019-2024 (MTSF) (October 2021)	Priority 1: A Capable, Ethical and Developmental State • Improved governance and accountability. • Enhance productivity and functionality of public sector institutions in supporting people centred service delivery. • Modernise business processes in the public sector. • Improve coordination between national, provincial and local government for an integrated approach to service delivery. Priority 2: Economic Transformation and Job Creation: • Upscale and expand support to small businesses. • More decent jobs created and sustained, with youth, women and persons with disabilities prioritised. • Investing in accelerated inclusive growth. • Re-industrialisation of the economy and emergence of globally competitive sectors. • Improve competitiveness through information and communication technology (ICT) adoption. • Competitive and accessible markets through reduced share of dominant firms in priority sectors and expanded small business. • Improve the quality and quantum of investment to support growth and job creation. • Increased economic participation, ownership and access to resources and opportunities by women, youth and persons with disabilities. Cross-cutting outcome: Increased economic participation, ownership, access to resources, opportunities, and wage equality for women, youth, and persons with disabilities (PWDs): • Develop, implement, support, and monitor programmes for equitable job creation, representation and ownership by women, youth, and persons with disabilities. • Expand government spend on women, youth, and persons with disabilities through preferential procurement. • Programmes to expand access to finance, incentives and opportunities for women, youth, and persons with disabilities-led and owned businesses.
Economic Reconstruction and Recovery Plan (ERRP) (2020)	In response to the COVID-19 pandemic, the ERRP seeks to create jobs primarily through aggressive infrastructure investment and mass employment programmes; reindustrialise the economy by focusing on growing small businesses; accelerate economic reforms to unlock investment and growth, fight crime and corruption; and improve the capability of the state. A key enabler of the ERRP is strengthened support to SMMEs, Cooperatives, and start-ups: • Reviewing and integrating government support for formal and informal SMMEs, start-ups, and Cooperatives, including removing red tape and reducing timeframes for relevant licenses and permits to improve the ease of doing business. • Designing more appropriate financing products, such as microfinance, gap housing products and blended financing, including for emerging farmers. • Support to SMMEs to participate in localisation opportunities.

The policy and strategy mandates guiding Seda are as follows:

Informing policy or strategy	Key considerations
Alignment to the State of the Nation Address (SONA), February 2023	President Cyril Ramaphosa, in his 2023 SONA, said, <i>"We are not presenting new plans, nor are we outlining here the full programme of government; rather, we are concentrating on those issues that concern South Africans the most: loadshedding, unemployment, poverty and the rising cost of living, and crime and corruption"</i>. Seda supports the DSBD in responding to SONA, in terms of: • Assisting SMMEs to mitigate production losses due to loadshedding. • Supporting SMMEs to create jobs and alleviate unemployment. • Contributing to the DSBD's efforts to reduce red tape and improve the ease of doing business. • Women (and youth) empowerment. • Improving governance and accountability.
Minister/Sector Priorities for the Small Business Development Portfolio	Seda direct contribution to the Minister/sector priorities: • Accelerate implementation of the Township and Rural Enterprises Programme (TREP). • Implementation of the Youth Challenge Fund. • Rollout the Cooperatives Development Support Programme. • Continue to implement the Localisation Policy Framework and Implementation Programme on SMMEs and Cooperatives. • Continued rollout of the programme to facilitate procurement of SMME produced products and services. • Promote and encourage localisation in targeted sectors (Small Enterprise Manufacturing Programme). • Facilitate an increase in the number of competitive small businesses with a focus on township and rural economies. • Report on the number and performance of incubation centres and digital hubs for the SMMEs development. • Support SMMEs with sources of power to mitigate loadshedding. • Implement the NISED Strategic Framework. • Mobilise resources to implement game changers programmes. • Prioritise women, youth, and PWDs to ensure a minimum 40.0% target for women, 30.0% for youth, and 7.0% for PWDs.

The policy and strategy mandates guiding Seda are as follows:

Informing policy or strategy	Key considerations																
National Integrated Small Enterprise Development (NISED) Strategic Framework (Final Draft, 10 May 2022)	A key focus of the NISED Strategic Framework is to align programme areas of work across different role-players in government and the private sector in order to coordinate and drive SMME growth and performance. In partnership with business, labour, and civil society, the NISED Strategic Framework presents a coordination tool and repository of the action steps to be taken by numerous actors by and within government and the whole of society. The impact envisaged by NISED will be realised through four outcomes and 12 outputs, reflected in the strategy map below. Impact "More SMMEs productively contributing to GDP with more people employed in SMMEs, contributing to a more equitable, inclusive, transformed and growing economy." Outcome <table><tr><td>Well informed SA and SMMEs with continuous monitoring, evaluation and learning (better data)</td><td>Policy, laws and regulations reformed to enable SMME growth and efficient governance</td><td>Effective support and services delivered for SMME growth both financial and non-financial</td><td>Co-ordinated government with strengthened private sector partnerships for SMME growth</td></tr></table> Output <table><tr><td>Regular research on SMMEs to identify evidence for better policy</td><td>Effective policy and efficient governance for SMME growth and employment</td><td>Strengthened ecosystem for support of SMMEs</td><td>Strengthened voice of SMMEs and co-ordinating support and investment</td></tr><tr><td>Regular research on SMMEs to identify evidence for better policy</td><td>Assessment and reform of laws and regulations impacting SMME to encourage growth</td><td>Targeted sector support (non-generic) to underserved communities</td><td>Public-private partnerships for SMME growth</td></tr><tr><td>Effective targeting and monitoring of public sector funded support to SMMEs</td><td>Fair and equitable measures for entrepreneurship and early stage enterprise activities</td><td>Ensuring cost effective and accessible support for all SMMEs</td><td>Implementation through a co-ordinated government monitoring and reporting on outcomes of the NISED</td></tr></table> Seda's strategic outcomes are supportive of the NISED outcomes, with specific contributions by this APP to the following outputs: • Regular publication of SMME growth and performance measures – The Seda SMME quarterly update report is produced and disseminated on a quarterly basis. • Strengthened ecosystem for support of SMMEs – Seda is the lead agency for coordinating the District Ecosystem Facilitation Model and has developed a game changer to build the ecosystem of support in collaboration with a broad range of public and private sector partners. • Targeted sector support for underserved communities – Seda's programmes are being aligned with the DDM, to ensure tailored support is provided at a district level. • Ensuring cost effective and accessible support for all SMMEs – Seda's programmes are accessed through an extensive network of branches and service access points and supported incubation centres. • Strengthened voice of SMMEs and coordinating support and investment – Seda and are strengthening their working relationship to ensure government's financial investment in SMMEs and Cooperatives are supported with pre- and post-investment support and development.	Well informed SA and SMMEs with continuous monitoring, evaluation and learning (better data)	Policy, laws and regulations reformed to enable SMME growth and efficient governance	Effective support and services delivered for SMME growth both financial and non-financial	Co-ordinated government with strengthened private sector partnerships for SMME growth	Regular research on SMMEs to identify evidence for better policy	Effective policy and efficient governance for SMME growth and employment	Strengthened ecosystem for support of SMMEs	Strengthened voice of SMMEs and co-ordinating support and investment	Regular research on SMMEs to identify evidence for better policy	Assessment and reform of laws and regulations impacting SMME to encourage growth	Targeted sector support (non-generic) to underserved communities	Public-private partnerships for SMME growth	Effective targeting and monitoring of public sector funded support to SMMEs	Fair and equitable measures for entrepreneurship and early stage enterprise activities	Ensuring cost effective and accessible support for all SMMEs	Implementation through a co-ordinated government monitoring and reporting on outcomes of the NISED
Well informed SA and SMMEs with continuous monitoring, evaluation and learning (better data)	Policy, laws and regulations reformed to enable SMME growth and efficient governance	Effective support and services delivered for SMME growth both financial and non-financial	Co-ordinated government with strengthened private sector partnerships for SMME growth														
Regular research on SMMEs to identify evidence for better policy	Effective policy and efficient governance for SMME growth and employment	Strengthened ecosystem for support of SMMEs	Strengthened voice of SMMEs and co-ordinating support and investment														
Regular research on SMMEs to identify evidence for better policy	Assessment and reform of laws and regulations impacting SMME to encourage growth	Targeted sector support (non-generic) to underserved communities	Public-private partnerships for SMME growth														
Effective targeting and monitoring of public sector funded support to SMMEs	Fair and equitable measures for entrepreneurship and early stage enterprise activities	Ensuring cost effective and accessible support for all SMMEs	Implementation through a co-ordinated government monitoring and reporting on outcomes of the NISED														

The policy and strategy mandates guiding Seda are as follows:

Informing policy or strategy	Key considerations
District Development Model (DDM)	The DDM introduced in South Africa in 2019, is a whole-of-government approach to development planning and service delivery. It is designed to streamline the efforts of national, provincial, and local government departments, as well as the private sector and civil society, to work together in a coordinated manner within specific geographic districts. This model seeks to ensure that development initiatives are integrated, responsive, and tailored to the unique needs of each district. The DDM centres on a 'One Plan' for each district, which serves as a blueprint for comprehensive development. It is crucial in addressing a range of socio-economic challenges, including unemployment, poverty, inequality, and service delivery backlogs. By establishing a common vision and shared goals, it aims to enhance the impact of government interventions and investments. Seda's contribution to and support for the DDM is through the District Ecosystem Facilitation (DEF) Model of the DSBD.
National Annual Strategic Plan (NASP)	Adopted at the Cabinet Lekgotla in September 2021, the NASP has been introduced as a short-term national planning instrument for government as a whole. It aims to improve the implementation of the MTSF by translating the medium-term priorities into identified interventions and targets for a particular year ahead. The NASP reflects the Small Business Development Portfolio's (DSBD, Seda , and sefa together) role in interventions to support and integrate SMMEs, township, and rural enterprises in value chains and to provide access to markets. Through the current TREPs, the NASP reflects a target number of 50 000 competitive small businesses and Cooperatives are supported per year.
National Annual Budget Prioritisation Framework	The Annual Budget Prioritisation Framework continues to build on the stabilisation, recovery, and reconstruction efforts adopted through the ERRP in 2020/21, and which informs Seda's work and focus. Budgets have not been prioritised for implementation of the five game changers of the Minister, thus limiting the extent to which Seda is able to implement its Game Changer Programme.
Energy Action Plan (EAP), July 2022	The EAP is South Africa's plan to end load shedding and achieve energy security. Announced by President Cyril Ramaphosa in July 2022, it outlines a bold set of objectives and actions aimed at fixing Eskom and adding as much new generation capacity as possible, as quickly as possible, to close the gap in electricity supply. Seda programming considerations: • EAP objective 2 relates to enabling and accelerating private investment in generation capacity. There are opportunities for SMMEs to collaborate with larger businesses as part of their supplier development programmes. • EAP objective 4 relates to the introduction of special incentives for businesses and households to install solar and a revised bounce-back loan scheme to help small businesses go solar and sell any surplus power back to the grid in certain areas.
Science, Technology, and Innovation (STI) Decadal Plan, 2022	The South African STI Decadal Plan is a comprehensive strategic framework designed to guide the country's advancement in science, technology, and innovation over a ten-year period. Developed by the Department of Science and Innovation (DSI), this plan outlines key objectives and priorities aimed at leveraging scientific research, technological advancements, and innovation to address societal challenges, foster economic growth, and enhance competitiveness on a global scale. Of relevance to Seda is the emphasis on investing in research and development, strengthening human capital in STEM fields, promoting collaboration among various stakeholders including government, academia, industry, and international partners, and ensuring the responsible and inclusive application of science and technology for the benefit of South Africa's socio-economic development and sustainable future.
Africa Continental Free Trade Agreement (AfCFTA)	As a flagship project of African Union Agenda 2063, South Africa is a party to the AfCFTA, which was effective from 1 January 2021. Through its non-financial support and business development offerings, and its close working relations with sefa in supporting access to markets, the opportunities of AfCFTA will be leveraged.

PRODUCTS AND SERVICES

Seda provides business-related information, advice, consultancy, training and mentorship services in all areas of enterprise development. These services aim to provide solutions related to various business functions, from production, human resources, and finance, to marketing and export development. Rural enterprise development and Cooperatives are supported through the Cooperatives and Community Private Partnerships Programme (CPPP). Through STP, Seda also provides technology transfer, business and technology incubation services, as well as incentives for the implementation of management systems (such as ISO 9001 and OHSAS 18001), product testing and certification.

Seda works at establishing long-term relationships with clients. Prior to embarking on any intervention, a Seda Business Advisor assesses the need of the client. Using the results of this assessment, the Seda Business Advisor assists the client to draft a development plan that outlines specific development interventions. These services are delivered to the client either by Seda's own staff or through business development service providers.

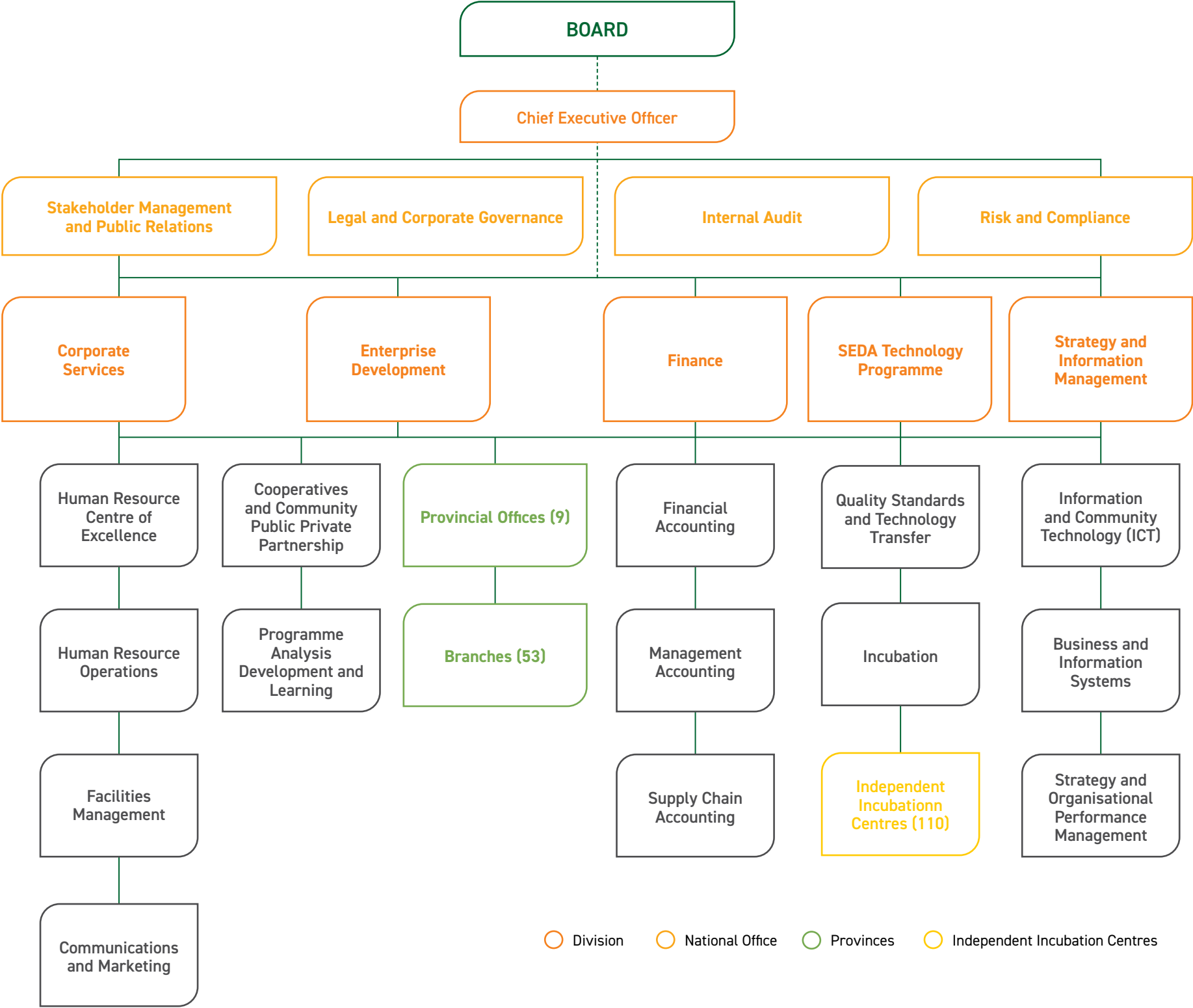
Seda's target market covers small, medium and micro enterprises (SMMEs), including Cooperatives, as well as potential entrepreneurs that have a viable business idea. The definition of a small enterprise is provided for in the National Small Enterprise Act, 1996 (Act No. 102 of 1996) as amended, and is based on the number of employees, turnover and fixed assets of a company. Seda defines its clients according to the number of employees.

Seda has decided to continue focusing on the small enterprise sector, with the aim of reducing the failure rate of nascent enterprises and creating an entrepreneurial culture at micro and survivalist level. This is driven by the need to create jobs and globally competitive small enterprises at the small and medium enterprise level.

The service delivery network of Seda consists of Seda branches, Seda Enterprise Development Centres and Seda -supported Incubation Centres located throughout the country.

Seda also takes information kiosks and mobile units into remote areas to provide access/support to rural entrepreneurs. In areas where it does not have a branch, Seda shares premises with local municipalities and other partners. As at 31 March 2023, Seda had nine (9) provincial offices, 53 branches, nine (9) mobile offices, and 85 colocations, including 13 with sefa and nine (9) with other ecosystem partners. The organisation supported 110 Incubation Centres including Centres for Entrepreneurship and Rapid Incubation (CfERI).

ORGANISATIONAL STRUCTURE



SEDA EXECUTIVE MANAGEMENT TEAM



MR SIPHO NGCAI

Executive Manager: SEDA Technology Programme

Certificate in Advanced Project Management
Management Development Programme (MDP)
National Diploma in Economic Management Analysis
Post-Graduate Diploma in Business Management.
MBA



MS THABANG SERAPELO

Acting Executive Manager: Corporate Services

BA Communication
BA Honours in Industrial Relations



MR ALEX T. QUNTA

Acting Executive Manager: Enterprise Development

BComEd
BCom (Honours) in Business Management
International Trade Management Diploma



MR COLIN LESHOU

Acting Chief Strategy and Information Officer

B-Tech Financial Information System
PG: General Management
PG: Business Administration
MBA
Mphil: Development Finance



MR ELIAS MAABANE

Acting Chief Financial Officer

AMDP
BCom Accounting
BCom Honours in Finance
PG: Certificate in Advanced Taxation
MBA



PART B: PERFORMANCE INFORMATION

AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa currently audits the performance information to provide reasonable assurance in the form of an audit conclusion.

The audit conclusion on the performance against predetermined objectives is included in a report to management, with material findings being reported under the 'Predetermined objectives' section in the report on Other Legal and Regulatory Requirements of the Auditor-General, which appears from pages 104 to 140 in Part F: Financial Information of this report.



OVERVIEW OF PERFORMANCE

OVERVIEW OF PUBLIC ENTITY'S PERFORMANCE: SERVICE DELIVERY ENVIRONMENT

As South Africa navigates the path to recovery following the COVID-19 pandemic as well as extreme weather conditions causing floods, the economic environment remains challenging. The small, medium, and micro enterprise (SMME) sector, which is critical to the country's economic resilience, faces several hurdles. These challenges are compounded by global economic instability, domestic issues such as load shedding, and the lingering effects of the pandemic. The following statement provides an overview of the service delivery environment for public entities like the Small Enterprise Development Agency (Seda) and the Department of Small Business Development (DSBD) in supporting SMMEs amid these challenges. The statement will also consider the contribution of small businesses to South Africa's Gross Domestic Product (GDP), their role in economic participation, and insights from the Global Entrepreneurship Monitor South Africa (GEM SA) report and the Bureau of Economic Research (BER) SMME Quarterly Report.

ECONOMIC ENVIRONMENT: 2023 – 2024

The South African economy, like many others globally, is still grappling with the aftershocks of the COVID-19 pandemic. The economic outlook for 2023 and 2024 has been described as lackluster by many economists, with concerns about a potential recession taking center stage. Key factors contributing to this uncertainty include the unstable geopolitical climate, particularly in Europe, the persistent energy crisis marked by load shedding, and other structural challenges such as inadequate infrastructure.

According to the GEM SA report, the entrepreneurial landscape in South Africa remains resilient but constrained by several external factors. The report highlights that while there has been a modest increase in entrepreneurial activity, the challenges posed by the economic environment have tempered growth prospects. The BER SMME Quarterly Report echoes these sentiments, noting that while there are pockets of resilience, particularly in the mining and manufacturing sectors, overall, the SMME sector faces significant headwinds.

SMMES AND ECONOMIC PARTICIPATION

Small businesses are a cornerstone of South Africa's economy, contributing significantly to GDP and employment. SMMEs are estimated to account for about 34% of South Africa's GDP and employ around 60% of the labor force. This highlights the critical role they play in driving economic growth and fostering inclusive economic participation. However, despite their importance, SMMEs face considerable challenges that hinder their growth and sustainability.

The service delivery environment for SMMEs is characterized by several systemic issues, including limited access to finance, inadequate infrastructure, and regulatory burdens. These challenges are exacerbated by the current economic climate, where rising interest rates, inflation, and fuel costs place additional strain on small businesses. For SMMEs to remain competitive, they must be agile, innovative, and proactive in seeking out viable alternatives to sustain their operations.

THE ROLE OF TECHNOLOGY IN SMME COMPETITIVENESS

One of the key opportunities for SMMEs to overcome these challenges lies in the adoption of technology. The fragmentation of the small enterprise market is a significant disadvantage, but technology can play a crucial role in removing barriers and enabling increased connectivity. The GEM SA report notes that while some small businesses are beginning to embrace technology, there is still a significant gap in digital adoption. Many small businesses continue to rely on outdated methods, such as manual record-keeping, which limits their operational efficiency and growth potential.

The BER SMME Quarterly Report also highlights the importance of technological innovation in driving business competitiveness. The report notes that small businesses that have invested in technology, such as digital payment systems and e-commerce platforms, have been better able to weather economic challenges. Furthermore, there is growing interest among SMMEs in implementing cutting-edge technologies over the next few years, including 5G, artificial intelligence (AI), and robotics. However, the adoption of these technologies is often hampered by limited access to capital and a lack of technical expertise.

GOVERNMENT SUPPORT FOR SMMES

The South African government, through entities like Seda and the DSBD, plays a critical role in supporting SMMEs, particularly through non-financial programmes. These programmes are designed to provide small businesses with the tools, knowledge, and resources they need to thrive in a challenging economic environment.

One of the key initiatives undertaken by the DSBD is the promotion of the "Buy Local" campaign, which encourages consumers to support locally produced goods and services. This initiative aims to boost the competitiveness of SMMEs by expanding their market reach and increasing demand for their products. The campaign is particularly important in the current economic climate, where global supply chain disruptions have made local sourcing more attractive.

GOVERNMENT SUPPORT FOR SMMES (CONTINUED)

Seda, on the other hand, focuses on providing business development services to SMMEs, particularly in underserved areas. These services include business training, mentorship, market access facilitation, and technology support. Seda's non-financial programmes are crucial in helping small businesses overcome barriers to growth, such as lack of access to markets and inadequate business skills.

The GEM SA report highlights the importance of these non-financial interventions in improving the overall business environment for SMMEs. According to the report, businesses that receive support from public entities like Seda are more likely to survive and grow compared to those that do not. This underscores the critical role that government support plays in fostering a conducive environment for small businesses.

CHALLENGES AND OPPORTUNITIES FOR SMMES

Despite the significant support provided by government entities, SMMEs in South Africa continue to face numerous challenges. One of the most pressing issues is the ongoing energy crisis, which has severely impacted business operations across the country. Load shedding remains a significant barrier to productivity, particularly for small businesses that do not have the resources to invest in alternative energy sources. The uncertainty around energy supply is a major concern for SMMEs, as it affects their ability to plan and operate efficiently.

Moreover, the rising cost of production, driven by inflation and fuel price increases, has further strained small businesses. The BER SMME Quarterly Report notes that many small businesses are struggling to absorb these costs, leading to reduced profitability and, in some cases, business closures. To navigate these challenges, SMMEs need to be strategic in their operations, exploring options such as profit-sharing transactions, flexible financing terms, and improved negotiation skills.

However, there are also opportunities for SMMEs to capitalize on the current economic environment. The resilience of the mining and manufacturing sectors, as highlighted in the BER report, presents opportunities for small businesses to integrate into these value chains. Additionally, the growing interest in technological innovation offers a pathway for SMMEs to enhance their competitiveness and expand their market reach. By adopting new technologies and improving their business models, small businesses can position themselves for long-term success.

THE ROLE OF GOVERNMENT IN ECONOMIC REFORMS

The South African government has a crucial role to play in creating an enabling environment for SMMEs. Economic reforms are essential to address the structural challenges facing the economy and to promote inclusive growth. Key areas for reform include improving the ease of doing business, reducing regulatory burdens, and enhancing access to finance for small businesses.

The GEM SA report emphasizes the need for targeted policy interventions to support the growth of the SMME sector. These interventions should focus on addressing the specific challenges faced by small businesses, such as access to markets, technology adoption, and skills development. Furthermore, the government must accelerate efforts to resolve the energy crisis, as this is a critical factor in ensuring the sustainability of SMMEs.

The DSBD has made strides in promoting economic participation through various initiatives, including the development of township and rural economies. These initiatives are aimed at reducing economic disparities and fostering inclusive growth. By supporting small businesses in these areas, the government can promote economic empowerment and create job opportunities in underserved communities.

IN CONCLUSION

The service delivery environment for SMMEs in South Africa is complex and challenging, but there are opportunities for growth and development. The economic outlook for 2023 and 2024 is uncertain, with potential risks of a recession and ongoing challenges such as load shedding. However, small businesses can remain competitive by being agile, innovative, and proactive in seeking out opportunities.

Government entities like Seda and the DSBD play a critical role in supporting SMMEs through non-financial programmes that provide the tools and resources needed for business success. The adoption of technology is a key driver of competitiveness, and small businesses must invest in digital solutions to enhance their operations.

While challenges remain, particularly in terms of energy supply and rising costs, there are also opportunities for small businesses to capitalize on the resilience of certain sectors and the growing interest in technological innovation. The government must continue to support the SMME sector through targeted policy interventions and economic reforms that promote inclusive growth and address the specific challenges faced by small businesses.

Ultimately, the success of the SMME sector is vital to South Africa's economic recovery and long-term growth. By fostering a supportive environment and addressing the structural challenges facing the economy, the government can help small businesses thrive and contribute to the broader economic objectives of job creation, poverty alleviation, and economic inclusivity.

KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

There were no major changes to policies or legislation affecting Seda during the period under review.

PROGRESS TOWARDS THE ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

Seda impact: Accelerated inclusive economic growth and more decent jobs created and sustained

Seda made progress in providing necessary support through market access interventions (using platforms such as online exhibitions) and exposed SMMEs to value-adding information on trading in international markets. The organisation redirected most of its client support to digital platforms to improve business awareness. It also offered capacity building interventions.

The Revised Medium-term Strategic Framework (MTSF) 2019-2024 reflects government's plan of action over the remaining term of the sixth administration and prioritises commitments outlined in the 2021 State of the Nation Address, which are to defeat the coronavirus pandemic; accelerate economic recovery; implement economic reforms to create sustainable jobs and drive inclusive growth; and fight corruption and strengthen the capacity of the State.

Seda's work contributes directly and indirectly to the seven national priorities of South Africa as identified in the MTSF:

- MTSF Priority 1: A capable, ethical and developmental state
- MTSF Priority 2: Economic transformation and job creation
- MTSF Priority 3: Education, skills and health
- MTSF Priority 4: Consolidating the social wage through reliable and quality basic services
- MTSF Priority 5: Spatial integration, human settlements and local government
- MTSF Priority 6: Social cohesion and safe communities
- MTSF Priority 7: A better Africa and world.



Table 2: Seda's contribution to the Revised MTSF 2019 – 2024

2019 TO 2024 MTSF TARGETS	Seda's MTSF targets	Seda's contribution
Facilitate an increase in the number of competitive small businesses, with a focus on township economies and rural development	• 260 000 SMMEs receiving business development support • Entrepreneurs trained on business development • 35 731 SMMEs participating in export development	• 506 118 SMMEs supported • 201 914 entrepreneurs participating in business awareness session • 14 789 SMMEs participating in export markets
SMME development through Incubation Centres and digital hubs	• Increase the number of incubators, Centres for Entrepreneurship and Rapid Incubation (CfERIs) and digital hubs to 270, prioritised in rural and township areas	• 110 incubators, CfERIs and digital hubs supported
Transformative, representative and inclusive economy that prioritises women, youth and persons with disabilities	• Women (40%) – 104 000 women accessing business development support • Youth (30%) – 78 000 young entrepreneurs accessing business development support • Persons with disabilities (7%) – 18 200 persons with disabilities accessing business development support	• 131 145 women-owned SMMEs supported through business development • 98 887 youth-owned SMMEs supported through businesses development • 7 242 SMMEs owned by disabled persons supported through businesses development
Competitive and accessible markets through reduced share by dominant firms in priority sectors and expanded small businesses	• 20 product markets established to ensure localisation and that citizens are encouraged to buy locally produced products	• 175 pop-up markets supported



INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme

ENTERPRISE DEVELOPMENT PROGRAMME

1

PURPOSE: Provide needs based and growth-oriented business support to small enterprises and cooperatives through the Seda network. SMMEs and Cooperatives are supported with business related information, advice, consultancy, training, and mentoring services including business specific interventions to access markets. Township and rural-based enterprises are prioritised to ensure that they are competitive and contribute meaningfully to the South African economy. In contributing towards the Seda impact statement of 'Competitive, innovative, and sustainable SMMEs and Cooperatives creating jobs and contributing to inclusive economic growth', the enterprise development programme delivers against the following outcomes in the approved Strategic Plan.

Outcome 1:

Increased growth and sustainability of SMMEs and Cooperatives.

Outcome 2:

Increased localisation and market penetration by SMMEs and Cooperatives.

PROGRAMME 1: ENTERPRISE DEVELOPMENT PROGRAMME (CONTINUED)

Table 3: APP contribution to institutional outcomes – Programme 1

Institutional Outcomes	APP Contribution
Increased growth and sustainability of SMMEs and cooperatives.	• Entrepreneurship Awareness • Township and Rural economic development • Business Development Support • Business Mentorship and Coaching • Cooperative Development Support
Increased localisation and market penetration by SMMEs and Cooperatives.	• Access to local and international markets including trade missions.
Significant achievements under Programme 1: Enterprise Development Programme includes: • 30 084 SMMEs and cooperatives reached through entrepreneurship awareness and • 23 549 township and rural based business supported.	

Table 4: Priority Group Response – Programme 1

Priority Group	Seda’s response to the priority groups	Corrective action to improve performance
Women	• Seda supported women-owned businesses with various interventions among which includes, applications for access to funding, financial management training, cooperatives training and basic business skills training. • Impactful interventions were offered to women owned businesses like, Cooperatives Governance Training, Trade Mission participation, access to equipment and access to local markets. • Out of the 87 560 businesses supported, 51% (44 656) are women owned.	• The organisations' performance in supporting women-owned businesses was above the set target of 40%. • In the new financial year, the organisation will continue providing structured support to women-owned businesses to ensure their growth and sustainability.
Youth	• Seda hosted several events focusing on youth throughout the year, the majority of which were organised around the youth month. Among these are: – Business registrations, application for funding, bookkeeping training, costing and pricing, IMEDP equipment’s and startup business training. – Out of the 87 560 businesses supported, 34% (29 799) are youth owned.	• The organisations performance in supporting youth owned businesses was above the set target of 30%. In the new financial year, the organisation will continue to engage youth organisations to understand youth needs and the type of new businesses that require Seda support.
People with disabilities	• Seda identified several stakeholders who engage with disabled individuals to offer non-financial business management support. • However, the level of support provided remains below the set goals. Current assistance includes business formalisation and help with funding applications. Of the 87 560 businesses supported, 5% (3 373) are owned by people with disabilities.	• The organisation will improve its effort in identifying disabled persons who have an interest in starting small businesses and provide structured support. • In the new financial year, Seda will aim to recruit people who have ability to provide training to people with special needs and also source material which can be used by people with disabilities, e.g. people who are blind.

PROGRAMME 1: ENTERPRISE DEVELOPMENT PROGRAMME (CONTINUED)

Table 5: Programme 1 achievements

Outcomes	Outputs	Output Indicator	Audited 2022/23 Achievement	2023/2024 Annual Target	2023/2024 Actual Achievement	Variance	Reasons for Variance
1. Increased growth and sustainability of SMMEs and Cooperatives.	Facilitate entrepreneurship awareness.	Number of people who attended entrepreneurship awareness sessions.	68 117	20 000	30 084	10 084	Target exceeded due to more briefing sessions that took place during the year.
	Facilitate township and rural-based SMMEs and Cooperatives support.	Number of township and rural based business supported with non-financial business development.	21 802	18 000	23 549	5 549	The leads that were generated this year were assisted with various interventions.
	Facilitate priority sector support.	Number of SMMEs and Cooperatives supported in priority sector with non-financial business development to scale-up their business.	187	50	119	69	Some of the Branch clients that needed support were in this sector.
	Facilitate growth and sustainability of SMMEs and Cooperatives.	Number of SMMEs and Cooperatives supported with business development.	Not monitored in 2022/23	2 000	2 970	970	The leads that were generated in the previous financial year were assisted with various interventions during the year under review.
	Facilitate growth and sustainability of SMMEs and Cooperatives.	Number of SMMEs and Cooperatives supported with training, mentorship and coaching.	22 088	20 500	24 329	3 892	More training, mentorship and coaching support took place during this year.
		Number of Cooperatives Assisted through cooperatives development support programme.	Not monitored in 2022/23	40	93	53	More applications were approved for CDSP support.
	Facilitate access to local markets.	Number of SMMEs and Cooperatives supported to participate in local markets.	4 590	2 500	3 370	870	SMMEs were assisted through ESD partnerships and Pop-Up markets.
2. Increased localisation and market penetration by SMMEs and Cooperatives.	Facilitate access to international markets.	Number of SMMEs and Cooperatives supported with international markets readiness interventions.	2 559	500	2 608	2 108	A significant number of clients participated in export awareness and international trade webinars, as well as various capacity building programmes.
		Number of SMMEs and Cooperatives supported through trade missions.	Not monitored in 2022/23	300	438	138	There were international trade events and interventions that took place this quarter.

Programme	TECHNOLOGY PROGRAMME
2	PURPOSE: To support SMMEs and Cooperatives by providing them with the necessary skills and tools to enhance their business production capacity and sustainability. Seda provides incubation services and technology transfer assistance. In contributing towards the Seda impact statement of 'Competitive, innovative, and sustainable SMMEs and Cooperatives creating jobs and contributing to inclusive economic growth,' the technology programme delivers against the following outcome and five-year targets in the approved Strategic Plan.
Outcome 1:	Increased growth and sustainability of SMMEs and Cooperatives.
Outcome 2:	APP contribution to institutional outcomes – Programme 2

Table 6: APP contribution to institutional outcomes – Programme 2

Institutional Outcomes	APP Contribution
Increased growth and sustainability of SMMEs and Cooperatives	- Incubation Support. - Technology Transfer Assistance.
Significant achievements under Programme 2: Technology Programme includes: 2 268 SMMEs and Cooperatives supported through the Incubation Programme. 54 SMMEs and Cooperatives supported with equipment and machinery through the Technology Transfer Programme.	

Table 7: Priority Group Response – Programme 2

Priority Group	Seda’s response to the priority groups	Corrective action to improve performance
Women	- Seda supported women-owned businesses with several interventions which includes incubation, and technology transfer assistance. - Of the 2 322 businesses supported, 43% (1 008) are women owned.	In the new financial year Seda will prioritise women-owned businesses and provide structured incubation and technology transfer interventions.
Youth	- Seda provided interventions to youth owned businesses among which includes incubating youth owned businesses, and support through Technology Transfer Assistance. - Of the 2 322 businesses supported, 49% (1 130) are youth owned.	- The organisation will engage youth organisations and local municipalities to provide relevant support to youth owned businesses. - Seda will continue to engage organisations such as NYDA to improve service offering and programmes for youth businesses.
People with disabilities	Of the 2 322 businesses supported, 3% (61) are owned by people with disabilities.	The organisation will identify and continue to engage organisations that represent people with disabilities with the intention to improve the organisation’s performance in this area.

Table 8: Programme 2 achievements

Outcomes	Outputs	Output Indicator	Audited 2022/23 Achievement	2023/2024 Annual Target	2023/2024 Actual Achievement	Variance	Reasons for Variance
Increased growth and sustainability of SMMEs and Cooperatives.	SMMEs and Cooperatives supported to be competitive.	Number of SMMEs and Cooperatives supported through the incubation programme.	2 507	1 800	2 268	468	Newly launched EIP incubators contributed to the increased number of clients supported.
		Number of SMMEs and Cooperatives supported through the technology transfer assistance programme.	32	50	54	4	There was an increased interest in Pitch for Funding from SMMEs.

Programme	IMPACT AND SUSTAINABILITY
3	PURPOSE: To monitor and measure business impact post Seda intervention; key indicators include jobs created, jobs sustained and turnover improvement. To support SMMEs and Cooperatives by providing necessary skills and tools to enhance their business production capacity and sustainability. The support includes the provision of incentives for quality and compliance standards, product testing and certification. In contributing towards the Seda impact statement of 'Competitive, innovative, and sustainable SMMEs and Cooperatives creating jobs and contributing to inclusive economic growth,' the impact and sustainability programme delivers against the following outcome and five-year targets in the approved Strategic Plan:
Outcome 1:	Increased growth and sustainability of SMMEs and Cooperatives.

Table 9: APP contribution to institutional outcomes – Programme 3

Institutional Outcomes	APP Contribution
Increased growth and sustainability of SMMEs and Cooperatives	• Quality and Productivity Improvement. • Jobs Created, Jobs Sustained and Business Turnover Increased.
Significant achievements under Programme 3: Impact and Sustainability includes: • 2 667 SMMEs and Cooperatives assisted with Quality improvements, • 2 035 SMMEs and Cooperatives assisted with Productivity improvement, • 1 428 SMMEs and Cooperatives whose turnover has increased by 5% per annum, • 5 332 Jobs created, and • 10 364 Jobs sustained.	

Table 10: Priority Group Response – Programme 3

Priority Group	Seda’s response to the priority groups	Corrective action to improve performance
Women	• Seda supported women-owned businesses with several interventions which includes incubation, business management training, productivity and quality improvement interventions. • Of the 4 702 businesses supported, 44% (2 069) are women-owned.	• In the new financial year the organisation will prioritise women-owned businesses for training, mentorship and coaching programmes. and provide structured incubation, technology transfer and quality improvement interventions.
Youth	• Seda provided support to youth owned businesses among which includes Quality and Productivity interventions. • Out of the 4 702 businesses supported, 32% (1 485) are youth owned.	• The organisation will engage youth organisations and local municipalities to provide relevant support to youth owned businesses. • Seda will continue to engage organisations such as NYDA to improve service offering and programmes for youth business.
People with disabilities	• Of the 4 702 businesses supported, 5% (246) are owned by people with disabilities	• The organisation will identify and continue to engage organisations that represent people with disabilities with the intention to improve the organisation's performance in this area.

PROGRAMME 3: IMPACT AND SUSTAINABILITY (CONTINUED)

Table 11: Programme 3 achievements

Outcomes	Outputs	Output Indicator	Audited 2022/23 Achievement	2023/2024 Annual Target	2023/2024 Actual Achievement	Variance	Reasons for Variance
Increased growth and sustainability of SMMEs and Co-operatives.	Facilitate growth and sustainability of SMMEs and Co-operatives.	Number of SMMEs and Cooperatives supported with quality improvement interventions.	4 179	1 000	2 667	1 667	Training focusing on Quality Management Systems and HACCP took place this year. There were also QMS interventions.
		Number of SMMEs and Cooperatives supported with productivity improvement interventions.	2 257	1 000	2 035	1 035	Collaborations with Productivity SA on productivity improvement programmes and support contributed to this indicator.
		Number of SMMEs and Cooperatives whose turnover has increased by a minimum of 5% per annum.	2 683	700	1 428	728	Improvement assessments that were conducted during this year increased.
		Number of jobs created by SMMEs and Cooperatives supported through non-financial support interventions.	5 433	4 500	5 332	832	Most of the assessed businesses reported an increase in jobs.
Increased growth and sustainability of SMMEs and Co-operatives.	Facilitate growth and sustainability of SMMEs and Co-operatives.	Number of jobs sustained by SMMEs and Cooperatives supported through non-financial support interventions.	12 541	8 000	10 364	2 364	Most of the assessed businesses focused on retaining jobs due to the economic climate.

Programme	ADMINISTRATION
4	PURPOSE: To provide strategic leadership and capacitating the organisation to deliver on its mission. This includes monitoring customer, stakeholder and employees' level of satisfaction and introducing initiatives to improve the organisations level of innovation and agility. The programme also amplifies the need to collaborate with other partners in the ecosystem to increase service access. In contributing towards the Seda impact statement of 'Competitive, innovative, and sustainable SMMEs and Cooperatives creating jobs and contributing to inclusive economic growth,' the administration programme delivers against the following outcome and five-year targets in the approved Strategic Plan.
Outcome 3:	Integrated and coordinated ecosystem support for SMMEs and Cooperatives.
Outcome 4:	An agile, innovative, excellent, and customer-centric organisation.

Table 12: APP contribution to institutional outcomes – Programme 4

Institutional Outcomes	APP Contribution
An Integrated and Coordinated Ecosystem Support for SMMEs and Cooperatives.	• DEF Programme
An agile, innovative, excellent and customer centric organisation.	• Implement innovative ideas. • Digitise priority systems. • Measure stakeholder satisfaction. • Measure customer satisfaction. • Measure employee satisfaction. • Organisational vacancy rate. • Recognised staff for excellence.

Significant achievements under Programme 4: Administration includes:

- 70% Implementation of the DEF Model,
- 75% Innovative Ideas Implemented,
- 5 Priority Systems Digitised,
- 90% level of Stakeholder Satisfaction,
- 97% level of Customer Satisfaction,
- 67% level of Employee Satisfaction,
- 6% Vacancy Rate, and
- 80% Recognition for Staff Excellence.

PROGRAMME 4: ADMINISTRATION (CONTINUED)

Table 13: Programme 3 achievements

Outcomes	Outputs	Output Indicator	Audited 2022/23 Achievement	2023/2024 Annual Target	2023/2024 Actual Achievement	Variance	Reasons for Variance
3. Integrated and coordinated ecosystem support for SMMEs and Cooperatives.	Build an effective ecosystem.	Percentage implementation of the Ecosystem development plan.	6%	70%	70%	0	None
4. An agile, innovative, excellent, and customer-centric organisation. Increase funding.	Innovative ideas implemented.	Percentage of innovative ideas implemented.	40%	40%	75%	35%	3 out of the 4 Innovative ideas were implemented at year end, hence the over-achievement.
	Digitise Seda services.	Number of priority systems digitised.	4	1	5	4	Improved project team engagement. Collaboration between Business systems, users and service providers.
	Measure stakeholder satisfaction.	Percentage stakeholder satisfaction	Not monitored in 2022/23	85%	90%	5%	Stakeholders and SMMEs are satisfied with partnerships that the organisations have with them.
	Measure customer satisfaction.	Percentage of customer satisfaction	99%	85%	97%	12%	Continuous engagement with stakeholders and SMMEs.
	Measure employee satisfaction.	Percentage of employee satisfaction.	51%	55%	67%	12%	Continuous engagement with all employees.
	Reduce vacancy rate.	Percentage of vacancy rate.	7.3%	<10%	6%	4%	Continuous engagement and follow-ups are made to accelerate the filling of approved vacant positions.
	Continuous engagement and follow-ups are made to accelerate the filling of approved vacant positions.	Percentage of staff who performed at 311 and above in the performance cycle recognised for excellence.	83%	60%	80%	20%	Continuous advocacy for a Performance-driven culture. The organisation achieved 80% of employees who scored a performance rating of 311 and above (during first semester performance evaluation).

LINKING PERFORMANCE TO BUDGET

PROGRAMME/ACTIVITY/OBJECTIVES	2023/2024			2022/2023		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Enterprise Development	824 770	726 348	98 421	483 765	482 718	1 046
Technology Programme	165 855	158 278	7 577	180 421	183 432	3 011
Impact and Sustainability Programme	295 760	129 043	166 716	95 046	93 675	1 371
Administration	213 622	207 149	6 473	195 972	194 730	1 241
Total	1 500 005	1 220 818	279 188	955 204	954 556	648

In the 2023/24 financial year, Seda's received additional funding in the amount of R470 million from the Department of Small Business Development (DSBD) for Asset assist, General Dealers, Product Markets and Energy Renewal projects.

Programmes one, two and three were allocated 85.76% of the total budget and spent 78.80% of its allocated budget.

Programme four (Administration) was allocated 14.24% of the total budget and spent 96.97% of its allocated budget.

This resulted in a total underspending of the organisation of 18.61% of their budget of R1,5 billion.



PROVINCIAL MANAGEMENT TEAM



MS TANDEKA ROZANI
Eastern Cape



MR COLIN FRANCIS
Gauteng



MS JACKIE NTSHINGILA
Free State



MR CEDRIC MNGUNI
KwaZulu-Natal



MR KOENIE SLABBERT
Limpopo



MR MANDLA SIBIYA
Mpumalanga



MS KEDISALETSE WILLIAMS
Northern Cape



MR SABELO NTSHANGASE
North West



MR KIEWIT MHLONGO
Western Cape



SUCCESS STORIES

SMME CHALLENGES AND SEDA'S IMPACT

Small, Medium, and Micro Enterprises (SMMEs) and Cooperatives in South Africa face diverse hurdles, including financial constraints, market access issues, and compliance demands. Operating across sectors like food franchising, construction, diamond beneficiation, and automotive manufacturing, these businesses often struggle with similar challenges, primarily the need for targeted support to realise their potential.

Seda has played a crucial role in tackling these issues through comprehensive support. The support included facilitating finance access, providing technical guidance, aiding compliance and certification, and creating market opportunities. These targeted interventions help businesses overcome immediate obstacles and foster long-term growth.

Thanks to Seda's support, many enterprises have seen remarkable progress, such as significant turnover increases, expanded operations, and essential industry certifications. These successes not only enhance individual businesses but also contribute to broader economic development by creating sustainable jobs and boosting regional economic stability.

In summary, the success stories of SMMEs and Cooperatives underscore the transformative power of targeted support and development initiatives. Seda's contributions have enabled businesses to transition from mere survival to robust growth and sustainability, furthering economic growth.

ALMAR'S CANVAS CC T/A SA CANVAS

Province	Eastern Cape
Branch name	Nelson Mandela Bay Branch
Business name	Almar's Canvas CC t/a SA Canvas
Business type	Manufacturing of Canvas Products

Background

Almar's Canvas CC trading as SA Canvas was started by David Broadbent and Kenneth Forbes in 1989. They built a solid business, known for quality products produced with integrity. The business operated in Lavinia Street, North End Port Elizabeth for many years. In January 2000 it was purchased by Marlene Millard, who, with the help of her team, gradually expanded the range of products to include outdoor blinds and game lodge tented camps. In February 2009 the business moved to Baakens Valley, Port Elizabeth where it is currently operating from.

The company is wholly owned by Marlene, who has a wealth of knowledge acquired during her 21 years of experience in the steel industry. Her vision is to make SA Canvas the market leader with superior quality and excellent service supported by experienced staff. The business provides full-time employment to 20 people which includes the owner and her spouse.

The business manufactures:

- Tarpaulins, truck curtains, canopy covers, cargo nets, chicken-run curtains, boat covers, sun canopies, box covers.
- Machine covers, PVC racking systems, strip curtains.
- Outdoor blinds, game lodges, pool covers, Jacuzzi covers.
- Cricket pitch covers, scrum blocks, tennis net, trampolines.
- Stretchers for hospitals and hunting.
- Packaging tapes.

Business challenges

Marketing of products to potential clients was limited due to an already critical cash flow situation, combined with limited resources. The company wanted to diversify into new markets and to explore the possibility of an online market for their products. The owner also wants to explore international markets and export to neighbouring countries. They require additional equipment to enable this.

Seda intervention

The business was assisted by business advisor, Lizle Schultz, in the Nelson Mandela Bay branch. After a diagnostic assessment was conducted the following improvement interventions were undertaken. The business was assisted with the development of an e-commerce website. They were also assisted with the submission of a Technology Transfer Assistance (TTA) grant application.

Outcome/Results

- Increased awareness of the services offered by the business via the e-commerce website.
- A greater reach to prospective customers enabling access to international markets.
- Turnover increased by 14.56%
- One new job opportunity was created, and the business is employing twenty staff personnel in total.

“A huge thank you to Seda for assisting us with our website and establishing an online store. You gave us hope during a trying time. We have grown our market from predominantly Eastern Cape to South Africa and Sub-Saharan Africa, including indirect exports.”



JB MADELA BLOEM GOLF WORKSHOP (PTY) LTD

Province	Free State Province
Branch name	Mangaung Branch
Business name	JB Madela Bloem Golf Workshop (Pty) Ltd
Business type	Automotive Service Sector

Background

JB Madela Bloem Golf Workshop, under the incisive directorship of Mr. JB Madela and Mrs. PN Madela, is a distinguished private entity situated in Bloemfontein. Specialising in auto-mechanical repairs with a focus on Volkswagen vehicles, workshop stands out for its comprehensive range of services and unwavering commitment to customer satisfaction. Over the past nine years, business transitioned from a modest backyard operation to a professional workshop renowned for its expertise and reliability. In addition to their core services, including roadside assistance and towing, they are accredited to collaborate with prominent vehicle insurers such as Nedfleet, Wes-bank, and Emerald Insurance. Currently, they are in the midst of an exciting expansion project, constructing six service stations to bolster their operational capacity and enhance customer support. JB Madela provides a wide range of auto repair services. These include but not limited to:

- General motor mechanics
- Comprehensive engine repair
- Maintenance
- Transmission
- Brake repair
- Vehicle storage

When the owner approached Seda , the company faced a predicament where its existing clientele was in place, but its growth trajectory did not align with projections, prompting a quest for insights into accessing additional markets. While some machinery investments had been made to expand service capabilities, there remained a pressing need for additional industrial equipment and larger infrastructure to support operational demands adequately. Given the absence of proper financial records and a limited grasp of the business’s financial standing, prioritising financial management training emerged as essential. Moreover, the acquisition of RMI certification was identified as imperative to penetrate specific markets. Additionally, addressing signage requirements was deemed necessary to enhance visibility and brand presence.

Seda intervention

An assessment was conducted and the following action plans, based on the recommendations from the assessment, we developed:

- Training - Business plan training was provided to the owners of the business.
- Financial Clean-up – A service provider was appointed to work on their financial statements.
- Business Plan – A comprehensive business plan was developed for access to funding.
- Trade facilitation – through Seda and other stakeholders exposing business to bigger markets.
- On-going Mentorship and coaching on general business operations.
- Marketing – Signage was developed for access to local markets.
- Access to funding – IMEDP funding application

Outcome/Results

Following the intervention facilitated by Seda, significant positive transformations have propelled the business forward. Development of signage enhanced visibility and reinforced brand identity, which lead to increased sales. With the assistance of a service provider, comprehensive financial statements were crafted, offering clear insights into the business’s status and avenues for improvement. Leveraging the developed business plan, collaborations with various stakeholders materialised, culminating in substantial funding support. Notably, the NYDA provided R120,000 for tools and machinery, while DESTEA facilitated Mr. Madela’s training in Brazil, resulting in a Diploma as an Automotive Technician and subsequent funding of R350,000 for premises expansion and acquisition of a tow truck. Furthermore, the owner reinvested the income and was able to upgrade the business facilities. With upgraded facilities and RMI certification, the business secured contracts with insurance companies and governmental departments, including a lucrative five-year agreement with the Department of Police, Roads, and Transport. Additionally, a partnership with MERSETA facilitated further funding of R270,000 for skills transfer training. Through Seda’s facilitation the business received machinery and equipment through IMEDP amounting to R20 000. As a testament to these advancements, turnover skyrocketed by 439% in 2023, leading to the creation of one new job and the sustained employment of ten individuals.

“We are extremely grateful for the invaluable assistance provided by Seda.”



BLUECLEEN (PTY) LTD

Province	Gauteng
Branch name	Tshwane
Business name	Bluecleen (Pty) Ltd
Business type	Door to door deep cleaning, hygiene and landscaping services

Background

Bluecleen Pty Ltd (priority sector) is a company that was established in Tshwane, Gauteng, South Africa in 2016. It was founded by Moitshepi Thabang Motau, Lombard Suzan and Motau Linkie Raesetja. Bluecleen is registered with the National Contract Cleaning Association. This registration allows the business to keep up to date with regulations and trends of the industry. The company provides deep cleaning, mall/ shopping centre cleaning, carpet cleaning, upholstery cleaning, upholstery repairs, tile cleaning, hard floor cleaning and window cleaning, automotive valet, office cleaning, domestic cleaning and contract cleaning. The company services local business, government and residential customers in Gauteng and Limpopo. Bluecleen strives to provide clients with professional, first-class quality service and convenient scheduling.

Business challenges

The challenges of the company could be summarised as follows:

- Limited access to business development and support services
- Absence of a business plan
- Non-participation on trade shows and exhibitions
- Low turnover and sales volume

Seda intervention

Business diagnostic assessment, a Critical Planning Exercises (CPE), was conducted on the business. The tool allowed for financial projections and simulated various “what if” scenarios. It helped the client to make accurate, realistic financial predictions and to develop a plan which significantly contributed to business viability. The CPE was conducted based on 12 months’ financial projections to establish whether the business would be able to raise and afford finance. This was followed by an ACO assessment tool. The tool was aimed at assessing the business’s operational framework considering the key aspects of the business. Recommendations were drafted and an action plan submitted. Recommendations included, amongst others, a business plan, facilitation of access to finance and trade shows and exhibitions.

Outcome/Results

After Seda’s Intervention the following growth were recorded:

- Business participated in the Eskom Small Business Expo
- Turnover increased by 1002%.
- Number of employees increased from 14 to 46 permanent employees during the 2023 financial year.

“Bluecleen welcomes and appreciates the support received from both the Business Advisor and Seda at large. Through Seda’s business development and advisory support, the company was able to secure some short-term contracts with a few organisations. The business plan and the exhibitions were effective in attracting new clients and sales to the business. This led to an increase in sales and the number of employees. In the process, the business was also able to add hygiene and landscaping as additional services. The Bluecleen team extends appreciation to Seda and looks ahead to future support and guidance.”



KHUKHZA FARMING 01 CC

Province	KwaZulu-Natal
Branch name	Amajuba Branch
Business name	Khukhza Farming 01 CC
Business type	Agriculture

Background

Khukhza Farming is a 100% black-owned business from Klipfontein, Vryheid, in the Province of KwaZulu-Natal. The company was founded in 2009 by the owner, Mr Linda Nyandeni. The company offers animal breeding for cattle, goats, and sheep. They also do crop farming of maize, ordinary beans, cabbages, and potatoes. The company currently turns over R8 184 000.00 annually and employs 12 permanent staff. The business also relies on seasonal workers for the planting and harvesting seasons, comprising 30 and 50 employees, respectively.

At its formation in 2009, Khukhza Farming started with one farm with an approximate size of 2 hectares. Over the years, he has acquired three other farms, equating to 400 hectares under use. Khukhza Farming has deployed one hundred and thirty-five hectares towards planting and 52 hectares towards grazing for the livestock. The farm produces 6.5 tons per hectare of maize. The farm has 500 cattle, 100 sheep and 60 goats. Furthermore, the farm has an abattoir that can slaughter 144 cows per month.

Business challenges

Khukhza Farming was severely affected by the floods in April 2021 that decimated crops and livestock in most parts of KwaZulu-Natal due to extremely heavy rainfall. The farm owner estimated that the floods drowned 60% of grain crops. Consequently, the business took a significant hit, with all its seeds drowning in the heavy rainfall. Given the devastation of the floods, the company did not have sufficient cash flow to replace the grains and livestock, thus unable to plant at the required

time and sell livestock to their existing customers. Accordingly, the owner approached Seda for assistance and support regarding these challenges.

Seda intervention

- Seda conducted a Floods Impact Assessment and a Gap Analysis company assessment to identify appropriate interventions to make Khukhza Farming operational and replace whatever was lost in the floods. After completing these assessments, Seda decided to assist with the application to access the Department of Small Business Development's Formal Flood Relief Programme.
- Khukhza Farming also received ongoing support and coaching from Seda to assist in repositioning their products by managing the cost of production and selling price.

Outcome/Results

As a result of Seda's intervention, Khukhza Farming has increased its client base amid a challenging economic environment. As a result of the flood relief funding, the business has become more visible to the local community, thus attracting and broadening its clientele. The company achieved the following improvements:

- Khukhza Farming received a grant funding of R733, 429.00 under the Flood Relief Programme, utilized for purchasing seeds and fertilizer.
- Turnover increased by 10%. This was significant improvement considering the impact of the floods and load shedding.
- The company increased employment from twelve (12) people to thirty-two (32) people employed.
- The firm secured three large new customers: AFGRI (maize buyers), Eshowe Meat Co. and AAM (animal auctioneers).
- Due to business improvements, Khukhza Farming was admitted into Trade and Investment KwaZulu-Natal Export Accelerator Programme.

"My sincere thanks to Seda. Seda's involvement in my business was crucial. We are extremely grateful for the funding assistance, guidance and support received. We look forward to growing with you."



KHOM CLEAN (PTY) LTD – TA GALITOS

Province	Limpopo
Branch name	Sekhukhune
Business name	Khom Clean (Pty) Ltd – TA Galitos
Business type	Cooked Foods Franchise

Background

Galitos, a renowned food franchise now has presence in the village named in Jane Furse, Limpopo, South Africa. The franchise is synonymous with delicious, authentic flavors and a warm, inviting dining experience. The business takes pride in offering a menu that caters to those who crave flavorful and satisfying meals. Registered as Khom Clean (Pty) Ltd trading as a Galitos Franchise is a start-up company founded by Khomotso Mosehla and Tetelo Choeu with an aim to create employment in their community. The business was established as an entity that specialises in supplying cleaning detergents to resellers, schools and the community. Then the duo identified a need in the area for a Galitos franchise. The area is a very busy area that attracts clients that are travelling to Jane Furse and surrounding villages.

To start the business, the owners invested funds from their own savings to start the franchising process and purchase resources and equipment required then.

The business is a registered as a private company. It is a 100% black and youth owned. The two directors hold 50% shareholder ship each. The business is a level 1 BBBEE contributor in terms of the dti's Codes of Good Practice. The business is currently operating in Sekhukhune district in the area of Ga-Moloi in Jane Furse Makhuduthamaga.

The client aims to expand by franchising Galitos in the area of Ga Matlala which will also increase the number of employees in the entity. They also aim to tap into various local markets in the food industry while creating more sustainable jobs. The client approached Seda to request assistance with business development services to grow their business and become sustainable by application of finance with Sefa.

Business challenges

- Lack of finance to complete the process of franchising Galitos.

Seda intervention

Lack of finance to complete the process of franchising Galitos: Seda assisted the client with an application for financial access with sefa which afforded the clients the opportunity to complete the process of franchising and receive their necessary equipment, tools, branding, employee training etc.

Outcome/Results

- The organisation was able to secure a funding worth R 607 466,25 which was used as working capital and to complete the franchise fee and process.
- Galitos, a renowned food franchise now has presence in the village named Ga Moloi – in Jane Furse, Limpopo, South Africa and it is 100% black youth owned.
- Their clientele has grown significantly, and they continue to attract more clients on a daily basis.
- New jobs were created by the company. The business has employed six new permanent employees since inception. Two employees are currently on probation which will be turned into a permanent position once the probation ends. They are also conducting interviews for Two grillers that the store needs.
- The turnover increased to approximately (79 900%) in the past year.

“Thank you for making our business success possible. It is appreciated” – Tetelo Choeu



NEW HEIGHTS 1973 CC

Province	Mpumalanga
Branch name	Gert-Sibande
Business name	New Heights 1973 cc
Business type	Building construction, Electrical Construction, Carpentry, Air-Conditioning and Refrigeration, Civil Construction, Maintenance.

Background

New Heights 1973 cc is an emerging company that was founded in 2005 by Mr. Dennis Delani Nkosi and Ms. Margaret Nkosi. It is now managed by Ms. Angel Nkosi with 100% youth owned company. It is formally registered with CIPC in 2005 with registration number 2005/059568/23 and is a Level 1 BBBEE contributor. The company's head office is located at Stand No: 05 Colombia Street in Evander within Govan Mbeki Local Municipality.

The company renders the following services.

- Building-Construction consists of domestic buildings, commercial building and industrial buildings.
- Electrical construction consists of electrical compliance certificates, electrical maintenance and new installations.
- Civil construction consists of water and sewage reticulation, concrete works, building of dams, substation renovations, conveyer belt maintenance. The company target market is is the mining industry, residential market, government, Sasol, Anglo American, Eskom, Sibanye Gold and Transnet.

Business challenges

- The company required assistance to access markets.

Seda intervention

To address the challenges above, SEDA assisted the company with access to market, they attended African Petrochemical Exhibition.

Outcome/Results

SEDA intervention achieved the following outcomes:

- Turnover increased by 13.8%. The employees increased from 38 to 72.

“We sincerely appreciate the time we spent with Seda. Your advice was very helpful and gave me new perspective on available opportunities, and we especially appreciate the effort Seda took for connecting us with others during the network sessions.”



KHL (PTY) LTD

Province	North West Province.
Branch name	Bojanala East Branch
Business name	KHL (Pty) Ltd
Business type	Automotive Industry

Background

KHL Automotive Technologies (Pty) Ltd is a manufacturer in the Automotive sector that fabricates, modifies, and repairs trolleys/stillages for a wide range of automotive components. The company provides support to Nissan with material handling and engineering functions. They work in coordination with the Supply Chain department. They are located in the Incubation Centre of the Nissan plant based in Rosslyn. KHL also receives ongoing technical support from our partner, the AIDC (Automotive Industry Development Corporation).

Since 2017 KHL Automotive Technologies (Pty) Ltd has been addressing an ongoing need for continuous improvement, production, quality and material handling solutions as specified by Nissan's supply chain department.

With a history of innovation and development spanning over six years, KHL (Pty) Ltd is a trusted provider of innovative, long-lasting and environmentally sound operational systems in the automotive industry.

Business challenges

The challenges experienced by KHL (Pty) Ltd were:

- Lack of ISO 9001:2015 standards to be able to do business with corporate companies in the automotive sector.
- Lack of adequate financial resources to buy the much-needed automatic machinery to produce more significant volumes at the required speed and accuracy.

Seda intervention

Seda conducted a Baseline audit and appointed a service provider to deliver according to the following processes for ISO 9001:2015 Certification:

- Provide Project Plans and the Implementation of ISO 9001:2015.
- Auditing process conducted.
- Conduct Stage 1 Certification Audit.
- Closure of non-conformances.
- Conduct Stage 2 Certification Audit.
- Closure of non-conformances.
- Certification documentation.

Outcome/Results

Seda's assistance made a significant impact on the business:

- The final ISO Systems audit was conducted on KHL (Pty) Ltd, and they have now succeeded in obtaining ISO 9001:2015 Certification issued by a SANAS accredited service provider 'Alpha Certification Services'. This implies that the International Community now recognises KHL (Pty) Ltd as a company that can compete with confidence against its National and International counterparts for the supply of their products and services on the market.

The company's director Mr Neo Khalo, expressed his appreciation for acquiring the ISO Certification and said: "A huge thank you to David Lehlahe & Seda for all your assistance, which was instrumental in our journey to become a best-practice business."



OUTCLASS CRYSTALLIZED GEMS

Province	Northern Cape
Branch name	Frances Baard
Business name	Outclass Crystallized Gems
Business type	Diamond Beneficiation & Jewellery Manufacturing.

Background

Outclass Crystallized Gems, also known as OCGems, was established in 2015 as a company specialising in diamond cutting and polishing. In addition to this, OCGems is involved in various services such as the production of custom-made diamond jewellery and bulk diamond sales (including rough diamonds). The founders of the company, Mr. Desmond, M Ratsoma and Mr. Robin S Bhebhe, have a wealth of experience and qualifications in the diamond industry. Mr. Ratsoma possesses extensive expertise, while Mr. Bhebhe received a full bursary from De Beers in 2014 to further enhance his knowledge and skills in the industry.

OCGems receives invaluable support and guidance from the Kimberley Diamond Jewellery Incubator (KDJI), which serves as an incubator for the company. The incubator provides mentoring, coaching, and modern infrastructure, and technology to its clients. The business takes pride in being a member of the Young Diamantaires Group, an organisation led by the World Federation of Diamond Bourses, among its other noteworthy affiliations.

Business challenges

Lack of resources is one of the barriers that impedes small businesses from expanding or entering new markets. Firstly, the owners approached Seda in 2017 for support. The business had a low marketing budget and client base. This resulted in OCGems' inability to attract enough customers to keep the doors open. Further to this, the

company needed a marketing channel to communicate its value proposition. As part of its enterprise development process, the De Beers Group required the beneficiaries to have documented policies and procedures. The company did not have a quality management system in place, and this was another hinderance to effectively and efficiently implement systems which could lead to growth in production and sales.

Seda intervention

As part of its client journey with Seda , Outclass Crystallized (OCGems) was provided valuable assistance through the implementation of a marketing intervention, that helped OCGems to establish a professional image. Additionally, Seda developed a website for the business and that served as a platform for reaching a broader audience. In 2022, OCGems approached Seda once again, seeking support in obtaining the ISO9001:2015 certification. This certification is a prerequisite for eligibility in the prestigious De Beers ESP. By achieving this certification, OCGems gained a significant competitive advantage over other companies in the industry, particularly those of a similar size.

Outcome/Results

OCGems' journey with Seda since 2017 has resulted in growth in terms of turnover and employment creation.

- The implementation of the ISO standards has assisted the company with documented manuals and procedures.
- The business can further organise its processes and continuously improve on the efficiency of those processes.
- Seda is currently assisting OCGems with the application of the ISO certification, proving the company's commitment to important business objectives such as customer service and production.
- The company's revenue has increased significantly between 2021 and 2023, by 2 314%.
- The improved financial situation has resulted in an increase in job opportunities over the last year, with three (3) new positions added, bringing the total workforce to six (6).



COALITION TRADING 960 (PTY) LTD T/A NATIONAL MANHOLE COVERS

Province	Western Cape
Branch name	Cape Winelands Branch
Business name	Coalition Trading 960 (Pty) Ltd T/A National Manhole Covers
Business type	Manufacturing Manhole Covers

Background

Coalition Trading 960 T/A National Manhole Covers (Pty) Ltd is owned by Farouk Shaik. The business is based in Stikland. It manufactures polymer concrete/ composite manhole covers that are approved by the South African Bureau Standards (SABS) since 2007. There are a wide range of drain covers, frames and gulleys. National Manhole Covers is currently employing 31 staff members.

Business challenges

- The business experienced the following challenge:
- Lack of product awareness and exposure.

Seda intervention

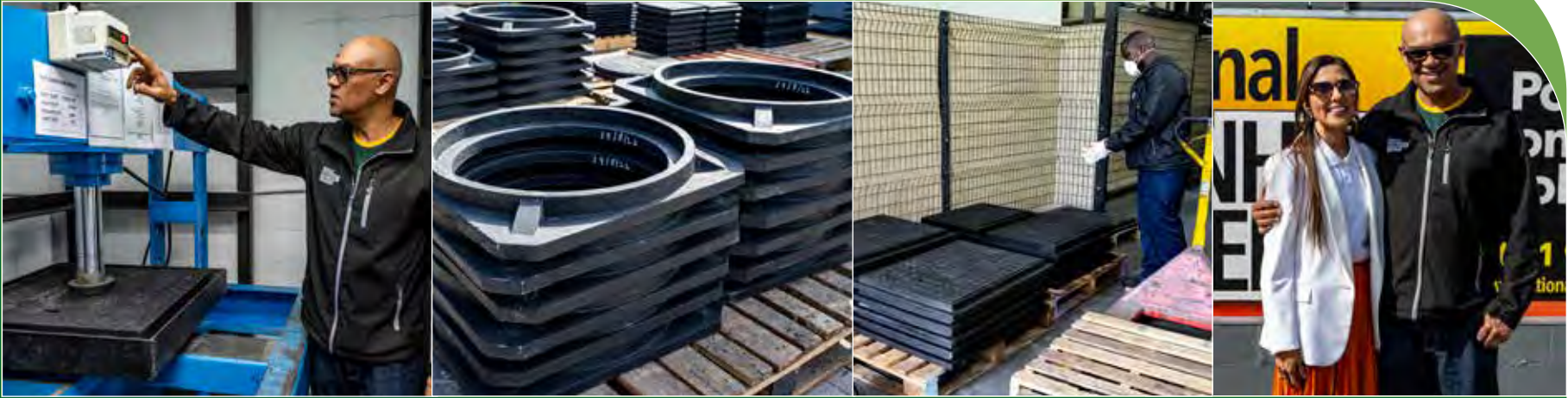
The client approached Seda Cape Winelands Branch to seek assistance to grow and enter new markets. A diagnostic assessment was conducted, and this assessment assisted the business to make accurate, realistic financial predictions and develop a plan which significantly contributes to the business viability and how best to improve competitiveness and grow the business.

The client was assisted to attend the BRICS & FACIM trade exhibitions to to gain exposure to new markets, to network, to market the business and create new business leads that could be converted into sales in the later stage.

Outcome/Results

- The following results were achieved:
- Turnover increased by 71.85%.
 - Net profit increased by 330.29%, and
 - The staff complement increased from 14 to 31.

“I am grateful for Seda’s assistance and support received.”



BATLHAKO TEMO PRIMARY COOPERATIVE (EXPORT)

Province	North West Province
Branch name	BJW CPPP
Business name	Batlhako Temo Primary Cooperative (Export)
Business type	Production of various citrus products, including Navels, Valencia, Tambo and Manola and Premiers.

Background

Batlhako Temo cooperative is a registered cooperative that started operating in 2010. It is a five-member cooperative comprising of three males and two female members. The business produces various citrus products and has contracts with Juice Production companies. The cooperative acquired the farm through the Department of Rural Development's land restitution program in 2010.

The cooperative members approached Seda for business development support. An assessment was conducted, and several challenges and interventions were identified for implementation.

The Cooperative faced the following challenges:

- Business not registered.
- Inadequate knowledge and skills of running and operating a citrus farm.
- Lack of business skills such as financial management, business planning administration and marketing
- Lack of a comprehensive and bankable business plan
- Lack of irrigation facilities
- Under capitalisation of the business in terms of equipment and logistic items.
- Lack of a defined target market and marketing plan.

Seda intervention

Seda facilitated the following interventions:

- Registration of the cooperative, and tax Clearance certificate.
- Access to funding to the value of R5 000 000 from DALRD.

- Access to markets through Sir Fruit.
- Facilitated access to funding to the tune of R15 000 000 through the Job's Fund.
- Facilitated access to international markets through the She-Trade Program. .
- The acquisition of 10% Shareholding in Magalies Juice.

Furthermore, the cooperative was supported with the following interventions:

- Technical training and mentorship by Citrus Growers Association.
- Development of a comprehensive and bankable business plan.
- Development of a website and signage boards.
- Development of a business plan for expansion (pack-house).
- Cooperative Development Support Program (CDSP) beneficiary for a tractor, trailer and weather station valued at R 982 000.00.

Outcome/Results

- The cooperative acquired a farm.
- The cooperative managed to access funding.
- The cooperative accessed international markets
- The cooperatives accessed a cost-effective production techniques of quality fruit.
- The business has access to Research and Development support in the industry.
- The entity built an automated Pack-house.

Impact

- The turnover of the business increased by 800%.
- Employment increased from 10 to 30 permanent employees and 80 seasonal workers.
- The entity is now exporting its products to Taiwan, Malasia, Middle East, China, The Philippines and Mauritius.

“The client is very excited about its interaction with Seda and about Seda's intervention. Seda will continue to support the cooperative with additional interventions”



MAKHOLOKOENG FPSU SECONDARY COOPERATIVE CC – CPPP

Province	Free State Province
Branch name	Thabo Mofutsanyana Branch
Business name	Makholokoeng FPSU Secondary Cooperative
Business type	Agriculture – Service – (CPPP)

Background

Makholokoeng FPSU Secondary Cooperative is 100% black owned business entity, firmly rooted in the agriculture sector. The co-operative was established and launched in 2017 by the Minister of Rural Development and Land reform (DRLD), Me Thokozile Didiza. The Secondary was established by nine cooperative and 1 joining in 2022(Tsheseng Primary Cooperative, MCV Primary cooperative, Diatalawa Primary Cooperative, Kholokoe Potatoes Primary Cooperative, Letsema Mobung Primary Cooperative, DAFCO Primary Cooperative, Mamello Primary Cooperative, Vukuzenzele Primary Cooperative Moretlo Primary Cooperative, Mampudi Primary Cooperative). The co-operatives is in primary agriculture with a total of 245 members. The core functions of the secondary co-operative is leasing of machinery and equipment to over 200 local farmers for soil preparations, planting and harvesting, they also assist the farmers with access to market and agro-processing. The farmer/ member pays an average minimum rate of R2 500 per day depending on the size of the hectors and the type of machine leased. The cooperative operates from Randfontein Farm 1880 near Harrismith.

Business challenges

The cooperative experience the following challenges during the inception stage:

- Understanding of the cooperative act.
- No Business Management skills by members.
- Unavailability of Marketing tools.
- No understanding of other agricultural opportunities within the district.
- Not understanding viability and profitability of the whole concept.
- Conflict resolution skills.
- Lack of Asset management skills.
- Understanding Personal & People Management skills.

Seda intervention

A diagnostic assessment was conducted, and the following interventions were informed by the assessment outcomes.

- Pre-incorporation workshop- the Regional Facilitator conducted a pre-incorporation workshop for members where the cooperative was trained on the cooperative act and basic cooperative principle.
- Trainings. Seda provided several business trainings (Start up 1 and Sales Management) to all members of the cooperative.
- Mentorship. Professional lawyers have been appointed to develop an assets management policy for the cooperative. This policy will help with the efficient management of the assets by primary member of the cooperative.
- Promotional Material: The Co-op was assisted with the provision of marketing material for visibility and credibility.

Technical training Mentorship covering the following:

- Green pepper Production.
- Egg Plant Production.
- Turmeric Production.
- Mentorship: Seda has appointed a service provider to assist the cooperative with the following (Cooperative Performance review, asset register and verification, analysis of business model, poverty impact, opportunity and risk analysis, role of municipality in the cooperative, replicability analysis, sustainability, and turnaround strategy development).
- Agri Business Plan Development Training: Seda assisted the secondary cooperative with a specialized training that focused on the development of their individual agricultural Business Plan for funding.
- Self-Mastery training: The Board of directors were trained of self-mastery in order to improve their self and people management skills.

Outcome/Results

Through Seda assistance, the cooperative is now fully operational and received the following support from the Department of Rural Development and Land Reform:

- The DRLD invested a total of R74 Million towards the acquisition of plant and machinery (Harvesters, Tractors, Sorting Machine, Planters, Inputs, vehicles, and agro-processing machines) to assist the co-operative with the daily operations.
- The DRLD donated 50 hectors for the cooperative to operate.
- The turnover of the cooperative has improved from R0,00 in 2017 to 100% in 2023.

The total number of members affiliated to the cooperative 245 members.

“Excellent services provided by Seda ”.



CHADS POWER ENGINEERING AND SUPPLIERS

Province	KwaZulu-Natal
Branch name	Quality and Standards
Business name	Chads Power Engineering and Suppliers
Business type	Mechanical Engineering Services

Background

Chads Power Engineering Supplier is a mechanical engineering business that provides steel fabrication and plant maintenance services. The business started its operations in 2018. The entity's major clients are South 32, Hybrid control and Mhlathuze Municipality, Transnet.

Business challenges

The business struggled to access major contracts due lack of quality management systems and dependent mainly on subcontracting from other business that were ISO 9001:2015 accredited.

Seda intervention

Seda assisted the business with the development of the Quality Management Systems ISO 9001:2015, implementation, training and certification thereof.

Outcome/Results

The following results were achieved:

- The client is ISO 9001:2015 certified
- The business was able to sustain its current contracts and acquire other long-term contracts with higher values due to being ISO 9001:2015 compliant and certified
- Turnover increased by 1 017%.
- The staff complement increased from 11 to 32.

“I am grateful for Seda’s assistance and support received.”



INSIKA INTERIORS – INCUBATION

Province	KwaZulu-Natal
Branch name	The Furniture Technology Centre Trust (Furntech)
Business name	Insika Interiors
Business type	Manufacturing (Wood and Wood Products Sector)

Background

Insika Interiors (PTY) LTD was established by Sipheshile Shezi in 2015. The company specialises in product and interior design, manufacturing and installation within the furniture industry. Sipheshile completed training in furniture making and gained extensive work experience by working in the furniture industry for a number of years. It was during this time that a concept was born in him to start a company that thrives in the furniture industry.

In 2019, Khanya Mthetwa joined the company and since then the company has grown from strength to strength. Insika Interiors strives to deliver high class quality to their clients. They have successfully supplied luxury furniture to a top Durban restaurant, contributing to the city's vibrant dining scene. Insika Interiors also received the esteemed rural/township-based business excellence award at the Durban Business Fair Excellence Award 2023.

Business challenges

While the production director's reputation for producing high quality solid wood furniture was growing, the challenges of running a micro enterprise began to take its toll. Some of the key challenges that the business faced at inception included:

- Finding the right employees.
- Access to identify and establish relationships with potential suppliers.
- Access to infrastructure such as machinery and equipment.
- Access to identify and apply to potential funding schemes.

Seda intervention

Furntech's Incubation Programme provided Insika Interiors to explore the opportunity to alternatives and to test new ideas in a protected environment with a lockable unit, access to a workshop, administrative services, business and technical support.

Support and services provided by Furntech included development of a detailed business plan, facilitation of marketing material, access to a fully equipped workshop, business and technical mentoring, legal and legislative compliance, network and linkage facilitation.

Outcome/Results

The Furntech interventions yielded the following results for the business in the FY2023/24:

- Turnover increased by 100%.
- Employment figures: nine including the directors.

“We are thankful for our time at Furntech as they have assisted us in achieving our goal in growing a successful company.”





PART C: GOVERNANCE

ACCOUNTING AUTHORITY/BOARD

INTRODUCTION

Corporate governance embodies processes and systems by which public entities are directed, controlled and held to account. In addition to legislative requirements based on a public entity's enabling legislation and the Companies Act, corporate governance at public entities is governed by the Public Finance Management Act, 1999 (Act No.1 of 1999) (PFMA) and runs on the principles of the King Report on Corporate Governance. Parliament, the executive, and the boards of the public entity are responsible for corporate governance. Seda is in the process of aligning its corporate governance structures and processes to King IV™ Code on Corporate Governance.

PORTFOLIO COMMITTEES

Parliament oversees Seda by evaluating the performance reported in its Annual Financial Statements and other tabled documents. The Standing Committee on Public Accounts (SCOPA) reviews the Annual Financial Statements and the audit reports of Seda's external auditor. The Portfolio Committee on Small Business Development oversees Seda's service delivery performance and reviews the non-financial information contained in the Annual Report that deals with service delivery and enhancing economic growth.

EXECUTIVE AUTHORITY

The Minister of Small Business Development is the Executive Authority and oversight rests largely on the prescripts of the PFMA. The National Small Enterprise Act, 1996 (Act No. 102 of 1996) as amended, provides that the Executive Authority can appoint and dismiss Board members including the Chairperson, Deputy Chairperson, and non-executive Board members.

The Executive Authority must ensure that the appropriate mix of executive and non-executive directors is appointed and that directors have the necessary skills to guide Seda.

Annually, Seda submits its Strategic and Annual Performance plans with budgets for the approval of the Executive Authority. During the 2023/24 financial year, Seda submitted four quarterly reports and its Annual Performance Report 2023/24, as required by the Executive Authority.

The Board of Directors is the Accounting Authority of Seda. The responsibility for corporate governance resides with the Board. Seda's has an effective and efficient Board with the majority of members being independent and non-executive directors possessing the skills needed to strategically guide the organisation. Non-executive members ensure independence and objectivity in decision making. The Board has absolute responsibility for the performance of the public entity and is fully accountable to the public entity for such performance.

The roles of the Board are to:

- Ensure compliance with laws, regulations, and government policy.
- Formulate, monitor and review corporate strategy, major plans of action, risk policy, annual budgets and business plans.
- Ensure that the shareholder's performance objectives are achieved.
- Manage potential conflicts of interest.
- Develop a clear definition of levels of materiality.
- Attend annual meetings.
- Ensure financial statements are prepared.

- Appraise the performance of the Chairperson.
- Ensure effective Board induction.
- Maintain integrity, responsibility, and accountability.
- Annually review the Delegation of Authority Policy, which defines the delegation of powers, duties, and functions of management.
- Annually reviews the delegation of authority policy, which defines the delegation of powers, duties, and functions of management.

BOARD CHARTER

In keeping with the recommendations of the King IV™ Report, the Board is governed by a Board Charter, which sets out the roles, structures and functions of the Board and its committees. The Board Charter is reviewed annually to ensure alignment with best practice and to test compliance. It focuses on:

- The Board's responsibility for the adoption of strategic plans.
- Monitoring of operational performance and management.
- Determination of policy processes to ensure the integrity of the organisation's risk management and internal controls.
- Communication policy, orientation, and evaluation.

COMPOSITION OF THE BOARD

The Board comprises twelve (12) non-executive members, with the CEO serving as an executive member. The Minister appoints the CEO in accordance with terms and conditions set by the Board. When a new appointment to the Board is required, the Minister invites nominations through public notices in the media and the Government Gazette. The CEO appoints the executive management team in consultation with the Board. Executive management is employed on a fixed-term contract.

The Board is diverse in origin, gender, race and education. Together, the members bring a wealth of experience and expertise to Seda. Women make up 50% of the Board members, 100% of whom are from historically disadvantaged communities. The Board meets as often as the business of Seda requires, but at least six times a year.

On 1 May 2022 the Minister appointed a total of fifteen (15) new Board members, including the CEO as an executive member. However, during the period under review, the following two (2) Board members resigned:

- Dr. MJ Ndlovu resigned effective 17 April 2023.
- Dr. M Qobo resigned 31 August 2023.

On 5 September 2023 the Minister appointed two (2) additional Board members to replace the members who resigned during the period:

- Ms. TG Shiviti
- Ms. M Zvobwo.

On 1 May 2024 the Minister appointed a total of fourteen (14) new Board members, including the CEO, as an executive member.

COMPOSITION OF THE BOARD (CONTINUED)

Table 14: Board composition and meeting attendance

Name	Date appointed and tenure	Qualifications	Area of expertise	Board directorships	Other committees or task teams	Number of meetings attended
Ms. Xoliswa Daku	1 May 2022 to 30 April 2024.	- Executive MBA (UCT Graduate School of Business). - LLM (University of the Western Cape). - B Proc. (University of Transkei). - Seven (7) Post Graduate Diplomas in Human Resources and Project Management.	- SMME development - Construction - Legal - Governance - Human resources - Labour - Finance - Business development	Chairperson	- Anglican Board of Trustees. - SENTECH. - NHBRC. - One and Only Hotel. - Western Cape Economic Development Partnership. - SAWEN. - TWIB. - South African International Society.	- Board – 12 - HRRESCO - 3 - Amalgamation – 8 - Nomination – 1 - SOPC – 7
Ms. Nomso Faith Kana	1 May 2022 to 30 April 2024.	- BSc (Hons) Chemistry (University of Fort Hare). - MSc Engineering (University of Pretoria).	- ICT. - Nuclear science. - Broadband. - Energy. - SMME development.	Deputy Chairperson	4IR Commission in the presidency. - Nelson Mandela science and tech centre. - City of Johannesburg – Smart City advisory. - CSIR New Generation Enterprises. - African Union: African Women leadership network. - Pikitup MOE.	- Board – 12 - HRRESCO – 6 - SOPC – 8 - Incubation – 6 - Nomination – 1 - Amalgamation - 8
Prof. Vusi Gumede	1 May 2022 to 30 April 2024.	- PhD Economics (University of KwaZulu-Natal). - MCom Economics (University of Durban – Westville). - Post Graduate Diploma in Policy Studies (University of London).	- Education - Research - SMME development	Board Member	- Southern Africa Trust: Deputy Chairman/Chairman. - Action Aid South Africa. - ANC Political School Reference Group. - Economic Development and Wellbeing Research Group (UJ). - Southern Africa Institute for Policy and Research. - Institute of Justice and Reconciliation: Transformation Audit.	- Board – 9 - ARC – 5 - Incubation – 5 - SOPC – 5 - Amalgamation – 8

COMPOSITION OF THE BOARD (CONTINUED)

Table 14: Board composition and meeting attendance (continued)

Name	Date appointed and tenure	Qualifications	Area of expertise	Board directorships	Other committees or task teams	Number of meetings attended
Mr. Jim Matsho	1 May 2022 to 30 April 2024	• BCom Economics (UNIN). • BCom (Hons) Business Management (UNIN). • BCom (Hons) Economics (Vista). • PGD Management: Public Sector (M&E)(Wits). • MCom Marketing (UP). • MBL (SBL-Unisa). • MCom Economics (UniZulu). • MCom Leadership (UKZN). • M.Management (SBS). • Diploma Corporate Law (UJ).	• SMME development. • Agriculture. • Labour. • Finance.	Board Member	• UCF: Grants Making Committee and Management Committee. • Trustee Shell: Transformation Committee. • Khulanathi Forests: Chairperson and Audit and Risk Committee. • uThungulu Community Foundation (UCF): Deputy Chairperson and Employment Consultative Committee. • Khulanathi Forests: Land Reform Sub-Committee – Mondli. • Mthashan TVET College: Audit and Risk, Human Resources and Industry and Liaison committees. • Council Member: National Forestry Advisory Council (NFAC).	• Board – 11 • ARC – 4 • Amalgamation – 4 • HRREMCO – 6
Mr. Motse Mfuleni	1 May 2022 to 30 April 2024	B Theology (Unisa) – Incomplete.	• SMME development. • Governance. • Business development.	Board Member	• Association of Community Television of South Africa. • Mpume Kapa TV (Bay TV). • Black IT Forum. • Seda Nelson Mandela Bay ICT Hub. • East London Industrial Development Zone. • IMBIZO Group. • Vodacom Franchise Forum Eastern Cape.	• Board – 12 • HRREMCO – 3 • Incubation – 6 • SOPC – 6
Mr. Pumezo Mqingwana	1 May 2022 to 30 April 2024	• BPhil Maritime Studies (University of Stellenbosch). • BSc (University of Transkei). • Advanced Project Management (Unisa). • Diploma in Tourism and Travel. • BA (University of Transkei). • Secondary Teachers Diploma (University of Transkei).	• SMME development. • Finance. • Business development.	Board Member	• Lembede Investment Holdings: Board Member. • Ntinga OR Tambo. Development Agency. • DEC Africa. • RGI.	• Board – 11 • Nomination – 1 • SEC – 4 • SOPC – 7

COMPOSITION OF THE BOARD (CONTINUED)

Table 14: Board composition and meeting attendance (continued)

Name	Date appointed and tenure	Qualifications	Area of expertise	Board directorships	Other committees or task teams	Number of meetings attended
Mr. John Sifiso Mtsweni	1 May 2022 to 30 April 2024	• Sport Management (NMU) • Certificate in Project Management 3 (IMSIMBI Training Institute). • Small Business Management (Unisa).	• SMME development. • Business development.	Board Member	• Human Resources Development • Council (HRDC): Board Member	• Board – 10 • HRRESCO – 3 • Nomination – 0 • SEC – 1 • SOPC – 5
Ms. Gorakazi Noluthando Ngcukuva	1 May 2022 to 30 April 2024	• BSc Education (University of the Western Cape). • Certificate in Environmental Education (University of the Western Cape). • Certificate in Computers in Education (Varsity College). • Certificates in Project Management, International Business Ethics Leadership and Global Ethics (Wittenburg). • Certificate in Electronic Data Processing (GIBS).	• SMME development. • Business development.	Board Member	• Afrika Khula Consortium • Qavile Foundation NPC • SALGA • Aveamagora Consulting	• Board – 12 • ARC – 6 • Incubation – 6 • SEC – 4
Ms Ms. Matshediso Joy Ndlovu	1 May 2022 to 17 April 2023	• DBA (UKZN). • MBA (UKZN). • National Diploma in Transportation Management (Rand Afrikaans University) • BTech (Technikon SA). • National Diploma in HR Management (Natal Technikon).	• SMME development . • Governance. • Human resources. • Finance. • Business development.	Board Member	• Chairmanships at various organisations including Seda. • Construction Incubator: HR and Remuneration Committee. • Umhlathuze Municipality: Performance Audit Committee. • SA Dental Assoc: HR and Remuneration Committee. • NPC: Transformation Committee • Unitrans: EE Forum and Training Committee	• Board – 0 • ARC – 0 • HRRESCO – 0 • Incubation – 0
M Ms. Beatrice T Tsakani Nkambule	1 May 2022 to 30 April 2024	• BSc (University of Fort Hare). • HDip Education (Wits) • BEd (Wits).	• SMME development. • Finance. • Business development.	Board Member	• HRSE: Committee Member • NAFCOC Prov: EXCO Member and General Secretary • Valoyi Traditional Authority: Trustee	• Board – 12 • ARC – 6 • Incubation – 5 • SEC – 4

COMPOSITION OF THE BOARD (CONTINUED)

Table 14: Board composition and meeting attendance (continued)

Name	Date appointed and tenure	Qualifications	Area of expertise	Board directorships	Other committees or task teams	Number of meetings attended
Dr. Mzukisi Qobo	1 May 2022 to 31 August 2023	• PhD International Studies (University of Warwick). • MA International Relations (University of Stellenbosch). • BA (University of Cape Town).	• Economics. • International Relations. • Governance.	Board Member	• Johannesburg Development Agency • Earn International • Corruption Watch	• Board – 0 • Nomination – 1 • SEC – 0
Ms. Tsakani Shiviti	05 September 2023 to 30 April 2024	• BA communications (University of Limpopo). • Certificate Municipal Management and Governance.	• SMME development. • Business Development.	Board Member	N/A	• Board – 7 • SEC – 4
Ms. Mmathebe Zvobwo	05 September 2023 to 30 April 2024	• Masters: Economics, Data and Policy (MIT, USA). • Masters: New Venture Creation (WITS). • Post Graduate Degree – Accounting (UCT). • Post Graduate Degree – Tax Law (UCT). • Bachelor of Commerce Financial Accounting (UCT). • CA (SAICA).	• Finance. • Tax and Accounting. • Economics. • SMME development.	Board Member	• sefa • BRICS Business Forum	• Board – 8 • ARC – 3
Mr. Nkosikhona Mbatha	1 May 2021 to 30 April 2024	• Post Graduate Diploma in Finance, Banking and Investment Management (UKZN). • BCom Accounting (University of Natal).	• Corporate Banking. • Development Finance. • SMME and Co-operative development.	Acting CEO	Acting CEO	• Board – 12 • ARC – 5 • HRRESCO – 6 • Incubation – 3 • Nomination – 1 • SEC – 3 • SOPC – 7
Ms. Nonzuzo Makanda	1 January 2023 to 30 April 2024	• M Com Economics (University of KwaZulu-Natal). • B Com Honours: Business Management specialising in Investments (UNISA). • B Com Economics (UNISA).	• Economics. • Corporate Finance. • Business Management. • Investments. • Financial Modelling. • SMME and Co-operative development. • Investment analysis.	Independent Audit and Risk Committee Chairperson	sefa	• Board – 10 • ARC – 6

BOARD COMMITTEES

The Board has several committees to assist in the discharge of its duties but remains responsible for the delegated tasks. Each committee operates within defined terms of reference and is chaired by a non-executive Board member. The Board, based on its qualifications and expertise, nominates committee members.

AMALGAMATION COMMITTEE

This committee is chaired by a non-executive Board member and comprises non-executive Board members appointed by the Board. The CEO is an ex officio member. The role of the committee is to assist the Board to ensure oversight, governance, and reporting in respect of all issues related to the amalgamation of the CBDA, sefa and Seda. The committee has agreed terms of reference, approved by the Board.

Names Of Members	Number of meetings held	Number Of Members
Ms. X Daku (Chairperson)	8	4
Ms. N Kana		
Prof. V Gumede		
Mr N Mbatha (Acting CEO)		

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee consists of non-executive Board members appointed by the Board. It meets at least every quarter and is chaired by an independent non-executive member who is not the chairperson nor a member of the Board. The External and Internal Auditors have unrestricted access to the committee. Executive and senior managers attend these meetings as standing invitees. The committee has agreed terms of reference, approved by the Board. The committee's report, included in the Annual Financial Statements, reviews the effectiveness of the organisation's internal control systems and its risk management framework.

Names Of Members	Number of meetings held	Number Of Members
Ms. N Makanda (Chairperson)	6	6
Prof. V Gumede		
Mr. J Matsho		
Ms. GN Ngcukuva		
Ms. BT Nkambule		
Ms. M Zvobwo ¹		

1 Ms. Zvobwo joined the Audit and Risk Committee on 13 September 2023.

HUMAN RESOURCES AND REMUNERATION COMMITTEE

This committee is chaired by a non-executive Board member and comprises non-executive Board members appointed by the Board. The CEO is an ex officio member. The committee has agreed terms of reference approved by the Board. The committee meets at least every quarter to formulate the human resources and remuneration strategies and policies.

Names Of Members	Number of meetings held	Number Of Members
Mr. J Matsho (Chairperson)	6	6
Ms. NF Kana		
Ms. X Daku		
Mr. M Mfuleni		
Mr. S Mtsweni ¹		
Mr. N Mbatha (Acting CEO)		

1 Mr Mtsweni was deployed to the Human Resources and Remuneration Committee (HRREMC0) from the Strategy and Organisation Performance Committee (S0PC) on 13 September 2023.

INCUBATION COMMITTEE

This committee is chaired by a non-executive Board member and comprises non-executive Board members appointed by the Board. The CEO is an ex officio member. The committee has agreed terms of reference approved by the Board.

Names Of Members	Number of meetings held	Number Of Members
Mr. M Mfuleni (Chairperson)	6	6
Prof. V Gumede		
Ms. N Kana		
Ms. GN Ngcukuva		
Ms. BT Nkambule		
Mr. N Mbatha (Acting CEO)		

NOMINATION COMMITTEE

This committee is chaired by a non-executive Board member and comprises non-executive Board members appointed by the Board. The CEO is an ex officio member. The committee has agreed terms of reference approved by the Board.

Names Of Members	Number of meetings held	Number Of Members
Mr. P Mqingwana (Chairperson)	1	6
Ms. X Daku		
Ms. NF Kana		
Dr. M Qobo		
Mr. JS Mtsweni		
Mr. N Mbatha (Acting CEO)		

SOCIAL AND ETHICS COMMITTEE

This committee is chaired by a non-executive Board member and comprises non-executive Board members appointed by the Board and the CEO is an ex officio member. The committee has agreed terms of reference approved by the Board and formulates the social and ethical strategy and policies.

Names Of Members	Number of meetings held	Number Of Members
Ms. BT Nkambule (Chairperson)	4	5
Mr. JS Mtsweni		
Mr. P Mqingwana		
Ms. GN Ngcukuva		
Ms. T Shiviti ¹		
Mr. N Mbatha (Acting CEO)		

¹ Ms Shiviti joined the Social Ethics Committee on 13 September 2023.

STRATEGY AND ORGANISATIONAL PERFORMANCE COMMITTEE

The committee plays an important role in monitoring and evaluating compliance with strategic objectives and evaluating achievement of the targets set out in the strategy by monitoring project reports. The committee has agreed terms of reference approved by the Board.

Names Of Members	Number of meetings held	Number Of Members
Ms. NF Kana (Chairperson)	8	7
Ms. X Daku		
Prof. V Gumede		
Mr. P Mqingwana		
Mr. N Mbatha (Acting CEO)		
Mr. JS Mtsweni ¹		
Mr. M Mfuleni		

¹ Mr Mtsweni was deployed to the Human Resources and Remuneration Committee (HRREMC0) from the Strategy and Organisation Performance Committee (SOPC) on 13 September 2023.

REMUNERATION OF BOARD MEMBERS

A non-executive director’s remuneration is based on the number of meetings attended, and other ad hoc non-meeting duties performed on behalf of Seda. The remuneration rate is approved by the shareholder, according to the National Treasury Guidelines, and increases annually.

No	Name	Director fees & preparation time R	Subsistence allowance R	Travelling R	Salary R	Mobile telecom allowance R	Acting allowance R	Performance bonus R	Long service award R	Re-imbursments R	Total R
1	Daku, XE	1 020 528	8 079	111 394	—	—	—	—	—	776 101	1 916 102
2	Prof Gumede, VT	202 260	805	5 586	—	—	—	—	—	8 584	217 235
3	Kana, NF	498 762	2 060	22 609	—	—	—	—	—	6 908	530 339
4	Matsho, J	201 815	1 910	28 254	—	—	—	—	—	2 992	234 971
5	Dr Ndlovu, MJ	21 572	450	2 521	—	—	—	—	—	—	24 543
6	Ngcukuva, GN	279 132	5 492	39 007	—	—	—	—	—	2 887	326 518
7	Nkambule, BT	248 594	1 288	16 862	—	—	—	—	—	691	267 435
8	Mfuleni, MM	278 681	1 438	7 633	—	—	—	—	—	210	287 962
9	Mqingwana, P	269 020	1 588	25 710	—	—	—	—	—	1 455	297 773
10	Mbatha, N	—	—	—	2 449 333	60 000	441 262	581 286	—	—	3 531 881
11	Mtsweni, SJ ^	—	2 415	10 457	—	—	—	—	—	15	12 887
12	Dr Qobo, MJ	50 882	300	3 067	—	—	—	—	—	152	54 401
13	Shiviti, TG	121 368	322	6 926	—	—	—	—	—	23	128 639
14	Zvobwo, M	107 884	966	6 567	—	—	—	—	—	138	115 555
		3 300 498	27 113	286 593	2 449 333	60 000	441 262	581 286	—	800 156	7 946 241

Board Sub-committees Members: 1 April 2023 to 31 March 2024

No	Name	Consultant Fees R	Subsistence allowance R	Travelling R	Salary R	Allowances R	Acting allowance R	Performance bonus R	Long service award R	Re-imbursments R	Total R
15	Makanda, N	269 326	2 071	26 854	—	—	—	—	—	594	298 845
		269 326	2 071	26 854	—	—	—	—	—	594	298 845
TOTAL		3 569 824	29 184	313 447	2 449 333	60 000	441 262	581 286	—	800 750	8 245 086

Notes:

5 Dr Ndlovu, MJ – Appointed as Board member from May 2022 to April 2023.

10 Mbatha, N – Acting CEO.

12 Dr Qobo, MJ – Appointed as Board member from May 2022 to April 2023.

13 Shiviti, TG – Appointed as Board member from November 2023.

14 Zvobwo, M – Appointed as Board member from September 2023.

^ These members did not receive remuneration due to being employed elsewhere in the Public Sector.

RISK MANAGEMENT

Seda is committed to maintaining an efficient, effective and transparent system of risk management that supports the achievement of organisational strategic and operational objectives. Risk assessments were conducted at both strategic and operational levels, aligned with the organisation's outcomes. Six (5) strategic risks were identified for monitoring in 2024/25 financial year. A Business Impact Analysis was conducted and Seda embarked on implementing a Business Continuity Management (BCM) System and Programme. The following guiding documents were developed and approved: BCM Framework and BCM Strategy, BCM Policy and Business Continuity Plans.

The Board has promoted a 'risk-matured' or 'risk-intelligent' culture and set the risk management tone through the approval of the Risk Management Policy, Strategy and Framework. The Board has set the Risk Appetite and Tolerance thresholds respectively and allocated resources to mitigate related risks within Seda. The risks identified were monitored on an ongoing basis against risk mitigation strategies. Reporting on risk management activities at the operational and strategic level are a standing item on the agenda of EXCO and Risk & IT Governance Committee.

During 2023/24, Seda implemented 70% of the Strategic Risk Treatment Action Plan compared to 84% in 2022/23 – a 14% decline in organisational risk maturity. There was also a 9% improvement in the implementation of the Operational Risk Treatment Action Plans at 76% during 2023/24 compared to 67% in 2022/23, which shows an improvement in embedding a risk management culture in the organisation.

INTERNAL CONTROL

Internal control is a mechanism to ensure that effective internal controls are maintained. The Board establishes and maintains Seda's internal controls and reviews their effectiveness. The close professional working relationship between the external and internal auditors ensures that these controls are adequately and efficiently audited.

INTERNAL AUDIT AND AUDIT COMMITTEES

The Internal Audit function is an independent, objective assurance and consulting activity, designed to add value and improve the organisation's processes. The Internal Audit team assists the Audit and Risk Committee to discharge its responsibilities effectively and provides strategic support to management and the Board. It contributes to the improvement of risk management, internal control and governance processes, and provides value-adding recommendations to improve the effectiveness and efficiency of Seda operations.

Internal Audit also provides assurance services, i.e., an objective examination of evidence to provide an independent assessment on risk management, control and governance processes for Seda. Consulting services to add value and enhance Seda operations are performed on the request of management and/or the Board.

Internal Audit provides management with independent analyses, appraisals, recommendations, counsel and information on activities reviewed, to improve accountability and performance. During the 2023/24 financial year, the team executed its risk-based Internal Audit Plan approved by the Audit and Risk Committee. The plan focused on the following:

- Draft Unaudited 2023/24 Annual Financial Statements
- STP Incubator Application Funding
- Export Client Management Review
- Fundraising Management Review
- Fleet Management Review
- Audit of performance information (Q1 and Q3)
- Supply Chain Management
- Follow-up on Internal Audit Project and Auditor-General's Management Letter
- HR – Payroll Management
- Information Technology – Vulnerability Assessment
- Information Technology – Application Controls (e-Thuse Operations System)
- Asset Management Review.

INTERNAL AUDIT AND AUDIT COMMITTEES (CONTINUED)

The table below discloses relevant information on the audit committee members

Name	Qualifications	Internal/ External	If internal, position in the public entity	Date appointed	Date Resigned	No. of Meetings attended
Ms. Nonzuzo Makanda.	• BCom (Unisa) • BCom (Hons) (Unisa) • MCom (UKZN)	Independent Chairperson	n/a	1 January 2023	n/a	6
Prof. Vusi Gumede.	• PhD Economics (UKZN) • MCom Economics (University of Durban – Westville) • Post Graduate Diploma in Policy Studies (University of London)	Non-executive	n/a	1 May 2022	n/a	5
Mr. Jim Matsho.	• BCom Economics (University of the North) • BCom (Hons) Business Management (University of the North) • BCom (Hons) Economics (Vista) • MCom Marketing (UP) • MBL (Unisa-SBL) • MCom Economics (UZ) • MCom Leadership (UKZN) • Diploma Corporate Law (UJ)	Non-executive	n/a	1 May 2022	n/a	4
Ms. Gorakazi Noluthando Ngcukuva.	• BSc Education (University of the Western Cape) • Certificate in Environmental Education (University of the Western Cape) • Certificate in Computers in Education (Varsity College) • Certificates in Project Management, International Business • Ethics Leadership, and Global Ethics (Wittenburg) • Certificate in Electronic Data Processing (GIBS)	Non-executive	n/a	1 May 2022	n/a	6
Dr. Matshediso Joy Ndlovu.	• DBA (UKZN) • MBA (UKZN) • National Diploma in Transportation Management (Rand Afrikaans University) • BTech (Technikon SA) • National Diploma in HR Management (Natal) Technikon)	Non-executive	n/a	1 May 2022	17 April 2023	0
Ms. Beatrice Tsakani Nkambule.	• BSc (University of Fort Hare) • HDip Education (Wits) • BEd (Wits)	Non-executive	n/a	1 May 2022	n/a	6
Ms. Mmathebe Zvobwo.	• Masters: Economics, Data and Policy (MIT, USA) • Masters: New Venture Creation (WITS) • Post Graduate Degree – Accounting (UCT) • Post Graduate Degree – Tax Law (UCT) • Bachelor of Commerce Financial Accounting (UCT) • CA (SAICA)	Non-executive	n/a	5 September 2023	n/a	3

COMPLIANCE WITH LAWS AND REGULATIONS

In conducting its business, Seda operates within a defined legislative environment and understands the importance of complying with applicable legal and regulatory requirements. During the 2023/24 financial year the Regulatory Universe was reviewed in relation to all the divisions within Seda and changes in the legislative environment. In total, 10 Acts were prioritised for control capturing, compliance monitoring and reporting.

Hybrid compliance and ethics awareness sessions are conducted throughout the organisation during the year to promote ethical behaviour, improve the ethical culture, and enhance compliance with statutory requirements. The focus for 2023/24 financial was on building ethics and the following topics were prioritized:

- Importance of ethical employees
- Conflicts of Interest
- Gifts and Hospitality
- Ethics
- The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004).

All executives, managers, Finance Division staff (including Supply Chain Management) and Board members declared outside interests for the financial year 2023/24. This supports Seda's commitment to ensuring that "... a high standard of professional ethics is promoted and maintained", as outlined in Section 195 of the Constitution of the Republic of South Africa.

FRAUD AND CORRUPTION

Seda's employees, management and other stakeholders attended awareness sessions on anti-fraud and corruption procedures during the 2023/24 financial year, to entrench a culture of responsibility and an obligation to report wrongdoing and misconduct.

In 2023/24 a Fraud Prevention Plan established its own dedicated Ethics and Fraud Hotline which started operating in September 2023. No walk-ins are allowed for all incidents.

Seda has established partnerships with law enforcement agencies in the fight against fraud and corruption. Employees are encouraged to be vigilant and to report fraud and corruption on the Ethics and Fraud Hotline which is managed by an independent service provider. The reporting channels have been communicated to all staff members and stakeholders in all Seda platforms.

Seda upholds a zero-tolerance approach to fraud, corruption, or any dishonesty, in line with its approved Fraud Prevention Statement. The number of fraud and corruption allegations and procurement irregularities dropped in 2023/24 compared to the

2022/23 financial year. Twenty-five (25) cases of alleged fraud and other irregularities were recorded and investigated, culminating in sixteen (16) reports with findings and recommendations for corrective and remedial action being issued to management for implementation. Management continued to implement corrective action against implicated officials, and criminal cases were opened with the South African Police Services where there was evidence of fraud and corruption.

MINIMISING CONFLICT OF INTEREST

All Seda employees are required to declare external interests annually. To prevent fraud and corruption, Seda also has a gift and hospitality policy regulating gifts, donations and sponsorships. Board members are required to declare their financial interests annually and at each meeting.

CODE OF CONDUCT

Seda is committed to compliance and good corporate governance. Its Board members, management and employees recognise the need for the highest standards of behaviour and business ethics. All directors and employees are expected to comply with legislation, the highest standards of propriety and Seda's ethics policy and code of conduct. Seda is committed to compliance and good corporate governance.

HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

According to Section 8(1) of the Occupational Health and Safety Act (Act 85 of 1993), 'Every employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his/her employees'. The health and safety of employees in the workplace is of paramount importance and is pivotal role in promoting human security. A safe working environment is not only sound economic policy, but it is a basic human right. Implementation and maintenance of optimal health and safety standards and practices in the workplace is an integral part of Seda's business culture and strategy.

COMPANY SECRETARY

The Legal and Corporate Governance unit provides Board secretarial services and provides Board members with guidance and advice on good governance, ethics, and the nature and extent of their duties and responsibilities and how they should be discharged. Each Board member has unrestricted access to the advice and services of the unit and to organisational information.

SOCIAL RESPONSIBILITY

Seda has fully embraced its corporate citizenship role and continues to enhance its B-BBEE scorecard by supporting Socio-economic development (SED) initiatives, including uplifting the most vulnerable citizens, including women, persons living with disabilities and youth.

WHISTLEBLOWING AND INVESTIGATIONS

Seda has established a partnership with the office of the Public Service Commission (PSC) in the fight against fraud and corruption. Employees are encouraged to be vigilant and to report fraud and corruption to the National Anti-Corruption Hotline administered by the PSC. Seda officials and external stakeholders can also report any acts/attempts of fraud and corruption by blowing the whistle 24/7 on these fraud and ethics hotline.

During the financial year, 25 cases of alleged fraud and other irregularities were recorded and investigated, culminating in 16 reports with findings and recommendations for corrective and remedial actions issued to management for implementation. The number of fraud and corruption allegations and procurement irregularities (not client interventions) has risen compared to previous financial years. Management continued to implement corrective action against implicated officials and started to improve internal controls as recommended.

OCCUPATIONAL HEALTH AND SAFETY

An occupational health and safety policy is implemented to ensure compliance and employee safety. In each province and in the national office health and safety representatives.

Seda is committed to promote a workplace free of hazardous substances or conditions that may cause injury, damage or diseases to employees and visitors. Where this is not possible, employees and visitors are made aware of dangers, and how to work and move around safely.



AUDIT AND RISK COMMITTEE REPORT

The Seda Audit and Risk Committee is established as an independent statutory committee in terms of the Public Finance Management Act (PFMA). The committee functions within approved terms of reference that are reviewed at least annually to ensure their continued relevance and compliance with relevant legislation, regulation and governance codes.

The Audit and Risk Committee is pleased to present its report for the financial year ended 31 March 2023 as required in terms of Treasury Regulations 27.1.7 and 27.1.10 (b) and (c), issued in terms of Section 51(1)(a)(ii) and 76(4)(d) of the PFMA.

AUDIT COMMITTEE RESPONSIBILITY

The committee reports that it has complied with its responsibilities arising from Section 51(1)(a)(ii) of the Public Finance Management Act and Treasury Regulation 27.1, has adopted appropriate formal terms of reference through its Audit and Risk Committee Charter, has regulated its affairs in compliance with this charter, and has discharged all its responsibilities as contained therein. The committee is required to report, amongst other matters, on the effectiveness of internal controls and its evaluation of the Annual Financial Statements.

THE EFFECTIVENESS OF INTERNAL CONTROL

The system of internal controls is designed to provide cost effective assurance that assets are safeguarded, such that the liabilities and working capital are efficiently managed. The committee's review of the findings of the internal audit work, which was based on the risk assessments conducted in Seda, revealed certain weaknesses that were then raised with Seda management and subsequently reported to the committee. Control weakness were identified by the Internal Auditors in some of the processes reviewed. Management has given the committee the assurance that processes will be put in place to improve the system of internal control.

The following internal audit work was completed during the year under review:

- Draft Unaudited 2023/24 Annual Financial Statements
- STP Incubator Application Funding
- Export Client Management Review
- Fundraising Management Review
- Fleet Management Review
- Audit of performance information (Q1 and Q3)
- Supply Chain Management
- Follow-up on Internal Audit Project and Auditor-General's Management Letter
- HR – Payroll Management
- Information Technology – Vulnerability Assessment
- Information Technology – Application Controls (e-Thuse Operations System)
- Asset Management Review.

EFFECTIVENESS OF THE INTERNAL AUDIT FUNCTION

The Seda Internal Audit function is responsible for reviewing and providing assurance on the adequacy and effectiveness of the internal control environment across all of the significant areas of the entity and its operations. The committee is responsible for ensuring that the Internal Audit function is independent and has the necessary resources, skills, standing and authority within the entity to enable it to discharge its responsibilities effectively. The Internal Auditor has unrestricted access to the committee. The committee reviews and approves the Seda Internal Audit Plan annually. Internal Audit's activities are measured against the approved Internal Audit Plan and the head of Internal Audit tables progress reports in this regard to the committee.

The committee evaluated the independence, effectiveness and performance of the Internal Audit function and compliance with its mandate. The committee is satisfied as to the independence and effectiveness of the Internal Audit function and that the unit is adequately capacitated.

ENTERPRISE RISK MANAGEMENT

The Audit and Risk Committee considered reports on the effectiveness of risk management activities. A strategic and operational risk assessment for the year under review was conducted. The committee reviewed the risk registers and Risk Mitigation Plans on a quarterly basis. The committee raised concerns regarding some of the mitigation actions which were long overdue. The committee will monitor progress in this regard. The committee ensured that the assurance functions of management, Internal and External Audit are sufficiently integrated.

IN-YEAR MANAGEMENT AND MONTHLY/QUARTERLY REPORTS

The committee reports that, during the year under review, it was presented with regular quarterly management reports to enable it to:

- Monitor the integrity, accuracy and reliability of the performance and financial reports of the entity.
- Review the disclosure in the financial reports of the entity.
- Review all material information presented together with management accounts.

The public entity has reported monthly and quarterly to the National Treasury as is required in terms of the PFMA.

EVALUATION OF FINANCIAL STATEMENTS

The committee has reviewed the Annual Financial Statements prepared by the public entity, with the following focus:

- Significant financial reporting judgements and estimates contained in the financial statements.
- Clarity and completeness of disclosure and whether disclosures made have been set properly in context.
- Changes in the accounting policies and practices.
- Significant adjustments resulting from the audit.
- Compliance with accounting standards and legal requirements.
- Explanation for the accounting treatment adopted.
- Reasons for significant year-on-year fluctuations.

AUDITOR'S REPORT

The committee has reviewed the entity's implementation plan for audit findings from the previous year and has expressed concerns regarding audit issues that have remained unresolved for an extended period.

The committee concurs with and accepts the Auditor-General's conclusions on the Annual Financial Statements. It is of the opinion that the audited Annual Financial Statements should be accepted and considered in conjunction with the Auditor-General's report.



Ms. Nonzuzo Makanda

Chairperson of the Audit and Risk Committee

31 July 2024

B-BBEE COMPLIANCE PERFORMANCE INFORMATION

Has the public entity applied any code of good practice (B-BBEE certificate levels 1 to 8) for the following:

Criteria	Response Yes/no	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions or other authorisations for economic activity in terms of any law?	No	Seda does not issue licences, concessions or other authorisations for economic activity
Developing and implementing a preferential procurement policy?	Yes	In terms of the approved Supply Chain Management Policy
Determining qualification criteria for the sale of state-owned enterprises?	No	Seda is an agency of the Department of Small Business Development and is not responsible for state-owned enterprises
Developing criteria for entering into partnerships with the private sector?	Yes	Approved Stakeholder Management Guideline, Memoranda of Agreement and Service

B-BBEE

- 1.1 The organisation seeks to strategically maximize support and leverage stakeholder partnership for funding. One of Seda’s key objectives is to strengthen strategic partnerships to augment the programme budget that the organisation receives from DSBD, amongst other reasons.
- 1.2 The Seda Board approved the B-BBEE Transformation Strategy in September 2020 with the main aim of improving the organization’s B-BBEE Contributor status over the next three years from Level 8 to a desired Level 4.
- 1.3 In 2021/22 FY, the Organisation implemented a Learnership and Bursary programme to assist in reaching this target to respond to the objective. Level 4 which is a full B-BBEE compliant status assisted the Organisation to target stakeholders which were interested in working with B-BBEE compliant organisations.
- 1.4 With this strategy, the Organisation was able to reach Level 4? B-BBEE Rating score through the Skills Development Improvement Plan with R3 365,472.67 which was spent during 2023/24 financial year.
- 1.5 Bursaries were awarded within the following fields of study:
- Bridging Certificate in Theory Accounting (BCTA)
 - Forensic Science (BSc)
 - Economics (BCom)
 - Bachelor of Law (LLB)
 - Post Graduate Diploma in Operational Management (PGDOM)
 - Bachelor of Education (BEd Degree) in Senior and FET Phase
 - Business Management (BCom)
 - Honors in Computer Science (BSc)
 - Honors in Computer Science (BSc)
 - Honours in Business Management (BCom)
 - Diploma in Adult and Community Education and Training (ACET)
 - National Diploma in Financial Services Operations (NDFSQ)
 - National Diploma in Business Management (NDBM)
 - Agricultural Economics (BSc)

Programme name	Total budget spent
National Certificate: Customer Management NQF L 5 – 34 Unemployed/Employed Learners	R2,490,670
Bursary funding programme (Recruited 14 students)	R951 742,67
Total including VAT	R3 365 472,67





PART D: HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCES

INTRODUCTION

Overview of Human Resources (HR) matters at the public entity

Establishing an effective and efficient HR function is essential for organisations to attract, develop, and retain top talent, while ensuring regulatory compliance and promoting a positive work culture. The Seda Human Resources unit plays a crucial role in supporting other divisions by delivering efficient and adequate services. HR sets strategic priorities that are executed through targeted actions. Each quarter, an HR strategic report is compiled to provide the Human Resource and Remuneration Committee – a Board subcommittee – with an overview of HR performance and progress against established targets. It is widely acknowledged that employees achieve their highest productivity in a work environment characterised by a caring, supportive, and collaborative management culture.

Set HR priorities for the year under review and the impact of these priorities

Seda is a service organisation that relies on its human capital to fulfill its mission. Workforce planning at Seda involves an ongoing process of optimisation, aligning the organisation's goals and needs with employees. Recruitment and retention are guided by the Recruitment and Selection Policy and procedures, ensuring access to essential current and future human resources necessary for achieving organisational objectives. This planning helps the organisation attract candidates with the right values, skills, and experience, enabling them to provide high-quality services and address workforce gaps.

Workforce planning framework and key strategies to attract and recruit a skilled and capable workforce

The success of Seda's strategy hinges on its ability to retain, motivate, develop, and continuously attract employees with the necessary skills, competencies, and experience to achieve the organisation's goals and fulfill its mandate. Seda emphasises practical methods for attracting, shortlisting, selecting, and appointing candidates who possess the right skills, knowledge, competencies, and attributes.

Employee Performance Management Framework

Seda fosters a culture of high performance, quality, and excellence, with a forward-looking approach that extends throughout the organisation. Seda's Performance Management and Development process aims to facilitate continuous communication, promote effective staff management practices, and encourage dialogue between management and staff.

This process also aids employees in achieving both their personal and organisational goals. It involves establishing clear performance expectations, goals, and metrics for employees. Regular performance reviews are conducted, and constructive feedback is provided to support employee development and enhance performance. The Board retains the discretion to approve and determine eligibility for performance rewards, based on exceptional organisational performance, the availability of funds, and other considerations deemed relevant by the Board.

Employee wellness programmes

Seda is dedicated to enhancing the health and well-being of its employees, ensuring a workplace free from hazardous substances and conditions that could cause injury. To support a healthy work-life balance, Seda has established a dedicated health provider through the Employee Assistance Program (EAP). The Employee Assistance Programme (EAP) offers comprehensive counselling services, including psychological, legal, and economic/financial support, to improve and maintain the mental and physical well-being of employees and their families.

Policy development

Policy development is a critical process to establish guidelines, rules and procedures to achieve specific objectives or address issues. The Human Resources policies, procedures, frameworks, and guidelines are essential for maintaining control, consistency, fairness and standardisation within the organisation. These policies ensure compliance with employment laws and clearly communicate employees' responsibilities and the organisation's expectations. The HR policies developed and reviewed in the 2023/2024 financial year include:

- Bursary Policy.
- Long Service Awards Policy.
- Job Evaluation Policy.
- Harassment Policy.
- Leave Policy.
- Occupational Health and Safety Policy.
- Retirement Policy.
- Probation Policy.

HIGHLIGHT ACHIEVEMENTS

- Aligned HR goals and initiatives with the organisation's overall strategic objectives.
- Seda's values is the foundation for understanding clients' needs and employees' attitudes, influencing perceptions to enhance the core business value proposition and impact through collaboration with all ecosystem stakeholders. Consequently, a performance-driven culture is deeply embedded at all organisational levels.
- Developed and implemented Human Capital policies that are well-informed, inclusive, and effective in achieving their intended goals.
- Established mechanisms for monitoring and evaluating the effectiveness of the HR policies once they are implemented.
- Invested in employee training and development programs to enhance skills, knowledge, and competencies.
- Remained current with labour laws, regulations and industry standards to ensure compliance in all HR practices.
- Created a positive work environment where employees feel valued, motivated, and engaged.
- Developed efficient processes for sourcing, screening, and selecting candidates that fit the organisation's culture and meet its skill requirements.
- Implemented policies and procedures to mitigate risks related to discrimination, harassment, data privacy, and other legal issues.
- Obtained feedback from employees and stakeholders to drive continuous improvement initiatives.

CHALLENGES FACED BY THE PUBLIC ENTITY

- Employees seek stability and career growth, but there are currently limitations as vacant positions are being filled with fixed-term contracts/acting positions due to the merger process underway.
- The change process is inevitable and impacts employees in various ways, potentially causing anxiety, uncertainty, fear, insecurity, disengagement, and instability.

FUTURE HR PLANS/GOALS

In response to the current economic climate and global downturn, it is essential for organisations to adopt a corporate culture underpinned by structured, pattern-based strategies. For the new financial year, HR goals are focused on several key areas. Firstly, active involvement in merger workstreams is crucial to ensure a seamless transition. This involves maintaining a streamlined communication approach to provide consistent updates and alleviate staff uncertainties, thereby re-engaging employees in the process. Additionally, a well-defined transitional plan with aligned time frames must be developed in sync with the approved strategy and action plan. Upskilling and reskilling employees will remain a priority to fulfil the organisational mandate, while robust change management tactics will be employed to facilitate smooth adaptation to new processes. Lastly, a continued emphasis on employees' mental health and well-being, alongside nurturing strong employee relations, will be central to fostering a supportive and resilient work environment.

HUMAN RESOURCES OVERSIGHT STATISTICS

Personnel cost by programme

Programme/activity/objective	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Personnel Expenditure as a % of total Expenditure	Number of employees	Average personnel cost per employee (R'000)
Programme 1: Enterprise Development Programme	732 779	269 433	36.77%	534	505
Programme 2: Technology Programme	158 278	21 946	13.87%	29	757
Programme 3: Impact and sustainability Programme	129 888	32 343	24.90%	65	498
Programme 4: Administration	210 529	104 940	49.85%	122	860

Personnel cost by salary band

Programme/activity/objective	Personnel Expenditure (R'000)	% of personnel expenditure to total personnel cost	NUMBER of employees	Average personnel cost per employee (R'000)
Top Management	6 736	1.57%	3	2 245
Senior Management	35 430	8.27%	23	1540
Professional qualified	327 598	76.42%	468	700
Skilled	58 898	13.74%	256	230
Semi-skilled	—	—	—	—
Unskilled	—	—	—	—
Total	428 662	100%	750	—

Performance rewards

The 2023/2024 performance rewards are to be paid in the 2024/2025 financial year, subject to the final audit outcome and shall be reported in the 2024/25 report.

Programme/activity/objective	Performance rewards (R'000)	Personnel Expenditure (R'000)	Average personnel cost per employee (R'000)
Top Management	-	3	-
Senior Management	-	23	-
Professional qualified	-	466	-
Skilled	-	253	-
Semi-skilled	-	5	-
Unskilled	-	-	-
Total	-	-	-

Training costs

Programme/activity/objective	Personnel Expenditure (R'000)	TRAINING Expenditure (R'000)	Training Expenditure as a % of PERSONNEL COST	Number of employees	Average TRAINING cost per employee (R'000)
Programme 4: Administration	104 940	1 333	1.27%	122	11

Employment and vacancies

Programme/activity/objective	2022/2023 Number of Employees	2023/2024 Approved Posts (R'000)	2023/2024 Number of Employees	2023/2024 Vacancies	% of vacancies
Programme 1: Enterprise Development Programme	528	547	534	16	3%
Programme 2: Technology Programme	20	24	29	2	8%
Programme 3: Impact and sustainability Programme	5	5	65	0	0%
Programme 4: Administration	108	137	122	26	19%

Employment and vacancies (continued)

	2022/2023 Number of Employees	2023/2024 Approved Posts (R'000)	2023/2024 Number of Employees	2023/2024 Vacancies	% of vacancies
Top Management	3	6	3	3	50%
Senior Management	22	27	23	4	15%
Professional qualified	451	483	459	24	5%
Skilled	185	197	184	13	7%
Semi-skilled	—	—	—	—	—
Unskilled	—	—	—	—	—
Total	661	713	669	44	6%

* The vacant positions are filled on a fixed term basis, due to the Merger process underway to merge Seda, sefa and CBDA into one (1) entity.

Employment changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	3	0	0	3
Senior Management	19	2	1	23
Professional qualified	443	48	46	459
Skilled	195	30	30	184
Semi-skilled	—	—	—	—
Unskilled	—	—	—	—
Total	660	80	77	669

Reasons for staff leaving

Reason	Number	% of total number of staff leaving
Death	2	2%
Resignation	50	61%
Dismissal	5	6%
Retirement	3	4%
Ill health	1	1%
Expiry of contract	21	26%
Total	82	100%

Seda is supporting employees to adapt to the merger process.

Labour Relations: Misconduct and disciplinary action

NATURE OF DISCIPLINARY ACTION	NUMBER
Verbal warning	7
Written warning	28
Final written warning	3
Dismissal	5

Equity target and employment equity status – Male

LEVELS	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	2	0	0	0	0	0	0	0
Senior Management	10	0	3	0	0	0	1	0
Professional qualified	41	1	4	2	2	0	1	1
Skilled	168	12	11	2	2	0	7	2
Semi-skilled	13	4	3	0	0	0	0	1
Unskilled	10	0	1	0	0	0	0	0
Total	244	17	38	22	4	0	9	4

Equity target and employment equity status – Female

LEVELS	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	1	1	0	0	0	0	0	0
Senior Management	7	1	1	0	0	0	3	0
Professional qualified	28	2	3	0	0	0	2	0
Skilled	168	2	19	1	3	0	4	1
Semi-skilled	96	0	14	1	0	0	5	0
Unskilled	48	0	1	0	1	0	1	0
Total	348	6	38	2	4	0	15	1

Equity status – Employees with disabilities

LEVELS	DISABLED STAFF*			
	MALE		FEMALE	
	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	0	1	0
Senior Management	3	0	1	0
Professional qualified	3	1	4	0
Skilled	5	2	9	3
Semi-skilled	0	3	1	1
Unskilled	0	0	0	0
Total	11	6	16	4

* Continuous encouragement of employees to disclose their disability status.



PART E: PFMA COMPLIANCE REPORT

PFMA COMPLIANCE REPORT

6.1 INFORMATION ON IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

The following is guidance on the information that should be disclosed by PFMA institutions in the annual report per the PFMA and the relevant frameworks.

Format of disclosure

Irregular expenditure

a) Reconciliation of irregular expenditure

Description	2023/24 R'000	2022/23 R'000
Opening balance	5 532	5 514
Adjustment to opening balance	(54)	—
Opening balance as restated	5 478	5 514
Add: Irregular expenditure confirmed	139	552
Less: Irregular expenditure condoned	—	—
Less: Irregular expenditure not condoned and removed	(5 547)	(243)
Less: Irregular expenditure recoverable ¹	—	(115)
Less: Irregular expenditure not recoverable and written off	—	(176)
Closing balance	70	5 532

Reconciling notes

Description	2023/24 R'000	2022/23 ² R'000
Irregular expenditure that was under assessment	—	—
Irregular expenditure that relates to the prior year and identified in the current year	—	—
Irregular expenditure for the current year	139	552
Total	139	552

6.1 INFORMATION ON IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES (CONTINUED)

b) Details of irregular expenditure (under assessment, determination and investigation)

Description ³	2023/24 R'000	2022/23 R'000
Irregular expenditure under assessment	—	—
Irregular expenditure under determination	—	—
Irregular expenditure under investigation	70	552

³ Group similar items

c) Details of irregular expenditure condoned

Description	2023/24 R'000	2022/23 R'000
Irregular expenditure condoned	—	—
Total	—	—

d) Details of irregular expenditure removed (not condoned)

Description	2023/24 R'000	2022/23 R'000
Irregular expenditure NOT condoned and removed	(5 547)	243
Total	(5 547)	243

Irregular expenditure were removed in line with NT process.

e) Details of irregular expenditure recoverable

Description	2023/24 R'000	2022/23 R'000
Irregular expenditure recoverable	—	115
Total	—	115

f) Details of irregular expenditure written off (irrecoverable)

Description	2023/24 R'000	2022/23 R'000
Irregular expenditure written off	—	(176)
Total	—	(176)

6.1 INFORMATION ON IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES (CONTINUED)

Additional disclosure relating to Inter-Institutional Arrangements

g) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is not responsible for the non-compliance)

Description

Not applicable

Total

h) Details of irregular expenditure where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)

Description	2023/24 R'000	2022/23 R'000
Not applicable	0	0
Total	0	0

i) Details of disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken

Disciplinary steps and written warnings were issued on the irregular expenditure matters.

Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2023/24 R'000	2022/23 R'000
Opening balance	2 902	2 888
Adjustment to opening balance	5 000	—
Opening balance as restated	7 902	—
Add: Fruitless and wasteful expenditure confirmed	1	16
Less: Fruitless and wasteful expenditure recoverable ⁶	(374)	—
Less: Fruitless and wasteful expenditure not recoverable and written off	(2 528)	(2)
Closing balance	5 001	2 902

Reconciling notes

Description	2023/24 R'000	2022/23 R'000
Fruitless and wasteful expenditure that was under assessment	—	—
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	5 000	—
Fruitless and wasteful expenditure for the current year	1	16
Total	5 001	16

6.1 INFORMATION ON IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES (CONTINUED)

Fruitless and wasteful expenditure (continued)

b) Details of fruitless and wasteful expenditure (under assessment, determination, and investigation)

Description ⁸	2023/24 R'000	2022/23 R'000
Fruitless and wasteful expenditure under assessment	—	—
Fruitless and wasteful expenditure under determination	—	—
Fruitless and wasteful expenditure under investigation	1	—
Total	1	—

Fruitless and Wasteful expenditure relates to interest paid on the office space lease.

c) Details of fruitless and wasteful expenditure recoverable

Description	2023/24 R'000	2022/23 R'000
Fruitless and wasteful expenditure recoverable	(374)	—
Total	(374)	—

d) Details of fruitless and wasteful expenditure not recoverable and written off

Description	2023/24 R'000	2022/23 R'000
Fruitless and wasteful expenditure written off	(2 528)	(2)
Total	(2 528)	(2)

e) Details of disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

Disciplinary steps taken

Five disciplinary actions were taken against employees. One employee was dismissed. Two criminal cases were opened.

6.1 INFORMATION ON IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES (CONTINUED)

Additional disclosure relating to material losses in terms of PFMA Section 55(2)(b)(i) &(iii))°

a) Details of material losses through criminal conduct

	2023/24 R'000	2022/23 R'000
Material losses through criminal conduct		
Theft	—	—
Other material losses	180	—
Less: Recoverable	(168)	—
Less: Not recoverable and written off	(12)	—
Total	—	—

6.2 INFORMATION ON LATE AND/OR NON-PAYMENT OF SUPPLIERS

Guideline

Accounting authorities must maintain systems, processes and procedures that will enable for the tracking of each invoice received by their institution from receipt up to a point of payment.

Accounting authorities must at the end of each financial year record consolidated information10 on late payment of suppliers for the year in annual reports of their respective institutions in a format indicated below:

- number and rand value of all valid invoices received.
- number and rand value of all invoices paid within 30 days or within the agreed period with the supplier.
- number and rand value of all invoices paid after 30 days or later than the period agreed with the supplier for the year.
- number and rand value of all invoices that are older than 30 days or in excess of the period agreed with suppliers, which remain unpaid and where such invoices are without dispute with suppliers;
- number and rand value of all invoices that are older than 30 days or in excess of the period agreed with suppliers, which remained unpaid and where such invoices are in dispute with suppliers for the year; and
- a narrative indicating reasons for the late and/or non-payment of invoices, including reasons for invoices that are in dispute, where applicable.

Format of disclosure

Description	Number of invoices	Consolidated Value R'000
Valid invoices received	12 484	761 701
Invoices paid within 30 days or agreed period	12 472	761 666
Invoices paid after 30 days or agreed period	12	34
Invoices older than 30 days or agreed period (unpaid and without dispute)	—	—
Invoices older than 30 days or agreed period (unpaid and in dispute)	—	—

Northern Cape Province: Seven (7) invoices – Responsible officials were issued with a warning.
Western Cape Province: One (1) invoice – Responsible official left the organisation prior to consequence management being implemented.
National Office: Four (4) invoices – Responsible official was issued with a warning.

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
26th IIASA Annual Conference – Internal Audit team to attend (14 – 16 August 2023)	The Institute of Internal Auditors	Deviation – impractical	NO 5275	38
Access Point location for Sekhukhune Branch	Nano Holdings	Deviation – impractical	LP 0335	120
Africa Energy Indaba (5 March – 7 March 2024)	Africa Energy Indaba	Deviation – impractical	NO 5790	16
African Business Award 17 July 2023	Aveng Media (Pty) Ltd	Deviation – impractical	NO 5169	63
Annual Database subscription (1 November 2023 – 30 October 2024)	Sabinet Online (Pty) Ltd	Sole source	NO 5572	33
Annual License Fee: Sage Pastel Evolution (1 May 2023 – 30 April 2024)	Sage South Africa	Deviation – impractical	NO 4976	712
Annual Membership – CIPS (1 April 2024 – 31 March 2025)	CIPS South Africa	Sole source	NO 5895	12
Annual Membership – LIASA (1 April 2024 – 31 March 2025)	Library and Information Association of SA	Sole source	NO 5833	4
Annual Membership Compliance Institute (1 July 2023 – 30 June 2024)	Compliance Institute of South Africa	Sole source	NO 5109	10
Annual Membership Ethics Institute (1 June 2023 – 31 May 2024)	The Ethics Institute	Sole source	NO 4991	3
Annual Membership IRMSA (1 June 2023 – 31 May 2024)	The Institute of Risk Management South Africa	Sole source	NO 5021	4
Annual Subscription Knowledge Management South Africa (1 April 2024 – 31 March 2025)	Knowledge Management South Africa	Sole source	NO 5826	6
Asset Management Services	Balushi Chartered Accounts	Deviation – impractical	NO 5886	350
Back up batteries charger and Wiring	Mzansi Fire and Security (Pty) Ltd	Deviation – impractical	KZN 1318	4
BER Macro Service Renewal & SMME Sector Report	University of Stellenbosch	Sole source		330
Board Training: Certified Director Programme	The Institute of Directors South Africa	Sole source	NO 5230	347
Branded Seda Scarfs and Handkerchief	Shereno Printers cc	Deviation – impractical	NO 5846	2

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Catering services for Gauteng Pitch	Taki2 Business	Deviation – impractical	GP 1185	8
Competitive Improvement Programme and Productivity Awareness Campaign and Kaizen project for 10 Seda Clients	Productivity SA	Sole source	MP 3382	150
Co-operative mentorship productivity programme for 10 Seda clients	Productivity SA	Deviation – impractical	MP 3253	149
Disability Career Expo 2023 (18 May – 19 May 2023)	Creative Space Media	Deviation – impractical	NO 5027	40
EBSCO Business Core E-Books (1 September 2023 – 31 August 2024)	EBSCO International Inc t/a EBSCO subs	Deviation – impractical	NO 5329	198
Eco-System Outreach Partners (Bojanala East Branch)	Baleseng Kopano Training Academy	Deviation – impractical	NW 1424	100
Eco-System Outreach Partners (Bojanala East Branch)	J Lekgotla & Projects	Deviation – impractical	NW 1425	100
Eco-System Outreach Partners (Mafikeng Branch)	Lesego M Consulting	Deviation – impractical	NW 1513	120
Eco-System Outreach Partners (Mafikeng Branch)	TBL Empowerment Hub	Deviation – impractical	NW 3055	90
Eco-System Outreach Partners (Mafikeng Branch)	Reoikantse Business & Projects	Deviation – impractical	NW 3056	90
Eco-System Outreach Partners (Mafikeng Branch)	TBL Empowerment Hub Reoikantse Business & Projects	Deviation – impractical	NW 3055 NW 3056	180
Effective Remuneration Training	The Institute of Directors in South Africa	Sole source	NO 5537	20
Empretec Training and Art of Pitching Facilitators	Nduli S Empretec Matsau Lerato Empretec Ndlovu Nozipho Empretec Jack Matome Mawasha Lindiwe Kelly Purity Boucher Empretec John Francis and Associates Empretec Shange Nandile Empretec	Deviation – impractical	NO 5331 NO 5332 NO 5333 NO 5370 NO 5373 NO 5376 NO 5377	250
Empretec Training and Art of Pitching Facilitators	Ncenekile Cynthia Mazibuko Empretec	Deviation – impractical	NO 5469	10

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Empretec Training and Art of Pitching Facilitators	Matsau Lerato Empretec	Deviation – impractical	NO 5557 NO 5558	50
Empretec Training and Art of Pitching Facilitators	Glen Hazel Letta Mabuya Empretec	Deviation – impractical	NO 5467 NO 5552 NO 5559	50
Empretec Training and Art of Pitching Facilitators	Madyibi Chuma Empretec	Deviation – impractical	NO 5468 NO 5517	50
Empretec Training and Art of Pitching Facilitators	Jack Matome Mawasha Empretec	Deviation – impractical	NO 5520	10
Empretec Training and Art of Pitching Facilitators	Ndlovu Nozipho Empretec	Deviation – impractical	NO 5521 NO 5556	80
Empretec Training and Art of Pitching Facilitators	Nduli SJ Empretec	Deviation – impractical	NO 5522	40
Empretec Training and Art of Pitching Facilitators	Shange Nandile Empretec	Deviation – impractical	NO 5749	40
Empretec Training and Art of Pitching Facilitators	Glen Hazel Letta Mabuya Empretec	Deviation – impractical	NO 5729 NO 5801	80
Empretec Training and Art of Pitching Facilitators	Madyibi Chuma Empretec	Deviation – impractical	NO 5732 NO 5797	80
Empretec Training and Art of Pitching Facilitators	Jack Matome Mawasha Empretec	Deviation – impractical	NO 5728 NO 5800	80
Empretec Training and Art of Pitching Facilitators	Ndlovu Nozipho Empretec	Deviation – impractical	NO 5750	40
Empretec Training and Art of Pitching Facilitators	Nduli SJ Empretec	Deviation – impractical	NO 5752	40
Empretec Training and Art of Pitching Facilitators	Karen Natalie Venter Empretec	Deviation – impractical	NO 5751 NO 5798	80
Empretec Training and Art of Pitching Facilitators	Lindiwe Kelly Purity Boucher Empretec	Deviation – impractical	NO 5753 NO 5814	80
Empretec Training and Art of Pitching Facilitators	John Dyalan Francis Empretec	Deviation – impractical	NO 5731	40

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Empretec Training and Art of Pitching Facilitators	Ncenekile Cynthia Mazibuko Empretec	Deviation – impractical	NO 5730	40
Empretec Training and Art of Pitching Facilitators	Matsau Lerato Empretec	Deviation – impractical	NO 5733 NO 5799	80
European Road Show (27 May – 10 June 2023)	Cape Country Routes and Montagu Country Hotel	Deviation – impractical	WC 7053	19
Exhibition Space: Africa Day (26 – 28 June 2023)	Thikho Events Management (Pty) Ltd	Deviation – impractical	NW 3048	30
Exhibition Space: African Agri Council Investment Conference (20 – 22 November 2023)	African Agri Council	Deviation – impractical	NC 3019 NC 3020	40
Exhibition Space: Africa's Travel Indaba Durban (8 May – 11 May 2023)	Synergy Business Events	Deviation – impractical	KZN 1323	39
Exhibition Space: Bloem Show (27 April – 7 May 2023)	Central Agricultural Society	Deviation – impractical	FS 4043	137
Exhibition Space: Cape Country Routes Roadshow for 2 Seda clients	Cape Country Routes NPC	Deviation – impractical	WC 8093	30
Exhibition Space: Decorex (22 – 25 June 2023)	Reed Venue Management	Deviation – impractical	WC 7157 WC 0352 WC 0354 WC 7163 WC 7166	517
Exhibition Space: Decorex (3 August 2023 – 6 August 2023)	Reed Venue Management	Deviation – impractical	WC 7270 WC 7287 WC 0365	238
Exhibition Space: Goedverwacht Awakens (30 June – 2 July 2023)	Goedverwacht Awakens t/a Snoek en Patat	Deviation – impractical	WC 7180	40
Exhibition Space: Hobby X Trade Exhibition	Messe Frankfurt SA (Pty) Ltd	Deviation – impractical	WC 6974	20
Exhibition Space: Klein Karoo National Arts Festival	Kunste Onsbeperk	Deviation – impractical	NW 5433	6
Exhibition Space: National Arts Festival (22 June – 2 July 2023)	Village Green Fair	Deviation – impractical	EC4483 EC 4488	79

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Exhibition Space: NW Mega Expo for 21 Seda clients and Radio Interviews	Morongwa Media	Deviation – impractical	NW 5429	179
Exhibition Space: SAITEX (18 June – 20 June 2023)	DMG Exhibition Management	Deviation – impractical	NO 5096	859
Exhibition Space: SARCD A (6 March – 8 March 2024)	Sarcda Trade Exhibition	Deviation – impractical	WC 7971 WC 7956 WC 7980	74
Exhibition Space: Global Entrepreneurship Congress Africa (13 March – 14 March 2024) for 30 Seda clients	22 On Sloane	Deviation – impractical	NO 5734	5 000
Exhibition Space: Sarcda Exhibition 2024 for 15 Seda clients (6 March – 8 March 2024)	Sarcda Trade Exhibition	Deviation – impractical	NO 5813	501
Exhibition Space: The Plant Powered Show	Live Events (Pty) Ltd	Deviation – impractical	WC 5727 WC 7008	358
Exhibition Stand: Free From Food Dubai 2023 for 20 Seda clients (20 – 22 September 2023)	Expo Business communications BV	Deviation – impractical	NO 5325	1 468
Exhibition Stand: Winex 2023 (25 – 27 October 2023)	Winex	Deviation – impractical	KZN 0225	17
Exhibition Stands: Africa Day for 10 Seda clients (26 – 28 June 2023)	NWSD Thikho Events Management (Pty) Ltd	Deviation – impractical	NW 3048	30
Exhibition Stands: All Fashion Sourcing Exhibition (26 – 28 September 2023) for 23 Seda Clients	Messe Frankfurt South Africa	Deviation – impractical	WC 7421 WC 7438 WC 0370 WC 0369 WC 0373 WC 7449 WC 0366	391
Exhibition Stands: Durban Business Fair 2023 for 20 Seda clients (22 – 24 September 2023)	Lom Event Solutions	Deviation – impractical	KZN 0422 KZN 1424	92
Exhibition Stands: Mama Magic Baby Expo for one Seda Client (1 – 3 September 2023)	Exposure Marketing and Communication	Deviation – impractical	KZN 0223	23
Exhibition Stands: Oppikaai Heritage Festival (23 -25 September 2023)	Oppikaai Restaurant (Pty) Ltd	Deviation – impractical	WC 7470	120

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Exhibition Stands: SARCD A Trade Show JHB for Western Cape Clients x 12 Clients (16 – 18 August 2023)	Sarcda Trade Exhibition	Deviation – impractical	WC 7320 WC 0366 WC 367 WC 7324 WC 7318	182
Exhibition Stands: South Coast Annual Business Fair for 14 Seda clients (25 – 26 August 2023)	Sistas Felas Trading and Projects	Deviation – impractical	KZN 0164 KZN 1397	110
Exhibition Stands: Womandla Exhibition for 10 Seda clients (26 August 2023)	Doyze Enterprises	Deviation – impractical	NW 3147	12
Exhibition Stands: IntraAfrica Trade Fair (IATF) (9 – 15 November 2023) for 20 Seda Clients	Africa Export – Import Bank (Afrexim Bank)	Deviation – impractical	NO 5551	1 144
Exhibition Stands: Organic and Natural Export Trade Exhibition (14 – 16 September 2023)	South African Trade Promotions (Pty) Ltd	Deviation – impractical	WC 7420	89
Exhibition Stands: Stand Builder for 20 Seda Clients at IntraAfrica Trade Fair	Garona Communication and Projects Cc	Deviation – impractical	NO 5550	1 127
Faulty Alarm System Repair	ADT Fidelity	Deviation – impractical	NW 3348	5
Feature of 12 Seda clients on Cape Town visitors guide	Cape Town Tourism	Deviation – impractical	WC 7940	82
Gem Study Project 2022 – 2024	University of Stellenbosch	Sole source	NO 5567	500
Global Data Explore Intelligence Centre Service subscription	Global Data Uk Ltd	Deviation – impractical	NO 5625	174
Hearing Aids for Seda Employee	A Van Der Merwe Incorporated	Deviation – impractical	NO 5387	140
Installation of outdoor detectors for Generator Room	Hartwig and Henderson	Deviation – impractical	EC 4776	4
Institute of Internal Audit of South Africa Annual Membership	The Institute of Internal Auditors	Sole source	NO 5265	15
Integration of Adobe Sign software into Microsoft 365 platform	Neo Technologies	Deviation – impractical	NO 5564	76
IOD Membership for 15 members (March 2024 – April 2025)	The Institute of Directors in South Africa	Sole source	NO 5723	41

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
IPM Annual Convention and Expo for 1 (one) Seda client (19 – 22 November 2023)	Institute of People Management	Deviation – impractical	GP 1168	24
Lemo Fest 2023 for 25 Seda clients (10 October – 15 October 2023)	M & M Marketing	Deviation – impractical	FS 4314	245
Liasa Conference 2023	Library and Information Association of SA	Deviation – impractical	NO 5299	24
License Fee (1 January 2023 – 31 December 2023)	Growth Wheel SA	Deviation – impractical	NO 5171	1 184
Live Radio Broadcast in Kuruman for Women's Event to be held on (31 August – 1 September 2023)	NCRF Northern Cape	Deviation – impractical	NC 2938	66
Maynard Mall Pop-Up Market (8 – 9 December 2023)	Gugs Radio	Deviation – impractical	WC 7771	58
Membership Renewal for compliance Unit Employees (March 2024 – April 2025)	Compliance Institute of South Africa	Sole source	NO 5760	17
Membership Renewal for Risk Unit Employees (March 2024 – April 2025)	The Institute of Risk Management South Africa	Sole source	NO 5771 NO 5667	12
Mentorship programme for 100 Seda clients	Productivity SA	Deviation – impractical	KZN 0175	75
Metaverse Report Bundle (1 April 2023 – 31 March 2024)	Global Data UK Ltd	Deviation – impractical	NO 5059	157
Milan Fashion Week (19 – 25 September 2023)	Black Diamonds Communications	Sole source	NO 5157	1 500
National Arts Festival 2023	National Arts Festival	Deviation – impractical	WC 7036	119
Office Lease: Dr Ruth Sekgomoti Mompoti Branch	Temoso Investments	Deviation – impractical	L2021/2496	1 361
Office Lease: Mopani Branch	Leopont 213 Properties	Deviation – impractical	L2021/1761	1 071
Office Lease: Ugu Branch (Port Shepston)	Mysy Property Investments	Deviation – impractical	L2022/2572	1 736
Off-site storage for JTG Branch	Property One Shop t/a Remax	Deviation – impractical	NC 2892	15
Organisational Case Management System license, renewal maintenance and support	Dinoko IT solutions	Deviation – impractical	NO 4984	702
Parking Bays for Riverwalk Mall pop-up market (2 December 2023)	Eris Property Group	Deviation – impractical	NW 3337	9

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Participation and Visas for Seda Clients (IFE London 2024 25 March – 27 March 2024)	Cadivision t/a Catalyze	Sole source	NO 5778	996
Participation Fee: FACIM 2023 (28 August 2023 – 3 September 2023)	Investment and Export Promotion Agency	Deviation – impractical	NO 5168	546
Pastel Evolution Maintenance and Support (1 December 2023 – 30 April 2024)	CCG Systems	Deviation – impractical	NO 5566	219
Pop-up Market at Garden Route Mall (21 March – 24 March 2024)	Attacq Retail Fund	Deviation – impractical	WC 8061	69
Pop-up Market at Kagiso Mall (2 March – 3 March 2024)	BBN Consultants and Projects	Deviation – impractical	GP 1239	95
Pop-up Market in Majuba for 3 days (26 May – 28 May 2023)	Investec Property Fund	Deviation – impractical	KZN 1328	29
Pop-up Markets for 15 Seda Clients (15 – 17 September 2023)	Push Civils	Deviation – impractical	GP 1139	95
Pop Up Markets for 15 Seda Clients (25 – 27 August 2023)	Attacq Retail Fund	Deviation – impractical	WC 7346	55
Productivity Awareness Campaign for 40 Seda clients	Productivity SA	Deviation – impractical	MP 3172	149
Public Sector Forum 2023 (8 May – 9 May 2023)	The Institute of Internal Auditors	Sole source	NO 4992	17
Radio adverts for Women Entrepreneur Digital Indaba	NCRF Northern Cape	Deviation – impractical	NC 3021	14
Sasolburg Petrochemical and Energy Roadshow for 5 Seda clients (2 November 2023)	African Petrochemicals	Deviation – impractical	FS 4342	58
Sasolburg Petrochemical and Energy Roadshow for 5 Seda clients (2 November 2023)	African Petrochemicals	Deviation – impractical	GP 1166	58
Specialist training in Woodwork and carpentry	Furntech	Deviation – impractical	EC 5277	40
SSL Certificate for Seda Website	Aves Cyber Security	Deviation – impractical	NO 5761	6
Stand Builder: FACIM 2023	GL Events	Sole source	NO 5165	849

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Stand Building at Sarcda Exhibition 2024: (6 March – 8 March 2024)	GL Events	Deviation – impractical	NO 5812	692
Step Up 2 Green Start Up Programme 2023/24	PrimeStars	Sole source	NO 5624	500
Step Up 2 A green start up programme 2023/24	PrimeStars	Deviation – impractical	NO 5390	500
Technical Assistance for EDSE funded projects	Traction Consulting	Deviation – impractical	NO 5906	700
Training of 40 People with Disabilities	Medunsa Organisation for the Disabled	Deviation – impractical	NO 5104	750
Training on Sage 300 for HR Practitioners	Sage South Africa	Deviation – impractical	NO 4990	67
Vetting of the Ethics and Fraud Helpline	The Vuvuzela Hotline	Deviation – impractical	NO 5206	88
Wellness day Catering (21 September 2023)	Regent Business School	Deviation – impractical	GP 1169	9
Wide Area Network (March and April 2023)	Vodacom SA	Deviation – impractical	NO 5042 NO 4936	983
Windeed Subscription	LexisNexis Risk Management t/a Windeed	Sole source	NO 5709	12
Total				34 496

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Contract variations and expansions

Project description	Name of supplier	Contract modification type Expansion or Variation)	Contract number	Original contract value R'000	Value of previous contract expansion/s or variation/s (if applicable) R'000	Value of current contract expansion or variation R'000
BBBEE Skills Development	Izithelo Strategic Partner	Expansion	L2022/2565	6 012	-	6 085
Office Lease: Sekhukhune Branch	Moneymine 219 (Pty) Ltd	Expansion	L2017/1525	3 571	-	1 375
Security Guards Services National Office	Fidelity Security Services (Pty) Ltd	Expansion	L2018/1895	1 575	2 885	300
Office Lease: Eden Branch	Your Trade 216	Expansion	L2018/1802	3 098	-	1 421
IP Telephony for one (1) year (10 June 2023 – 9 June 2024)	Dimension Data	Expansion	L2021/2385	5 323	-	1 197
Office Lease: Chris Hani Branch	Trendigraph CC	Expansion	L2022/2018	529	-	1 375
Office Lease: O R Tambo Branch	Zweli and Pinkie Enterprise	Expansion	L2023/2964	2 403	5 067	1 864
Cleaning Services: National Office	Delta Facilities Management	Expansion	L2022/2608	871	-	865
Disaster Recovery Site	Dimension Data/Continuity SA	Expansion	L2021/2502	6 662	-	2 233
Office Lease – KZN Provincial Office	The Suresh Mohanlal Valjee Family Trust	Expansion	L2023/3048	4 344	-	1 581
Office Lease: WC Provincial Office and CBD Branch	Metamorphic Properties t/a Investicore	Expansion	L2020/2263	4 702	4 069	3 985
System, maintenance and support	CCG System	Expansion	L2021/2058	699	-	305
Office Lease: Johannesburg Branch	Sanlam Life Insurance	Expansion	L2021/2308	1 226	147	1 033
Security Guard Services	Fidelity Security Services	Expansion	L2018/1895	1 575	3 185	496
Office Lease: Vhembe Branch	Muthivhi Investment Holdings	Expansion	L2017/1533	4 201	-	1 901

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Contract modification type Expansion or Variation)	Contract number	Original contract value R'000	Value of previous contract expansion/s or variation/s (if applicable) R'000	Value of current contract expansion or variation R'000
Board View Application License, Maintenance and Support for twelve (12) months	Gijima Holdings (Pty) Ltd	Expansion	L2021/2412	447	513	545
Visual Toolbox and Online platform for decision making and action planning for start-up and growth companies	GrowthWheel (Pty) Ltd	Expansion	L2022/2567	1 085	–	337
Office Lease: Namakwa Branch	Varsimode (Pty) Ltd	Expansion	L2018/1903	3 077	–	1 509
Office Lease: Northern Cape Provincial office	Droogfontein Estate	Expansion	L2018/1819	1 547	–	1 547
Office Lease: Eastern Cape Provincial Office	Frugarite CC	Expansion	L2018/1845	2 963	–	1 050
Eco-system Outreach Partners Access Points	BizTeq Portfolio Managers	Expansion	L2022/2847	300	–	675
Eco-system Outreach Partners Access Points	Olebo Trading and Consultancy	Expansion	L2022/2846	300	–	675
Eco-system Outreach Partners Access Points	Tanosa Group	Expansion	L2022/2849	300	–	675
Eco-system Outreach Partners Access Points	Bendith Consulting	Expansion	L2022/2848	300	–	675
Eco-system Outreach Partners Access Points	Orefile Thabiso Business Consultants	Expansion	L2022/2841	300	–	675
Eco-system Outreach Partners Access Points	Ubuntu Pro-Solutions	Expansion	L2022/2866	300	–	675
Eco-system Outreach Partners Access Points	Ubuntu Pro-Solutions	Expansion	L2022/2840	300	–	675
Eco-system Outreach Partners Access Points	Olebo Trading and Consultancy	Expansion	L2022/2850	300	–	675

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Contract modification type Expansion or Variation)	Contract number	Original contract value R'000	Value of previous contract expansion/s or variation/s (if applicable) R'000	Value of current contract expansion or variation R'000
Eco-system Outreach Partners Access Points	Bohlokwa Business Consultancy	Expansion	L2022/2844	300	–	675
Strategic Services	Vortex Strategic Alignment	Expansion	L2022/2830	683	–	1 060
Gauteng Cleaning Services – Tshwane Branch	Monabo Hygiene Services	Expansion	L2021/2536	144	0.7	12
Short Term Insurance	Lateral Unison	Expansion	L2019/2085	5 577	4 200	2 400
Office Space: National Office	Savyon Building (Pty) Ltd	Expansion	L2015/1202	87 821	109 574	20 826
Panel of Legal Experts	Chita T Incorporated	Expansion	L2022/2808	120	–	325
Tracker Devices for Vehicles	CTRack Flet Management Solutions	Expansion	L2022/2795	819	–	177
Security System Maintenance	McTrend System	Expansion	L2022/2835	360	–	333
SharePoint Maintenance and Support	Batsumi Ba Manna Trading and Projects	Expansion	L2023/2853A	695	–	98
IT Disaster Recovery	Dimension Data	Expansion	L2021/2502	6 662	1 030	2 233
Impact Monitoring System	Undiscape (Pty) Ltd	Expansion	L2023/1317	122	–	599
Office Lease: ZF Mgcwawu Branch	Rivercity Properties	Expansion	L2017/1699	2 910	984	1 141
Office Lease; Mgungundlovu Branch	The Umsunduzi Municipality	Expansion	L2021/2571	2 496	2 661	1 791
Office Lease: Dr Kenneth Kaunda Branch	Redefine Properties	Expansion	L2018/1870	1 516	2 920	1 311
Panel of Legal Experts	Padi Incorporated Attorneys	Expansion	L2022/2817A	–	–	–
Panel of Legal Experts	Mncedisi Ndlovu & Sedumedi Attorneys	Expansion	L2022/2816A	–	–	–

6.3 INFORMATION ON SUPPLY CHAIN MANAGEMENT (CONTINUED)

Project description	Name of supplier	Contract modification type Expansion or Variation)	Contract number	Original contract value R'000	Value of previous contract expansion/s or variation/s (if applicable) R'000	Value of current contract expansion or variation R'000
Panel of Legal Experts	Magagula George Mcetywa Inc	Expansion	L2022/2813A	-	-	-
Panel of Legal Experts	Malatji and Co	Expansion	L2022/2814A	-	-	-
Panel of Legal Experts	Phatshoane Hemley Attorneys	Expansion	L2022/2818A	-	-	-
Panel of Legal Experts	GMI Attorneys	Expansion	L2022/2810A	-	-	-
Panel of Legal Experts	Madhlopa & Thenga Inc	Expansion	L2022/2812A	-	-	-
Panel of Legal Experts	Maliseha Attorneys	Expansion	L2022/2815A	20	-	-
Panel of Legal Experts	Maenetja Attorneys Inc	Expansion	L2022/2811A	-	-	-
Panel of Legal Experts	DM5 Incorporated	Expansion	L2022/2809A	38	-	-
Office Space: Mossel Bay	Bestmade 137 (Pty) Ltd	Expansion	L2021/2370	338	291	265
Adobe Sign	Neo Technologies	Expansion	PO 5564	66	-	67
Total				163 420	137 526	60 717



PART F: FINANCIAL INFORMATION

REPORT OF THE AUDITOR-GENERAL

to Parliament on Small Enterprise Development Agency

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

1. I have audited the financial statements of the Small Enterprise Development Agency set out on pages 104 to 140, which comprise the statement of financial position as at 31 March 2024, statement of financial performance, statement of changes in net assets and cash flow statement and statement of comparison of budget information with actual information for the year then ended, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Small Enterprise Development Agency as at 31 March 2024, and financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the Public Finance Management Act of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Material uncertainty relating to going concern

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.
7. I draw attention to note 26 to the financial statements, which indicates that there is a merger in progress between SEFA, CBDA and SEDA which will result in formation of a new entity SEDFA, the timing of which is uncertain. This indicates that a materiality uncertainty exists that may cast significant doubt of the public entities ability to continue as a going concern.

Other matter

8. I draw attention to the matter below. My opinion is not modified in respect of this matter.

National Treasury Instruction Note No. 4 of 2022-23: PFMA Compliance and Reporting Framework

9. On 23 December 2022 National Treasury issued Instruction Note No. 4: PFMA Compliance and Reporting Framework of 2022-23 in terms of section 76(1)(b), (e) and (f), 2(e) and (4)(a) and (c) of the PFMA, which came into effect on 3 January 2023.

The PFMA Compliance and Reporting Framework also addresses the disclosure of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure. Among the effects of this framework is that irregular and fruitless and wasteful expenditure incurred in previous financial years and not addressed is no longer disclosed in the disclosure notes of the annual financial statements, only the current year and prior year figures are disclosed in note 24 to the financial statements. The movements in respect of irregular expenditure and fruitless and wasteful expenditure are no longer disclosed in the notes to the annual financial statements of (Small Enterprise Development Agency). The disclosure of these movements (e.g., condoned, recoverable, removed, written off, under assessment, under determination and under investigation) are now required to be included as part of other information in the annual report of the auditees. I do not express an opinion on the disclosure of irregular expenditure and fruitless and wasteful expenditure in the annual report.

Responsibilities of the accounting authority for the financial statements

10. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the PFMA; and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
11. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

12. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
13. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 102 to 103 to the auditor's report, forms part of our auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

14. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.
15. I selected the following material performance indicators presented in the annual performance report for the year ended 31 March 2024 for auditing. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.
- Number of township and rural based business supported with non-financial business development.
 - Number of SMMEs and Cooperatives supported with business development.
 - Number of SMMEs and Cooperatives supported in priority sectors with non-financial business development to scale-up their businesses.
 - Number of Cooperatives assisted through CDSP.
 - Number of SMMEs and Cooperatives supported through the incubation programme.
 - Number of SMMEs and Cooperatives assisted through the Technology Transfer Assist Programme.
16. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.

Performance indicators not well-defined

20. Various indicators were not clearly defined during the planning process. Consequently, the indicators are not useful for measuring and reporting on progress against planned objectives.

Indicator	Target	Detail
Indicator 2: Number of township and rural based businesses supported with non-financial business development of Programme 1: Enterprise Development Programme	18 000	Data for this indicator cannot be collected consistently due to there being no pre-determined and defined measurement and reporting process in place for the full year under audit taking into consideration the changes in the reporting system used.
Indicator 4: Number of SMMEs and cooperatives supported with business development of Programme 1: Enterprise Development Programme	2 000	Even though there is no ambiguity in the definition, it was evident in the walkthrough of performance information performed by AGSA that data for this indicator cannot be collected consistently due to there being no pre-determined and defined measurement and reporting process in place for the full year under audit taking into consideration the changes in the reporting system used
Indicator 6: Number of SMMEs and cooperatives supported in priority sectors with non-financial business development to scale up their businesses of Programme 1: Enterprise Development Programme	50	Indicator has been assessed as not measurable as it is not well defined and not verifiable. Therefore, this indicator has been determined not to be useful.
Indicator 9: Number of cooperatives supported through CDSP of Programme 1: Enterprise Development Programme	40	Indicator is not well defined; the definition for this indicator is vague as it makes no reference to what the approved guidelines are or where the user can obtain these guidelines to allow them to easily understand the nature of support provided under this indicator
Indicator 1: Number of SMMEs and Cooperatives assisted through the incubation programme of Programme 2: SEDA Technology Programme	1 800	Although there is a clear indication as to what the means of verification are for this indicator, it was evident in the walkthrough performed that data cannot be collected consistently as there was no pre-determined and defined measurement and reporting process in place for the full year under audit due to the lack of a formally documented, updated and applicable Standard Operating Procedures (SOPs)
Indicator 2: Number of SMMEs and Cooperatives assisted through the Technological Transfer Assistance Programme of Programme 2: SEDA Technology Programme	50	Although there is an indication as to what the means of verification are for this indicator, it was evident in the walkthrough that the only MOVs to support achievements recorded under this indicator are approval letters

17. I performed procedures to test whether:
- the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives.
 - all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included.
 - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements.
 - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
 - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents.
 - the reported performance information is presented in the annual performance report in the prescribed manner.
 - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.
18. I performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.
19. The material findings on the reported performance information for the selected material indicators as follows:

Reported achievements did not agree to audit evidence.

21. Based on the audit evidence, the actual achievements for the below three (3) indicators did not agree to what was reported. I could not determine the actual achievements, but I estimated them to be materially more. The targets were still achieved.

Indicator	Target	Reported achievement
Indicator 2: Number of township and rural based businesses supported with non-financial business development of Programme 1: Enterprise Development Programme	18 000	23 549
Indicator 4: Number of SMMEs and cooperatives supported with business development of Programme 1: Enterprise Development Programme	2 000	2 970
Indicator 1: Number of SMMEs and Cooperatives assisted through the incubation programme of Programme 2: SEDA Technology Programme	1 800	2 268

OTHER MATTERS

22. I draw attention to the matters below.

Achievement of planned targets

23. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under achievements. This information should be considered in the context of the material findings on the reported performance information.

Material misstatements

24. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for Programme 1 – Enterprise Development Programme and Programme 2 – SEDA Technology Programme. Management did not correct the misstatements and I reported material findings in this regard.

REPORT ON COMPLIANCE WITH LEGISLATION

25. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.

26. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

27. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity's, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

28. I did not identify any material non-compliance with the selected legislative requirements.

OTHER INFORMATION IN THE ANNUAL REPORT

29. The accounting authority is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.

30. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

31. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

32. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

INTERNAL CONTROL DEFICIENCIES

33. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

34. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the opinion and the material findings on the annual performance report.

35. Although there is some level of review at a process level for performance information. We have found that the current review process of performance information is inadequate and ineffective. This has resulted in the inability to detect and correct errors in a timely manner to ensure that the Annual Performance Report is accurate, valid and complete. Additionally, the errors detected in the performance information were exacerbated by system challenges, specifically with e-Thuse.

36. Although majority of the policies and procedures were reviewed within the appropriate period, it is however being noted that some policies and procedures were not reviewed within appropriate timelines. As such senior management. Did not implement and communicate all updated policies and procedures to enable and support the understanding and execution of internal control objectives, processes, and responsibilities during the financial year.

37. A common theme has been identified in which inappropriate oversight and monitoring has been exercised by senior management [over SEDA funded incubators within the incubation programme. Instances of fruitless and wasteful expenditure emanating from investigations into allegations made against incubators have been identified in the current and prior year and furthermore control deficiencies identified in the prior year have reoccurred in the current financial year that indicates inadequate monitoring and oversight within the incubation programme.

38. Senior management did not adequately develop and monitor the implementation of action plans to address internal control deficiencies. This is demonstrated by the fact that not all prior year recommendations were adequately implemented in the current year which resulted in repeat findings in the current year.
39. Although the public entity implemented a new performance reporting system; the premature implementation phase of the system did not have the necessary validations checks to detect duplicates within the performance reporting system. This has resulted in insufficient record keeping ensuring that the reported achievements on the Annual Performance Report are valid, accurate and complete and supported by reliable audit evidence.

OTHER REPORTS

40. I draw attention to the following engagements conducted by various parties. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
41. The risk and compliance unit performed an investigation relating to an allegation of corruption complaint for stipends paid to the SMME support programme attendees. The investigation covers a period from sourcing of the service provider on 26 October 2023 to date. The investigation is in progress and has not been concluded at this date of the audit report.

Auditor-General

Pretoria
31 July 2024



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the public entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the public entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity's to cease operating as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

ANNEXURE TO THE AUDITOR'S REPORT (continued)

Compliance with legislation – selected legislative requirements.

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act No.1 of 1999 (PFMA)	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); Section 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); Section 55(1)(c)(i); 56(1); 57(b); 66(3)(c)
Treasury Regulations, 2005	Regulation 8.2.1; 8.2.2; 16A3.2; 16A3.2(a); Regulation 16A6.1; 16A6.2(a); 16A6.2(b); Regulation 16A6.3(a); 16A6.3(a); 16A6.3(b); Regulation 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; Regulation 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; Regulation 16A.7.7; 16A8.3; 16A8.4; 16A9.1(b)(ii); Regulation 16A 9.1(d); 16A9.1(e); 16A9.1(f); Regulation 16A9.2; 16A9.2(a)(ii); 30.1.1; 30.1.3(a); Regulation 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; Regulation 31.2.5; 31.2.7(a); 32.1.1(a); 32.1.1(b); Regulation 32.1.1(c); 33.1.1; 33.1.3
Prevention and Combating of Corrupt Activities Act No.12 of 2004 (PRECCA)	Section 34(1)
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	CIDB regulation 17; 25(7A)
Second amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury instruction No 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
National Instruction No. 1 of 2021/22	Paragraph 4.1
National Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; Paragraph 7.6

Legislation	Sections or regulations
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
Practice Note 11 of 2008/9	Paragraph 2.1; 3.1 (b)
Practice Note 5 of 2009/10	Paragraph 3.3
Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; Regulation 6.5; 6.6; 6.8; 7.1; 7.2; 7.3; 7.5; 7.6; 7.8; Regulation 8.2; 8.5; 9.1; 9.2; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

STATEMENT OF FINANCIAL POSITION

as at 31 March 2024

	NOTES	2024 R	2023 R
ASSETS			
Current assets		777 505 850	110 343 610
Cash and cash equivalents	4	626 329 469	82 937 459
Accounts receivable	5	150 929 991	27 095 294
– Non exchange transactions		136 657 752	13 870 764
– Exchange transactions		14 272 239	13 224 530
Inventories	6	246 390	310 857
Non-current assets		39 372 213	44 619 128
Plant and equipment	7	38 770 241	42 779 824
Intangible assets	8	601 972	1 839 304
Total assets		816 878 063	154 962 738
LIABILITIES			
Current liabilities		539 710 808	162 120 626
Payables from exchange transactions	9	48 581 214	104 211 392
Financial liabilities	9	450 694 581	32 102 651
Current portion of the operating lease obligations	11	1 103 970	1 448 487
Provisions	10	39 331 043	24 358 096
Non-current liabilities		380 679	508 395
Long-term portion of operating lease obligations	11	380 679	508 395
Total liabilities		540 091 487	162 629 021
Net assets		276 786 576	(7 666 283)
Accumulated surplus/(deficit)		276 786 576	(7 666 283)
Total net assets		276 786 576	(7 666 283)

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2024

	NOTES	2024 R	2023 R
REVENUE: EXCHANGE		18 851 468	11 982 107
Interest received	2	16 860 841	8 663 927
Sundry income	2	1 990 627	3 318 180
REVENUE: NON-EXCHANGE		1 475 504 181	944 885 580
Government grants	2		
– Seda (from DSBD)		1 226 206 000	678 751 000
– Seda Technology Programme (STP)		176 740 000	159 445 000
DSBD specific projects	2	21 568 524	87 950 016
Provincial governments	2	13 786 883	7 324 461
Local governments	2	6 444 290	3 491 427
Other income – services in kind	2	1 134 858	1 357 354
Other earnings from programmes and projects	2	29 623 626	6 566 322
Total revenue	2	1 494 355 649	956 867 687
EXPENSES			
Goods and services		(764 502 324)	(552 768 566)
– Administrative and other costs	3	(165 830 802)	(158 399 758)
– Programme and project costs	3	(598 671 522)	(394 368 808)
Personnel cost	3	(428 892 294)	(381 145 151)
Depreciation, impairment and amortisation	3	(15 780 977)	(16 991 614)
Loss on sale and write off of assets	3	(727 195)	(261 105)
Total expenses		(1 209 902 790)	(951 166 436)
Surplus for the year		284 452 859	5 701 251

STATEMENT OF CHANGES IN NET ASSETS

as at 31 March 2024

	ACCUMULATED SURPLUS R
BALANCE AT 1 APRIL 2022	(13 367 534)
Surplus for the year – 2022/23	5 701 251
BALANCE AT 31 MARCH 2023	(7 666 283)
Surplus for the year – 2023/24	284 452 859
BALANCE AT 31 MARCH 2024	276 786 576

CASH FLOW STATEMENT

for the year ended 31 March 2024

	NOTES	2024 R	2023 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Earnings from programmes and projects		—	8 739 067
Interest received	2	16 828 354	8 663 927
Revenue (excluding services in kind)	2	1 474 369 323	934 087 097
Sundry Income (excluding proceed on disposal of assets)		1 658 955	3 318 180
		1 492 856 632	954 808 271
Payments			
Personnel cost		(389 033 180)	(381 145 151)
Suppliers		(549 817 034)	(677 063 524)
		(938 850 214)	(1 058 208 675)
Net cash flows (used in)/from operating activities	15b	554 006 418	(103 400 404)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds on disposal of assets		300 768	82 132
Purchase of assets	15a	(10 915 176)	(3 389 405)
Net cash used in investing activities		(10 614 408)	(3 307 273)
Net increase/(decrease) in cash and cash equivalents		543 392 010	(106 707 677)
Cash and cash equivalents at the beginning of the year		82 937 459	189 645 136
Cash and cash equivalents at end of year	4	626 329 469	82 937 459

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL INFORMATION

for the year ended 31 March 2024

	ORIGINAL BUDGET 2023/24 R	ADJUSTMENTS R	FINAL BUDGET 2023/24 R	ACTUAL 2023/24 R	%	VARIANCE R
REVENUE						
Earnings from programmes and projects ¹	194 090 706	(117 209 998)	76 880 708	71 423 323	(7.10)	(5 457 385)
Government grants	843 558 000	559 388 000	1 402 946 000	1 402 946 000	—	—
- Seda	666 818 000	559 388 000	1 226 206 000	1 226 206 000	—	—
- Seda Technology Programme	176 740 000	—	176 740 000	176 740 000	—	—
Interest received ²	7 000 000	9 870 150	16 870 150	16 860 841	(0.06)	(9 309)
Sundry income ³	8 463 750	(5 155 110)	3 308 640	3 125 485	(5.54)	(183 155)
Total revenue	1 053 112 456	446 893 042	1 500 005 498	1 494 355 649	(0.38)	(5 649 849)
EXPENSES						
Administrative and other costs ⁴	(175 485 961)	3 713 036	(171 772 925)	(165 830 802)	(3.46)	5 942 123
Depreciation, impairment and amortisation ⁵	(16 522 413)	996 824	(15 525 589)	(15 780 977)	(1.64)	(255 388)
Loss on sale and write-off of assets ⁶	—	—	—	(727 195)		(727 195)
Personnel cost ⁷	(387 719 872)	(45 479 957)	(433 199 829)	(428 892 294)	(0.99)	4 307 535
Programme and project costs ⁸	(467 678 210)	(400 491 410)	(868 169 620)	(598 671 522)	(31.04)	269 498 098
Total expenses	(1 047 406 456)	(441 261 507)	(1 488 667 963)	(1 209 902 790)	(18.73)	278 765 173
Surplus	5 706 000		11 337 535	284 452 859		273 115 324
CAPEX ⁹	(5 706 000)	(5 631 535)	(11 337 535)	(10 915 176)	(3.73)	422 359
Total expenses (including CAPEX)	(1 053 112 456)	(446 893 042)	(1 500 005 498)	(1 220 817 966)	(18.61)	279 187 532
Net surplus (including CAPEX)	—	—	—	273 537 683		

Explanations of budget adjustments:

- Earnings from programmes and projects - Adjustment due to additional funding received during the year mainly from Departments and other government entities.
- Interest received – budget adjusted inline with additional funding received during the year.
- Sundry income - budget adjusted due to management fee not materialised on some projects.
- Administrative and other costs - Adjustment due savings. Administrative cost budget was adjusted to support delivery of projects.
- Depreciation, impairment & amortisation - Depreciation was adjusted due to the delays in delivery of assets, mainly computer equipment that have a shortage in the country since the covid-19 pandemic.
- Personnel cost - Adjustment due to provision for leave, additional staff of temporary workers and provision for performance rewards.
- Programme and project costs - Adjustment due to additional allocations for certain programmes and projects.
- Capital expenditure - Additional funding was allocated to replace the aged assets.

Explanations of budget and actual amounts comparison variances:

- Earnings from programmes and projects - Income is recognised once expenditure is incurred.
- Sundry income - Due to management fee not materialising on some of the projects.
- Loss on sale of assets - Disposal of asset loss is not budgeted for.
- Personnel cost - minor deviation of 0.99% underspend.
- Programmes and project costs - underspend due to funding for certain projects only received in the 4th quarter of the year.

Refer to note 1.17.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2024

1 ACCOUNTING POLICIES

The financial statements were prepared on a historical cost basis in accordance with Standards of Generally Recognised Accounting Practice and the Public Finance Management Act 1999 (Act No. 1 of 1999) as amended. The accounting policies have been applied consistently throughout the year and agree with the accounting policies applied in the previous financial year except where explicitly stated.

1.1 Basis of preparation

The financial statements have been prepared on a going concern basis, in South African rands.

In terms of section 55(1)b of the Public Finance Management Act, Seda is required to comply with Generally Recognised Accounting Practice (GRAP). Seda complies with GRAP.

The financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practices (GRAP) including any interpretation, guidelines and directives issued by the Accounting Standards Board (ASB). The Financial Statements fairly present the entity's Financial Position, Financial Performance and Cash Flows as per the requirements of GRAP 1.

In the absence of a GRAP standard, the GRAP hierarchy in GRAP 3 – Accounting policies, changes in accounting estimates and errors are used to develop an appropriate accounting policy. In terms of GRAP 3, judgement must be used when developing an accounting policy. In applying judgement, GRAP 3 requires that management refers to and considers the applicability of the following sources in descending order:

- (a) the requirements and guidance in Standards of GRAP dealing with similar and related issues; and
- (b) the definitions, recognition criteria and measurement concepts for assets, liabilities, revenue and expenses set out in the Framework for the Preparation and Presentation of Financial Statements.

The annual financial statements have been prepared on a historical cost basis, except for the measurement of certain financial instruments, and incorporate the principal accounting policies set out below.

1.1.1 Adoption of new and revised standards

The below standards issued in 2023/24, that are applicable to Seda, were adopted.

STANDARD OR INTERPRETATION		PLANNED/ EFFECTIVE DATE
Amendment to GRAP 1	Presentation of Financial Statements	1 April 2023
GRAP (2020)	Improvement to Standards of GRAP	1 April 2023
GRAP 25	Employee Benefits	1 April 2023
IGRAP 21	The Effect of Past Decisions on Materiality	1 April 2023

1.1.2 Standards and interpretations issued, but not yet effective

Standards issued that are applicable to Seda but not yet effective up to date of issuance of Seda's financial statements are listed below. These standards will be adopted when they become effective.

STANDARD OR INTERPRETATION		PLANNED/ EFFECTIVE DATE
Admentments to GRAP 104	Financial Instruments	1 April 2025

1.2 Property, Plant and Equipment

Property, plant and equipment is initially recorded at cost. Costs include costs incurred initially to acquire an item of property, plant and equipment and costs incurred subsequently to add to or replace part of it. Costs are capitalised to the extent that the cost can be measured reliable and is probable that the cost will result in the inflow of future economic benefits to Seda.

Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is charged so as to write off the cost of assets to their residual value over their estimated useful lives, using the straight-line method.

Depreciation is calculated on the historical cost using the methods and the rates stated below in note 7. The residual values of all assets are estimated, until they are not usable anymore.

The residual value and the useful life of an asset is reviewed at least at each financial year end and if expectations differ from previous estimates, the change is accounted for as change in an accounting estimate. An estimation is made of the amount it would receive currently for the asset if the asset were already of the age and condition expected at the end of its useful life.

The carrying amount of property, plant and equipment is derecognised on disposal or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is included in the Statement of Financial Performance.

1.3 Intangible Assets

An intangible asset is an identifiable non-monetary asset without physical substance.

An intangible asset is recognised if, and only if:

- It is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- The cost of the asset can be measured reliably.

An intangible asset is measured initially at cost.

1 ACCOUNTING POLICIES (CONTINUED)

1.3 Intangible Assets (continued)

The useful life of an intangible asset that arises from contractual or other legal rights shall not exceed the period of the contractual or other legal rights, but may be shorter depending on the period over which the entity expects to use the asset.

The useful life of the intangible asset shall include the renewal period only if there is evidence to support renewal by the entity without significant cost. The depreciable amount of the intangible asset with a finite useful life shall be allocated on a systematic basis over its useful life.

Amortisation is charged so as to write off the cost of assets to its residual value over their estimated useful lives, using the straight-line method.

1.4 Impairment of Assets

An "impairment" as a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation/amortisation. Impairment, therefore, reflects a decline in the utility of an asset to the entity that controls it.

Cash-generating assets are assets that are held with the primary objective of generating a commercial return. Assets will generate a commercial return when the entity intends to generate positive cash flows from the asset similar to a profit-orientated entity.

Non-cash-generating assets are primarily held for service delivery purposes.

Given the overall objectives of Seda, its assets are non-cash-generating

At each Statement of Financial Position date, Seda reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, Seda estimates the recoverable amount of the cash and non-cash generating unit to which the asset belongs.

The recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statement of Financial Performance.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in the Statement of Financial Performance.

1.5 Leases

Leases are classified as finance leases whenever the terms of the lease transfers substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability. This asset or liability is not discounted. Any contingent rents are expensed in the period they are incurred.

Assets held under finance leases are recognised as assets of Seda at their fair value at the inception of the lease or, if lower, at the present value of the minimum lease payments. The corresponding liability to the lessor is included in the Statement of Financial Position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability.

Finance charges are charged as an expense in the Statement of Financial Performance, unless they are directly attributable to qualifying assets.

1.6 Inventories

Consumable stores are initially recognised at cost. Consumable stores are valued at the lower of initial cost or current replacement cost.

The entity recognises inventories as an expense in the Statement of Financial Performance when distributed.

Provision for inventory is recorded based on the differences between the inventory on the floor and the accounting records, while the approval process is not obtained.

1.7 Revenue Recognition

Revenue from exchange transactions

Investment income represents interest received on cash balances with financial institutions. Interest is expensed, using the effective interest rate method.

Revenue from contracts and services rendered is recognised when all the following have been satisfied:

- Seda has transferred to the buyer the significant risks and rewards of ownership of the goods;
- Seda retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to Seda; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

1 ACCOUNTING POLICIES (CONTINUED)

1.7 Revenue Recognition (continued)

Revenue from exchange transactions (continued)

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the Statement of Financial Position date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to Seda;
- The stage of completion of the transaction at the Statement of Financial Position date can be measured reliably; and
- The costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue shall be recognised only to the extent of the expenses recognised that are recoverable.

Revenue from the exchange transactions refers to revenue that accrued to the entity directly in return for services rendered, the value of which approximates the consideration received or receivable.

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for services provided in the normal course of business, net trade discounts and volume rebates, and value added tax.

Revenue from non-exchange transactions

Revenue from non-exchange transactions refers to transactions where the entity received revenue from another entity without directly giving approximately equal value in exchange. Revenue from non-exchange transactions is generally recognised to the extent that the related receipt or receivable qualifies for recognition as an asset and there is no liability to repay the amount.

Transfers from government entities represents the parliamentary grant from the Department of Small Business Development (dsbd). Transfers from government entities are recognised as income on accrual basis as and when invoiced or received from the Department of Small Business Development (dsbd).

Government grants are recognised when it is probable that future economic benefits or service potential will flow to the entity and these benefits can be measured reliably. The grant is recognised to the extent that there are no further obligations arising from the receipt of the grant.

Government grants received for the purpose of giving immediate financial support with no future related costs are recognised as income in the period in which they become receivable. Government grants relating to specific expenditure are deferred and recognised in the year during which the expenses are incurred.

1.8 Provisions

Provisions are recognised when Seda has a present obligation as a result of a past event, and it is probable that Seda will be required to settle that obligation. Provisions

are measured at the Management's best estimate of the expenditure required to settle the obligation at the Statement of Financial Position date, and are discounted to present value where the effect is material.

Provision for Performance reward

The provision for performance reward on the financials represents the obligation to pay the reward to salaried employees as a result of predetermined performance criteria having been met. This is in line with GRAP 25.

Provision for debtors

The provision for doubtful debts is the amount of bad debt that will arise from accounts receivable that have been issued but not yet collected. All debts older than twelve (12) months must be provided for in full, unless if there is reliable information and progress towards recovery.

1.9 Employee Benefits

Short term employee benefits

The cost of all short-term employee benefits is recognised during the period in which the employee renders the related service. The provisions for employee entitlements to performance bonus and/or thirteen cheque represent the amount which Seda has a present obligation to pay as a result of employees' service provided to the reporting date. The provisions have been calculated at undiscounted amounts based on current wage and salary rates.

Provident Fund

Seda contributes to defined contribution plans and recognises the amount as an expense in the Statement of Financial Performance. This fund is governed by the Pension Fund Act, 1956.

Medical Aid

Medical Aid contributions are restricted to the period of employment.

1.10 Financial Instruments

Financial assets and financial liabilities are initially recognised at fair value plus transaction cost on Seda's Statement of Financial Position when Seda has become a party to contractual provisions of the instrument.

Subsequent to initial recognition these instruments are measured as set out below:

Financial assets

Financial assets are cash and cash equivalents and trade and other receivables.

Accounts receivable

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortized cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are expensed when there is objective evidence that the asset is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

1 ACCOUNTING POLICIES (CONTINUED)

1.10 Financial Instruments (continued)

Bank and cash balances

Cash and cash equivalents comprise of cash on hand and demand deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. Cash is subsequently held at amortised cost.

Financial liabilities

Financial liabilities consist of finance lease long-term liabilities, trade and other payables and other short-term finance lease liabilities. The financial liabilities are initially measured at fair value, and are subsequently measured at amortized cost, using the effective interest rate method.

Trade payables

Trade payables are initially measured at fair value, and are subsequently measured at amortized cost, using the effective interest rate method.

De-recognition

The de-recognition of financial instruments occur when the obligation is extinguished. A financial liability (or part of it) is extinguished when the debtor either:

- Discharges the liability (or part thereof) by paying the creditor, normally with cash, other financial liabilities, goods or services;
- Is legally released from primary responsibility for the liability (or part of it) either by process of law (expires) or by the creditor (cancelled). If the debtor has given a guarantee, this condition may still be met; or
- Waives the debt or it is assumed by another entity by way of a non-exchange transaction. These transactions are accounted for by considering the requirements in GRAP 104 and GRAP 23 on Revenue from Non-exchange Transactions (Taxes and Transfers).

Deposits

Deposits relates to the payment made on operating leases. Refundable at the end of the lease period.

Payments in advance

Advance payment is a type of payment made ahead of its normal schedule such as paying for a good or service before you actually receive it.

Staff savings

Staff savings relates to staff that have the choice to sacrifice one month of their salary that is payable to them once off in December every year.

1.11 Related Parties

Seda, as a schedule 3A Public Entity, under Public Finance Management Act (PFMA), operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only entities within the national sphere of government are considered to be related parties. Key management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Only transactions with related parties not at arm's length or not in the ordinary course of business, are disclosed. Refer to note 2,14,17 and 18.

1.12 Irregular Expenditure

Irregular expenditure comprises expenditure, other than unauthorized expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including:

- the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999); or
- the State Tender Board Act, 1968 (Act No. 86 of 1968) or any regulation made in terms of that Act.

Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.13 Fruitless and Wasteful Expenditure

Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.14 Contingent Assets and Liabilities

A contingent liability is:

- a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity;
- or a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities may develop in a way not initially expected. Therefore, they are assessed continually to determine whether an outflow of resources embodying economic benefits or service potential has become probable. If it becomes probable that an outflow of future economic benefits or service potential will be required for an item previously dealt with as a contingent liability, a provision is recognised in the financial statements of the period in which the change in probability occurs.

A contingent asset usually arise from unplanned or other unexpected events that give rise to the possibility of an inflow of economic benefit to the entity. The inflow of economic benefit must be probable, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent assets are not recognised in financial statements since this may result in the recognition of revenue that may never be realised. However, when the realisation of revenue is virtually certain, then the related asset is not a contingent asset and its recognition is appropriate.

1 ACCOUNTING POLICIES (CONTINUED)

1.15 Commitments

Commitments are agreements that were entered into by the agency with an external service provider or parties before the reporting date where delivery is expected to take effect after the reporting date.

Such commitments do not meet the definition of a liability in terms of the conceptual framework.

1.16 Presentation of Budget Information

Comparison of budget and actual amounts are presented in the Statement of Comparison of Budget and Actual Information for the financial year 2023/24. Seda only presents the final budget amounts. Differences (variances) between the actual amounts and budget amounts are presented and explained.

As per GRAP 24 Seda prepares its budget on a comparable basis, meaning that the budget and financial instruments:

- are prepared using the accrual basis of accounting for both;
- including the same activities and entities;
- using the same classification system; and
- are prepared for the same period.

1.17 Segment Reporting

The objective of this Standard is to establish principles for reporting financial information by segments. The disclosure of this information will:

- enable users of the financial statements to better understand the entity's performance, to evaluate the nature and financial effects of the activities in which it engages and the economic environments in which it operates;
- identify the resources allocated to support the major activities of the entity and assist in making decisions about the allocation of resources; and
- enhance the transparency of financial reporting and enable the entity to better discharge its accountability obligations.

A segment is a distinguishable activity or group of activities of an entity for which is appropriate to report financial information separately, for evaluating the entity's past performance in achieving its objectives and for making decisions about the future allocation of resources.

Segment information is either presented based on service or geographical segments. Service segments relate to a distinguishable component of an entity that provides specific or achieves particular operating objectives that are in line with the entity's overall mission. Geographical segments relate to specific outputs generated or particular objectives achieved, by an entity within a particular region. Seda choose to adopt reporting based on geographical segments as management closely monitors operational performance and resources allocation to the provinces for optimal service delivery, as per GRAP 18. The basis of accounting for any transactions and nature of measurement between reportable segments is the same throughout Seda.

1.18 Expenditure recognition

The accrual accounting method recognises expenses when they are incurred, regardless of when cash is paid.

1.19 Foreign exchanges

The objective of GRAP 4 is to ensure that appropriate recognition criteria and measurement bases are applied to transactions and balances in a currency other than

the reporting currency and that sufficient information is disclosed in the notes to the financial statements.

An entity that prepares and presents financial statements under the accrual basis of accounting shall apply this Standard:

- in accounting for transactions and balances in foreign currencies, except for those derivative transactions and balances that are within the scope of the Standard of GRAP on Financial Instruments;
- in translating the financial performance and financial position of foreign operations that are included in the financial statements of the entity by consolidation, proportionate consolidation or by the equity method; and
- in translating an entity's financial performance and financial position into a presentation currency.

A foreign currency transaction is a transaction that is denominated or requires settlement in a foreign currency, including transactions arising when an entity: (a) buys or sells goods or services whose price is denominated in a foreign currency;

A foreign currency transaction shall be recorded, on initial recognition in the functional currency, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous financial statements shall be recognised in surplus or deficit in the period in which they arise.

The entity shall disclose: (a) the amount of exchange differences recognised in surplus or deficit except for those arising on financial instruments measured at fair value through surplus or deficit in accordance with the Standard of GRAP on Financial Instruments; and (b) net exchange differences classified in a separate component of net assets and a reconciliation of the amount of such exchange differences at the beginning and end of the period.

1.20 Receivables for exchange and non-exchange

Receivables from exchange transactions

An exchange transaction is one in which the entity receives assets or services or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange. Therefore an exchange transaction is between two parties giving and/or receiving assets/services, etc. for the same value.

Receivables from non-exchange transactions

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Transfers satisfy the definition of a non-exchange transaction due to the transferor providing resources (grants, donations, etc.) to the recipient entity without the recipient entity providing approximately equal value directly in exchange.

An entity will recognise an asset arising from a non-exchange transaction when it gains control of resources that meet the definition of an asset and satisfy the recognition criteria.

	2024 R	2023 R
2 REVENUE		
Revenue: Exchange	18 851 468	11 982 107
Interest received	16 860 841	8 663 927
Sundry income (including asset related)	1 990 627	3 318 180
Revenue: Non-exchange	1 475 504 181	944 885 580
Government grants	1 402 946 000	838 196 000
– Seda from DSBD	1 226 206 000	678 751 000
– Seda Technology Programme (STP) from DSBD	176 740 000	159 445 000
DSBD specific projects ¹	21 568 524	87 950 016
Provincial Governments ²	13 786 883	7 324 461
Local government ²	6 444 290	3 491 427
Other income – services in kind ³	1 134 858	1 357 354
Other earnings from programmes and projects ⁴	29 623 626	6 566 322
	1 494 355 649	956 867 687
Nature and type of services are as follows:		
1. DSBD specific projects relates to additional funding received from the Department of Small Business Development (DSBD) to implement specific projects like international markets exposure for SMMEs.		
2. Provincial and Local government income relates to MOA and MOU signed with provincial government and local municipalities to delivery services in their jurisdiction area to SMMEs.		
3. Services in kind relate to the fair value of accommodation supplied at no charge by Stakeholders to Seda extensions and co-locations in the provinces.		
4. Other earnings from programme and projects relates to income from MOA and MOU signed with other national government departments, public entities and SETAs to deliver services to SMMEs on their behalf.		
3 EXPENSES FOR THE YEAR		
Surplus for the year is arrived at after taking into account the following:		
Personnel cost	428 892 294	381 145 151
– Service awards	456 000	608 000
– Leave accruals	3 246 250	862 892
– Provision for performance reward	35 866 216	18 299 421
– Salaries	382 539 101	355 236 300
– Skills Development Levy (SDL)	3 806 045	3 566 161
– Temporary workers	501 669	994 012
– Workmen's compensation	2 477 013	1 578 365

	2024 R	2023 R
3 EXPENSES FOR THE YEAR (CONTINUED)		
Administrative and other costs	165 830 802	158 399 758
Administrative costs	103 025 841	97 085 619
– Admin related (excluding boards members' emoluments, operating lease expense and provision for bad debt)	59 609 660	56 045 311
• Cleaning	6 964 322	6 572 451
• Consumables	2 982 369	2 292 179
• Maintenance and repairs	3 118 675	2 566 978
• Maintenance and repairs – hardware	92 255	243 086
• Maintenance and repairs – office equipment	435 767	49 147
• Maintenance and repairs – office buildings	1 060 837	1 266 756
• Maintenance and repairs – vehicles	1 529 816	1 007 989
• Municipal services	11 081 752	9 674 543
• Other (includes catering, general expenditure, insurance, stationery etc.)	18 909 456	19 582 566
• Provision/write-off on inventory	(818)	—
• Travel and accommodation	16 553 904	15 356 594
– Communication costs	14 015 728	16 071 892
• Advertising and marketing	3 121 831	3 040 541
• Printing and publication	1 360 313	1 815 300
• Other (includes courier cost, library maintenance etc.)	1 947 182	1 366 964
• Telephone and cell phone	7 586 402	9 849 087
– Computer services	23 162 500	20 559 125
• Internet charges	10 732 522	7 804 253
• Specialised computer services	2 023	75 684
• Software licences	12 427 955	12 679 188
– Recruitment and re-location costs	1 420 442	1 552 371
– Professional services (excluding auditors' remuneration)	1 334 741	970 657
• Consultants	—	289 229
• Legal services	1 164 422	581 804
• Other (includes membership fees to professional bodies etc.)	170 319	99 624
– Staff training and development	3 482 770	1 886 263

	2024 R	2023 R
3 EXPENSES FOR THE YEAR (CONTINUED)		
Auditors' remuneration	3 931 924	3 884 439
– External auditors	3 595 828	2 867 845
* Regularity audit	3 595 828	2 867 845
– Internal auditors	336 096	1 016 594
Board members' emoluments	4 713 205	3 997 021
– For services as members (excl CEO remuneration)	4 414 360	3 839 142
– Board sub-committees	298 845	157 879
Operating lease expenses		
– Buildings and equipment	54 377 481	52 811 676
Provision for bad debts	(219 012)	619 826
Interest paid	1 363	1 177
– Interest paid	1 363	1 177
Depreciation, impairment and amortisation	15 780 977	16 991 614
– Computer equipment	7 380 247	8 953 379
– Computer software	1 237 332	2 125 586
– Equipment	1 638 523	1 992 500
– Motor vehicles	4 181 624	2 774 837
– Office furniture	497 385	739 076
– Leasehold improvements	845 866	406 236
Losses incurred	727 195	261 105
– Loss on sale and write off of plant and equipment	706 825	261 105
– Foreign exchange loss	20 370	—
Programme and projects costs	598 671 522	394 368 808
– Enterprise Development Fund (EDF)	51 375 460	52 941 381
– Other programmes and projects (includes dsbd specific projects, programme development, other projects, specific target market projects etc.)	365 561 963	139 117 368
– Seminars and workshops for clients	11 901 266	7 238 319
– STP – Incubators	149 782 575	160 717 843
– STP – Quality and Standards projects	11 555 329	11 639 354
– STP – Technology Transfer Assistance (TTA)	8 494 929	22 714 543

	2024 R	2023 R
4 CASH AND CASH EQUIVALENTS		
Investment account	57 635	53 115
Current accounts	625 953 637	82 547 869
Petty cash	318 197	336 475
	626 329 469	82 937 459
Refer to note 16.4 for details on interest rates.		
Included in the cash balance of R625 953 637 is the R140 458 274 (2023: R32 102 651) relating to grants received in advance, which is to be utilised for specific projects as reflected in note 9.		
5 ACCOUNTS RECEIVABLE		
Non-exchange transactions		
Programmes and projects receivables	137 130 154	13 870 764
Less: Provision for bad debt	(472 402)	—
	136 657 752	13 870 764
The ageing analysis of the past due non-exchange receivables is as follows:		
< 3 months	10 045 240	—
3 – 6 months	—	—
6 months – 1 year	112 741 748	—
1+ years	13 870 764	13 870 764
Total sundry receivables past due date	136 657 752	13 870 764
Exchange transactions		
Deposits	2 370 573	4 227 462
Payment in advance	10 782 691	8 678 269
Relocation cost receivables	—	—
Staff receivables	255 823	124 811
Sundry receivables	1 210 921	1 308 191
	14 620 008	14 338 733
Less: Provision for bad debt	(347 769)	(1 114 203)
	14 272 239	13 224 530
Total	150 929 991	27 095 294

	NOTES	2024 R	2023 R
5 ACCOUNTS RECEIVABLE (CONTINUED)			
Exchange transactions (continued)			
The ageing analysis of the past due exchange receivables is as follows:			
< 3 months		2 523 267	5 733 318
3 – 6 months		399 624	1 743 168
6 months – 1 year		5 568 016	178 257
1+ years		5 781 332	5 569 787
Total exchange receivables past due date		14 272 239	13 224 530
Provision for bad debts:			
Movement for the year:			
Opening Balance at 1 April		1 114 203	609 377
Less: Bad debt written-off or (recovered)		(75 020)	(115 000)
		1 039 183	494 377
Net charge to the Statement of Financial Performance	3	(219 012)	619 826
Closing balance at 31 March		820 171	1 114 203
6 INVENTORIES			
Consumable stores at cost		246 390	310 857
Current replacement cost		246 390	310 857
Provision for stationery and computer consumables written-off:			
Movement for the year:			
Opening Balance at 1 April		—	5 139
Plus: provision current year		818	—
Less: Stationery and computer consumables write-downs written-off		—	(5 139)
		818	—
Net charge to the Statement of Financial Performance		(818)	—
Closing balance at 31 March		—	—

	Computer Equipment R	Equipment R	Motor Vehicles R	Office Furniture R	Leasehold Improvements %	Total R
7 PLANT & EQUIPMENT – 2023/24						
2023/24 Major Assets (above R2 000 per item)						
At 1 April 2023						
Cost	86 468 268	21 309 932	48 630 214	24 731 428	6 711 973	187 851 815
Accumulated depreciation and impairment	(69 797 695)	(15 728 143)	(32 348 012)	(21 387 201)	(5 814 031)	(145 075 082)
Opening carrying amount	16 670 573	5 581 789	16 282 202	3 344 227	897 942	42 776 733
Year ended 31 March 2024						
Opening carrying amount	16 670 573	5 581 789	16 282 202	3 344 227	897 942	42 776 733
Additions at cost	7 611 886	737 979	2 131 183	121 103	300 361	10 902 512
Disposals and write off at cost	(2 847 837)	(336 457)	(712 433)	(48 989)	(49 809)	(3 995 525)
Disposal and write off depreciation	2 635 876	322 621	567 533	42 576	49 311	3 617 917
Work in progress	—	—	—	—	—	—
Depreciation for the year	(7 374 948)	(1 631 137)	(4 181 624)	(496 178)	(845 866)	(14 529 753)
Cost re-allocated	(133 279)	133 279	—	—	—	—
Impairment	—	—	—	—	—	—
Depreciation Reallocated	114 583	(117 978)	(1)	1	—	(3 395)
Closing carrying amount	16 676 854	4 690 096	14 086 860	2 962 740	351 939	38 768 489
At 31 March 2024						
Cost	91 099 038	21 844 733	50 048 964	24 803 542	6 962 525	194 758 802
Accumulated depreciation and impairment	(74 422 184)	(17 154 637)	(35 962 104)	(21 840 802)	(6 610 586)	(155 990 313)
Carrying amount	16 676 854	4 690 096	14 086 860	2 962 740	351 939	38 768 489
Useful lives	4 years	6 years	5 years	6 years	5 years or lease period	

	Computer Equipment R	Equipment R	Motor Vehicles R	Office Furniture R	Leasehold Improvements %	Total R
7 PLANT & EQUIPMENT (continued)						
2023/24 Minor Assets (below R2 000 per item and excluding major assets)						
At 1 April 2023						
Cost	260 153	534 897	—	307 763	8 962	1 111 775
Accumulated depreciation and impairment	(258 552)	(533 912)	—	(307 264)	(8 956)	(1 108 684)
Opening carrying amount	1 601	985	—	499	6	3 091
Year ended 31 March 2024						
Opening carrying amount	1 601	985	—	499	6	3 091
Additions at cost	4 099	7 367	—	1 198	—	12 664
Disposals and write off at cost	(8 358)	(3 719)	—	(3 357)	(8 962)	(24 396)
Disposal and write off depreciation	8 344	3 631	—	3 354	8 956	24 285
Work in progress	—	—	—	—	—	—
Depreciation for the year	(5 299)	(7 386)	—	(1 207)	—	(13 892)
Cost re-allocated	—	—	—	—	—	—
Impairment	—	—	—	—	—	—
Depreciation Reallocated	—	1	—	(1)	—	—
Closing carrying amount	387	879	—	486	—	1 752
At 31 March 2024						
Cost	255 894	538 545	—	305 604	—	1 100 043
Accumulated depreciation and impairment	(255 507)	(537 666)	—	(305 118)	—	(1 098 291)
Carrying amount	387	879	—	486	—	1 752
TOTAL CARRYING VALUE	16 677 241	4 690 975	14 086 860	2 963 226	351 939	38 770 241

Note: 1. No assets are pledged as security and there's no contractual commitments for the acquisition of assets.

2. Useful lives and residual values were assessed during the year and no significant changes were made.

	Computer Equipment R	Equipment R	Motor Vehicles R	Office Furniture R	Leasehold Improvements %	Total R
7 PLANT & EQUIPMENT – 2022/23						
2022/23 Major Assets (above R2 000 per item)						
At 1 April 2022						
Cost	84 801 549	21 230 826	49 948 560	24 822 191	10 562 105	191 365 231
Accumulated depreciation and impairment	(61 061 391)	(14 170 161)	(31 513 863)	(20 776 754)	(9 249 066)	(136 771 235)
Opening carrying amount	23 740 158	7 060 665	18 434 697	4 045 437	1 313 039	54 593 996
Year ended 31 March 2023						
Opening carrying amount	23 740 158	7 060 665	18 434 697	4 045 437	1 313 039	54 593 996
Additions at cost	1 944 294	535 535	811 830	49 394	36 556	3 377 609
Disposals and write off at cost	(277 575)	(456 429)	(2 130 176)	(140 157)	(3 886 688)	(6 891 025)
Disposal and write off depreciation	209 898	427 351	1 940 688	128 624	3 841 271	6 547 832
Work in progress	—	—	—	—	—	—
Depreciation for the year	(8 946 202)	(1 985 333)	(2 774 837)	(739 071)	(406 236)	(14 851 679)
Cost re-allocated	—	—	—	—	—	—
Depreciation Reallocated	—	—	—	—	—	—
Closing carrying amount	16 670 573	5 581 789	16 282 202	3 344 227	897 942	42 776 733
At 31 March 2023						
Cost	86 468 268	21 309 932	48 630 214	24 731 428	6 711 973	187 851 815
Accumulated depreciation and impairment	(69 797 695)	(15 728 143)	(32 348 012)	(21 387 201)	(5 814 031)	(145 075 082)
Carrying amount	16 670 573	5 581 789	16 282 202	3 344 227	897 942	42 776 733
Useful lives	4 years	6 years	5 years	6 years	5 years or lease period	

	Computer Equipment R	Equipment R	Motor Vehicles R	Office Furniture R	Leasehold Improvements %	Total R
7 PLANT & EQUIPMENT (CONTINUED)						
2022/23 Minor Assets (below R2 000 per item and excluding major assets)						
<i>At 1 April 2022</i>						
Cost	258 011	535 580	—	308 546	27 850	1 129 987
Accumulated depreciation and impairment	(253 872)	(534 562)	—	(308 041)	(27 829)	(1 124 304)
Opening carrying amount	4 139	1 018	—	505	21	5 683
Year ended 31 March 2023						
Opening carrying amount	4 139	1 018	—	505	21	5 683
Additions at cost	4 641	7 154	—	1	—	11 796
Disposals and write off at cost	(2 499)	(7 837)	—	(784)	(18 888)	(30 008)
Disposal and write off depreciation	2 497	7 817	—	782	18 873	29 969
Work in progress	—	—	—	—	—	—
Depreciation for the year	(7 177)	(7 167)	—	(5)	—	(14 349)
Cost re-allocated	—	—	—	—	—	—
Closing carrying amount	1 601	985	—	499	6	3 091
At 31 March 2023						
Cost	260 153	534 897	—	307 763	8 962	1 111 775
Accumulated depreciation and impairment	(258 552)	(533 912)	—	(307 264)	(8 956)	(1 108 684)
Carrying amount	1 601	985	—	499	6	3 091
TOTAL CARRYING VALUE	16 672 174	5 582 774	16 282 202	3 344 726	897 948	42 779 824

	2024 Computer Software R	2023 Computer Software R
8 INTANGIBLE ASSETS		
Major Assets (above R2 000 per item)		
At 1 April		
Cost	8 720 806	8 786 200
Accumulated depreciation/amortisation	(6 881 504)	(4 821 306)
Opening carrying amount	1 839 302	3 964 894
Year ended 31 March		
Opening carrying amount	1 839 302	3 964 894
Additions at cost	—	—
Disposals and write off at cost	—	(65 394)
Disposal and write off depreciation	—	65 388
Work in progress	—	—
Depreciation/amortisation for the year	(1 237 332)	(2 125 586)
Closing carrying amount	601 970	1 839 302
At 31 March		
Cost	8 720 806	8 720 806
Accumulated depreciation/amortisation	(8 118 836)	(6 881 504)
Carrying amount	601 970	1 839 302
Useful lives	4 years	4 years

	Computer Software R	Computer Software R
8 INTANGIBLE ASSETS (CONTINUED)		
Minor Assets (below R2 000 per item and excluding major assets)		
<i>At 1 April</i>		
Cost	763	763
Accumulated depreciation/amortisation	(761)	(761)
Opening carrying amount	2	2
<i>Year ended 31 March</i>		
Opening carrying amount	2	2
Additions at cost	—	—
Disposals and write off at cost	—	—
Disposal and write off depreciation	—	—
Work in Progress	—	—
Depreciation/amortisation for the year	—	—
Cost re-allocated	—	—
Impairment	—	—
Depreciation re-allocated	—	—
Closing carrying amount	2	2
<i>At 31 March</i>		
Cost	763	763
Accumulated depreciation/amortisation	(761)	(761)
Carrying amount	2	2
TOTAL CARRYING VALUE	601 972	1 839 304

	2024 R	2023 R
9 PAYABLES AND FINANCIAL LIABILITIES		
Exchange transactions	48 581 214	104 211 392
Leave accruals	25 460 462	22 214 212
Long service awards accruals	456 000	608 000
Staff savings	946 880	987 414
Accrued expenses: goods and services ¹	14 348 588	75 757 889
Trade payables ¹	7 369 284	4 643 877
Financial liabilities	450 694 581	32 102 651
Income received in advance from programme and projects ²	140 458 274	32 102 651
Accrued expenses: programmes and projects ¹	310 236 307	—
Total payables and financial liabilities	499 275 795	136 314 043
1. Trade payables and accrued expenses are non-interest bearing and are settled on a 30 day basis. Due to the short-term nature of the payables, management believes that the carrying amount approximates their fair value.		
2. The balance relates to stakeholder-funded projects. These conditional balance will be recognised as revenue in future accounting periods upon completion of the specified task or incurring the costs on the projects.		
10 PROVISIONS		
Provision for loss of assets	331 044	33 808
Provision for performance rewards	38 999 999	24 324 288
	39 331 043	24 358 096
Movement for Loss of Assets		
Provision for loss of assets		
Opening balance at 1 April	33 808	91 913
Plus: provision current year	331 044	33 808
Less: written off	(33 808)	(91 913)
Net charge to the Statement of Financial Performance	—	—
Closing balance at 31 March	331 044	33 808
Movement for the Year for Performance Rewards		
Provision for performance rewards		
Opening balance at 1 April	24 324 288	28 055 338
Less: paid	(21 190 505)	(22 030 471)
Balance	3 133 783	6 024 867
Net charge to the Statement of Financial Performance	35 866 216	18 299 421
Closing balance at 31 March	38 999 999	24 324 288

The Board has discretion on eligibility for performance rewards consideration subject to organisational performance and availability of funds. Performance rewards is payable after year end as the assessment of eligible employees had not been concluded at the reporting date.

11 OPERATING LEASE OBLIGATION

Seda leases office buildings and office equipment for its National Office, nationwide Provincial Offices and Branches in terms of operating leases. Seda does not have the option to acquire the buildings or office equipment at the termination of the leases.

Operating lease: short-term

Operating lease: long term

Straight-lining effect of the operating lease

Operating lease commitments

The future minimum lease payments under non-cancellable operating leases are as follows:

Up to one year

Above one year and less than five years

Longer than five years

12 CONTINGENT ASSETS AND LIABILITIES

Contingent Liabilities

There are contingent liabilities in respect of:

Legal claims – Employees

Legal claims – Suppliers

– **Legal Claims: Employees** – the claim relates to an employee's dispute on unfair dismissal (R30K). The second claim relates to an ex-employee claiming acting allowance (R244K).

– **Legal Claims: Suppliers** – the first claim relates to Art and Crafts submitted to the offices of Seda during 2015 to be displayed in Atlanta, USA and were not paid for nor returned to supplier (R2,14 million). The second claim relates to the service provider indicating that goods and services were delivered but no payment of the balance made (R103K).

Refer to note 1.15. Due to the uncertain and adversarial nature of litigation it is extremely difficult to determine the exact cost involved in litigating a matter, thus the cost order on a specific tariff and interest amounts are not determined. Should Seda win the case Seda will demand the reimbursement of cost incurred.

	2024 R	2023 R
	1 103 970	1 448 487
	380 679	508 395
	1 484 649	1 956 882
	26 832 600	42 970 923
	8 012 992	23 659 492
	—	—
	34 845 592	66 630 415
	274 222	150 000
	2 242 878	3 445 000
	2 517 100	3 595 000

	2024 R	2023 R
13 COMMITMENTS		
Capital Expenditure		
Equipment	8 469	—
	8 469	—
Operational Expenditure		
Approved and contracted	512 561 509	96 761 541
Approved but not yet contracted	683 790	50 724 204
	513 245 299	147 485 745
Total Commitments	513 253 768	147 485 745
Commitments split per period		
Up to 12 months	285 341 900	129 349 312
Longer than 12 months	227 911 868	18 136 433
	513 253 768	147 485 745

14 REMUNERATION OF BOARD OF DIRECTORS

14.1 Board members: 1 April 2023 to 31 March 2024

No	Name	Director fees & preparation time R	Subsistence allowance R	Travelling R	Salary R	Mobile telecom allowance R	Acting allowance R	Performance bonus R	Long service award R	Re-imbursements R	Total R
1	Daku, XE	1 020 528	8 079	111 394	—	—	—	—	—	776 101	1 916 102
2	Prof Gumede, VT	202 260	805	5 586	—	—	—	—	—	8 584	217 235
3	Kana, NF	498 762	2 060	22 609	—	—	—	—	—	6 908	530 339
4	Matsho, J	201 815	1 910	28 254	—	—	—	—	—	2 992	234 971
5	Dr Ndlovu, MJ	21 572	450	2 521	—	—	—	—	—	—	24 543
6	Ngcukuva, GN	279 132	5 492	39 007	—	—	—	—	—	2 887	326 518
7	Nkambule, BT	248 594	1 288	16 862	—	—	—	—	—	691	267 435
8	Mfuleni, MM	278 681	1 438	7 633	—	—	—	—	—	210	287 962
9	Mqingwana, P	269 020	1 588	25 710	—	—	—	—	—	1 455	297 773
10	Mbatha, N	—	—	—	2 449 333	60 000	441 262	581 286	—	—	3 531 881
11	Mtsweni, SJ ^	—	2 415	10 457	—	—	—	—	—	15	12 887
12	Dr Qobo, MJ	50 882	300	3 067	—	—	—	—	—	152	54 401
13	Shiviti, TG	121 368	322	6 926	—	—	—	—	—	23	128 639
14	Zvobwo, M	107 884	966	6 567	—	—	—	—	—	138	115 555
		3 300 498	27 113	286 593	2 449 333	60 000	441 262	581 286	—	800 156	7 946 241

Board Sub-committees Members: 1 April 2023 to 31 March 2024

No	Name	Consultant Fees R	Subsistence allowance R	Travelling R	Salary R	Allowances R	Acting allowance R	Performance bonus R	Long service award R	Re-imbursements R	Total R
15	Makanda, N	269 326	2 071	26 854	—	—	—	—	—	594	298 845
		269 326	2 071	26 854	—	—	—	—	—	594	298 845
TOTAL		3 569 824	29 184	313 447	2 449 333	60 000	441 262	581 286	—	800 750	8 245 086

Notes:

5 Dr Ndlovu, MJ – Appointed as Board member from May 2022 to April 2023.

10 Mbatha, N – Acting CEO.

12 Dr Qobo, MJ – Appointed as Board member from May 2022 to April 2023.

13 Shiviti, TG – Appointed as Board member from November 2023.

14 Zvobwo, M – Appointed as Board member from September 2023.

^ These members did not receive remuneration due to being employed elsewhere in the Public Sector.

14 REMUNERATION OF BOARD OF DIRECTORS (continued)

14.2 Board members: 1 April 2022 to 31 March 2023

No	Name	Director fees & preparation time R	Subsistence allowance R	Travelling R	Salary R	Mobile telecom allowance R	Acting allowance R	Performance bonus R	Long service award R	Re-imbursments R	Total R
1	Adv Block, DJ	35 671	—	—	—	—	—	—	—	—	35 671
2	Dr Bvuma, MS	33 031	—	—	—	—	—	—	—	—	33 031
3	Daku, XE	707 832	9 256	103 525	—	—	—	—	—	353 543	1 174 156
4	Prof Gumede, VT	120 679	300	5 823	—	—	—	—	—	8 309	135 111
5	Kana, NF	463 714	2 689	25 820	—	—	—	—	—	2 571	494 794
6	Khubeka	—	—	—	—	—	—	—	—	—	—
7	Matsho, J	213 150	2 945	30 774	—	—	—	—	—	16 300	263 169
8	Dr Ndlovu, MJ	254 266	2 667	49 120	—	—	—	—	—	6 244	312 297
9	Ngcukuva, GN	192 129	3 578	27 821	—	—	—	—	—	8 270	231 798
10	Nkambule, BT	188 816	1 050	6 865	—	—	—	—	—	3 796	200 527
11	Nyakale, D ^	—	—	—	—	—	—	—	—	—	—
12	Maki, M ^	—	—	—	—	—	—	—	—	—	—
13	Medupi, N	148 808	900	7 582	—	—	—	—	—	698	157 988
14	Mfuleni, MM	191 487	450	2 555	—	—	—	—	—	2 419	196 911
15	Mqingwana, P	208 594	1 500	16 808	—	—	—	—	—	712	227 614
16	Mbatha, N	—	—	—	2 165 538	60 000	433 108	—	—	—	2 658 646
17	Mtsweni, SJ	76 097	150	—	—	—	—	—	—	—	76 247
18	Dr Qobo, MJ	109 760	150	2 225	—	—	—	—	—	1 633	113 768
19	Sibeko, MM	31 681	—	—	—	—	—	—	—	—	31 681
20	Adv Xulu, MD	19 547	—	—	—	—	—	—	—	—	19 547
21	Tobias-Pokolo, VT	134 832	—	—	—	—	—	—	—	—	134 832
		3 130 094	25 635	278 918	2 165 538	60 000	433 108	—	—	404 495	6 497 788

14 REMUNERATION OF BOARD OF DIRECTORS (continued)

14.2 Board members: 1 April 2022 to 31 March 2023

Board Sub-committees Members: 1 April 2022 to 31 March 2023

No	Name	Consultant Fees R	Subsistence allowance R	Travelling R	Salary R	Allowances R	Acting allowance R	Performance bonus R	Long service award R	Re-imbursments R	Total R
22	Phiri, MM	104 411	—	—	—	—	—	—	—	—	104 411
23	Makanda, N	51 700	—	1 768	—	—	—	—	—	—	53 468
		156 111	—	1 768	—	—	—	—	—	—	157 879
		3 286 205	25 635	280 686	2 165 538	60 000	433 108	—	—	404 495	6 655 667

Notes:

- 1 Adv Block, DJ – Term ended 30 April 2022.
- 2 Dr Bvuma, MS – Term ended 30 April 2022.
- 3 Daku, XE – Appointed as Board member from 1 May 2022.
- 4 Prof Gumede, VT – Appointed as Board member from 1 May 2022.
- 5 Kana, NF – Appointed as Board member from 1 May 2022.
- 6 Khubeka – Appointed as Board member from 1 May 2022 and resigned during May 2022.
- 7 Matsho, J – Appointed as Board member from 1 May 2022.
- 8 Dr Ndlovu, MJ – Appointed as Board member from 1 May 2022.
- 9 Ngcukuva, GN – Appointed as Board member from 1 May 2022.
- 10 Nkambule, BT – Appointed as Board member from 1 May 2022.
- 11 Nyakale, D ^ – Term ended 30 April 2022.
- 12 Maki, M ^ – Term ended 30 April 2022.
- 13 Medupi, N – Appointed as Board member from 1 May 2022 and resigned 31 December 2022.
- 14 Mfuleni, MM – Appointed as Board member from 1 May 2022.
- 15 Mqingwana, P – Appointed as Board member from 1 May 2022.
- 16 Mbatha, N – Acting CEO.
- 17 Mtsweni, SJ – Appointed as Board member from 1 May 2022.
- 18 Dr Qobo, MJ – Appointed as Board member from 1 May 2022.
- 19 Sibeko, MM – Term ended 30 April 2022.
- 20 Adv Xulu, MD – Term ended 30 April 2022.
- 21 Tobias-Pokoto, VT – Appointed as Board member from 1 May 2022.
- 22 Phiri, MM – Term ended 30 June 2022.
- 23 Makanda, N – Appointed as Audit & Risk committee (ARC) Chairperson on 1 January 2023.

^ These members did not receive remuneration due to being employed elsewhere in the Public Sector.

	2024 R	2023 R
15 NOTES TO THE CASH FLOW STATEMENT		
a) Plant, equipment and Intangible assets		
Seda acquired assets, as per asset note 7 and 8.	10 915 176	3 389 405
b) Reconciliation of surplus for the year to net cash flows from operating activities		
Surplus for the year	284 452 859	5 701 251
Non-cash movements:	16 508 172	17 252 719
Depreciation, impairment and amortisation	15 780 977	16 991 614
Loss on sale and write-off of assets	727 195	261 105
Changes in working capital	253 045 387	(126 354 374)
Increase/(decrease)in accounts payable	362 314 903	(119 105 154)
(Increase)/decrease in accounts receivable	(123 834 697)	(2 059 416)
(Increase)/decrease in inventories	64 467	(65 850)
Increase/(decrease) in provisions	14 972 947	(3 789 155)
Smoothing effect of operating lease	(472 233)	(1 334 799)
Net cash flows from operating activities	554 006 418	(103 400 404)

16 FINANCIAL INSTRUMENTS

16.1 Capital risk management

As Seda is not exposed to long term debt, there is no meaningful debt to equity ratios such as gearing ratios to be disclosed. The majority of the funding is received from the Department of Small Business Development (dsbd) and therefore is dependent on their support.

16.2 Financial risk management objectives

Management monitor and manage the financial risks relating to the operations of the entity through internal risk reports which analyse exposures by degree and magnitude of risks. These risks include market risk (including currency risk, fair value, interest risk), credit risk, liquidity risk and cash flow interest rate risk.

Compliance with policies and exposure limits is reviewed by the Internal Auditors on a continuous basis. Seda does not enter into or trade in financial instruments, including derivative financial instruments, for speculative purposes.

16.3 Market risk

Seda's activities are of such a nature that it does not materially expose it to financial risks of changes in foreign currency exchange rates and interest rates. There has been no change to the agency's exposure to market risks or the manner in which it manages and measures the risk.

16.4 Interest rate risk management

Seda is exposed to interest rate risk with the current interest rate movements. The risk is managed by investment of surplus funds at fixed and floating interest rates for periods of 90 days and shorter with reputable banks.

The following table identifies the period over which those financial instruments that are sensitive to interest rate risk reprice. Seda surplus funds are invested in terms of its investments policy.

	2024		
	Effective interest rate as at 31 March 2024	Less than 6 months R	More than 6 months R
ASSETS			Total R
Current cash balances	6.67%	625 953 637	—
Investment account	8.17%	57 635	—
		626 011 272	—

Seda has not invested in short-term investment accounts during 2023/24 financial year.

16 FINANCIAL INSTRUMENTS (CONTINUED)

16.4 Interest rate risk management (continued)

	2023			
	Effective interest rate as at 31 March 2023	Less than 6 months R	More than 6 months R	Total R
ASSETS				
Current cash balances	4.33%	82 547 869	—	82 547 869
Investment account	7.40%	53 115	—	53 115
		82 600 984	—	82 600 984

16.5 Cash surplus declaration for National Treasury

Prices for future purchases and sales of goods and services are generally established on normal commercial terms directly with suppliers and customers. Management consider the price risk to be insignificant.

16.6 Credit Risk Management

Credit risk refers to the risk that a counter party would default on its contractual obligations resulting in financial loss to the entity.

Financial assets which potentially subject Seda to concentrations of credit risk consist principally of cash and short-term deposits placed with high credit quality financial institutions. Currently Seda's cash balances and call deposits are held at ABSA bank and Corporation for Public Deposit. Trade receivables are presented net of an allowance for doubtful receivables. Seda does not have any significant exposure to any other individual customer or counter party.

The carrying amounts of financial assets included in the Statement of Financial Position represent the Seda's exposure to credit risk in relation to these assets.

The carrying amount of financial assets to credit risk at the reporting date was:

		Carrying amount	
	NOTE	2024 R	2023 R
Accounts receivable	5	150 929 991	27 095 294
Cash and cash equivalents	4	626 329 469	82 937 459
		777 259 460	110 032 753
Ageing of accounts receivables (Net of provision for doubtful debts)			
Current (0 - 30 days)		12 568 508	5 733 318
31 - 60 days		399 624	1 743 168
61 - 90 days		5 568 016	178 257
91 - 120 days		112 810 782	9 007
121+ days		19 583 061	19 431 544
		150 929 991	27 095 294

There were no impairment losses.

16 FINANCIAL INSTRUMENTS (CONTINUED)

16.7 Liquidity risk management

Liquidity risk refers to the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. Management are satisfied that the agency will be able to settle their financial liabilities and lease liability in the normal course of business. The liquidity ratio current assets vs. current liabilities is 1.44:1.

The following are the financial liabilities at reporting date. Disclosure is at carrying amount:

	Carrying amounts R	< 30 days R	1 - 6 months R	6 - 12 months R	1+ years R
31 March 2024					
Trade and other payables (excluding employee related)	472 412 453	331 954 179	140 458 274	—	—
	472 412 453	331 954 179	140 458 274	—	—
31 March 2023					
Trade and other payables	136 314 043	80 401 766	32 102 651	23 809 626	—
	136 314 043	80 401 766	32 102 651	23 809 626	—

17 RELATED PARTIES

Relationships	Name of Related Party
Controlling entity	Department of Small Business Development
National Department and Entities within the national sphere of government	Department of Employment and Labour Department of Tourism
Public Entity under common control	Small Enterprise Financial Agency (Sefa)

During the year the entity in the ordinary course of business entered into various transactions with related parties. Transactions entered into and balances outstanding between these parties are as follows:

	2024 R	2023 R	Commitment	Terms of conditions of commitments
Related parties balances				
Department of Small Business Development	1 777 701	(2 205 228)	—	International trade missions
Department of Small Business Development (EU funding)	(3 430 000)	—	3 430 000	Establishment of a Cannabis incubator
Department of Employment and Labour	(2 241 010)	(1 542 805)	2 241 010	Workmen's compensation
Department of Tourism	(1 000 000)	(3 000 000)	1 000 000	Implementation of the Tourism Food Services Incubator programme
Small Enterprise Financial Agency (sefa)	19 411 796	13 870 764	—	Portfolio corporate marketing campaign and Spaza Shop Support programme
Department of Social Development	(674 517)	(1 500 000)	—	Enterprise Development Programme for women
Related parties transactions	(1 402 946 000)	(838 196 000)		
Department of Small Business Development (Government grant)	(21 527 492)	(88 065 016)		
Department of Small Business Development (Other)	2 010 628	1 542 805		
Department of Employment and Labour	6 471 161	—		
Small Enterprise Financial Agency (sefa)	(825 483)	—		
Department of Social Development	(472 233)	(1 334 799)		

Notes:

- Remuneration of the Board of Directors is disclosed in note 14.
- Remuneration of Key Management is disclosed in note 18.
- Department of Employment and Labour. This amount relates to Workmen's Compensation.

18 REMUNERATION OF KEY MANAGEMENT

Payments made to Seda’s Executive Managers for the year ended 31 March 2024:

No	Name	Salary R	Contributions paid by the organisation R	Performance bonus R	Travel allowance R	Cell phone allowance R	Re- imbursements R	Other (acting allowance & long service) R	Total R
1	Maabane, E	1 078 496	215 910	154 839	—	36 000	10 036	960 496	2 455 777
2	Majola, N	1 737 474	320 131	154 089	—	36 000	1 054	—	2 248 748
3	Ndaba, SL	1 887 830	21 364	—	—	36 000	1 706	—	1 946 900
4	Ngcai, SM	1 887 830	21 365	—	—	36 000	6 783	—	1 951 978
5	Serapelo, T	1 065 628	228 225	154 839	—	36 000	1 910	970 496	2 457 098
		7 657 258	806 995	463 767	—	180 000	21 489	1 930 992	11 060 501

Notes:

- 1 E Maabane – Acting Chief Financial Officer.
- 2 N Majola – Executive: Enterprise Development Division.
- 3 SL Ndaba – Chief Strategy and Information Officer.
- 4 SM Ngcai – Executive: Seda Technology Programmes.
- 5 T Serapelo – Acting Executive: Corporate Services.

Payments made to Seda’s Executive Managers for the year ended 31 March 2023:

No	Name	Salary R	Contributions paid by the organisation R	Performance bonus R	Travel allowance R	Cell phone allowance R	Re- imbursements R	Other (acting allowance & long service) R	Total R
1	Dlamini, TO	831 453	141 434	—	—	26 000	—	494 748	1 493 635
2	Leshou, C	827 868	204 986	81 799	161 084	32 000	21 025	485 516	1 814 278
3	Maabane, E	1 001 369	195 794	140 228	—	35 000	2 497	713 092	2 087 980
4	Majola, N	1 615 731	289 369	146 145	—	36 000	5 008	—	2 092 253
5	Ndaba, SL	407 822	4 693	—	—	8 353	—	—	420 868
6	Ngcai, SM	455 085	5 172	—	—	9 000	—	—	469 257
7	Serapelo, T	991 922	205 203	140 228	—	35 000	1 650	713 092	2 087 095
		6 131 250	1 046 651	508 400	161 084	181 353	30 180	2 406 448	10 465 366

Notes:

- 1 TO Dlamini – Acting Chief Strategy and Information Officer from 1 April to 31 December 2022.
- 2 C Leshou – Acting as Executive Manager: Seda Technology Programme (STP) from April to December 2022.
- 5 SL Ndaba – Chief Strategy and Information Officer from 9 January 2023.
- 6 SM Ngcai – Executive Manager: Seda Technology Programme (STP) from 1 January 2023.

19 MEDICAL AID AND RETIREMENT BENEFITS

The total amounts paid towards medical aid of 404 (429) employees for the period and retirement benefits of 495 (530) employees for the period are as follows:

	2024 R	2023 R
Medical Aid	25 096 665	24 520 145
Short term portion	25 096 665	24 520 145
Long term portion	—	—
Provident Fund	24 375 388	24 193 848
Short term portion	24 375 388	24 193 848
Long term portion	—	—
Total	49 472 053	48 713 993
20 EMPLOYEE BENEFITS		
Short term benefits		
Leave accruals	25 460 462	22 214 212
Service awards accrual	456 000	608 000
Provision for performance reward	38 999 999	24 324 288
	64 916 461	47 146 500

Long term benefits

Seda don't have long term benefits after retirement or resignation of an employee.

21 TAX STATUS

Seda is exempt from income tax in terms of section 10 (1)(cA) of the Income Tax Act, 1962.

Seda is exempted from VAT registration.

22 SEGMENT REPORTING PER GEOGRAPHICAL AREA

	Revenues from non-exchange allocations R	Revenues from exchange transactions R	Total revenue as per statement of financial performance R	Total expenditure (including capex) R	Non-current assets R
2024					
National Office	383 894 139	18 264 121	402 158 260	(104 171 524)	9 632 310
Provinces	1 091 610 042	587 347	1 092 197 389	(1 116 646 442)	29 739 903
Eastern Cape province	154 410 898	51 560	154 462 458	(162 070 475)	3 954 931
Free State province	98 982 234	40 326	99 022 560	(102 474 055)	2 425 527
Gauteng province	123 169 819	22 832	123 192 651	(124 825 534)	1 861 565
Kwa-Zulu Natal province	143 105 795	77 390	143 183 185	(146 285 675)	4 019 659
Limpopo province	112 558 877	81 419	112 640 296	(116 697 705)	3 244 355
Mpumalanga province	105 514 413	20 749	105 535 162	(108 959 110)	2 452 625
Northern Cape province	100 495 063	93 304	100 588 367	(99 046 806)	3 380 978
North West province	120 660 262	32 500	120 692 762	(119 893 279)	2 111 208
Western Cape province	132 712 681	167 267	132 879 948	(136 393 803)	6 289 055
Total	1 475 504 181	18 851 468	1 494 355 649	(1 220 817 966)	39 372 213

Note:

1. Explanations of the net surplus and deficit amounts are covered in context under the Statement of Budget and Actual Information.
 2. The allocation of resources to the provinces depends on the number of branches, staff, activities etc.
- Refer to note 1.18

	Revenues from non-exchange allocations R	Revenues from exchange transactions R	Total revenue as per statement of financial performance R	Total expenditure (including capex) R	Non-current assets R
2023					
National Office	246 523 082	16 377 222	262 900 304	(218 932 743)	10 250 185
Provinces	688 921 369	5 046 014	693 967 383	(735 623 098)	34 368 943
Eastern Cape province	93 643 592	1 098 617	94 742 209	(102 291 492)	5 419 334
Free State province	55 263 160	53 347	55 316 507	(62 390 305)	3 407 044
Gauteng province	103 356 766	2 385 502	105 742 268	(110 186 610)	2 579 370
Kwa-Zulu Natal province	135 220 201	234 117	135 454 318	(134 358 409)	3 268 168
Limpopo province	61 654 338	439 790	62 094 128	(70 087 927)	4 357 823
Mpumalanga province	57 959 055	91 298	58 050 353	(60 298 779)	3 107 692
Northern Cape province	47 401 887	140 070	47 541 957	(44 540 138)	2 389 134
North West province	53 731 919	21 990	53 753 909	(54 452 821)	2 939 869
Western Cape province	80 690 451	581 283	81 271 734	(97 016 617)	6 900 509
Total	935 444 451	21 423 236	956 867 687	(954 555 841)	44 619 128

Note:

1. Explanations of the net surplus and deficit amounts are covered in context under the Statement of Budget and Actual Information.
 2. The allocation of resources to the provinces depends on the number of branches, staff, activities etc.
 3. Reporting from the financial year 2022/23 to indicate centralise cost sharing in provinces.
- Refer to note 1.18

23 CALCULATION OF CASH SURPLUS DECLARATION FOR NATIONAL TREASURY

	2024 R	2023 R
Calculation of cash surplus declaration for National Treasury	Amount as per AFS	Amount as per AFS
Calculation in terms of Paragraph 3.2 of the National Treasury Instruction No 12 of 2020/2021		
Cash and cash equivalents at end of the year	626 329 469	82 937 459
Add: Receivables	150 929 991	27 095 294
Less: Current liabilities	(499 275 795)	(136 314 043)
Cash surplus/(Deficit)	277 983 665	(26 281 290)
Note 1: Seda will request National Treasury to retain this cash surplus.		
IRREGULAR AND FRUITLESS AND WASTEFUL EXPENDITURE		
Irregular expenditure	139 142	551 880
Fruitless and wasteful expenditure	1 363	16 096
Closing balance	140 505	567 976

Note 1: Seda will request National Treasury to retain this cash surplus.

24 IRREGULAR AND FRUITLESS AND WASTEFUL EXPENDITURE

Irregular expenditure

Fruitless and wasteful expenditure

Closing balance

Criminal or disciplinary steps taken as a result of losses, irregular and fruitless and wasteful expenditure.

Irregular expenditure 2023/24

Two cases where expenditure made on expired building lease agreements (R139 142).

Fruitless and Wasteful expenditure 2023/24

There was one case of payment of interest made on an operating lease paid late of R1 363.

25 EVENTS AFTER THE REPORTING DATE OF 31 MARCH 2024

The Executive Authority has appointed new Board of Directors of Seda effective from 1 May 2024 to replace the current Board of Directors; whose term of office has lapsed.

The Board of Seda replaced Mr N Mbatha with Ms N Majola as acting CEO effective from 13 May 2024.

The President assented the Bill into Law on the 18 July 2024 and the Bill was proclaimed and published in the Government Gazette the (National Small Enterprise Amendment Act, 2024) on the 23 July 2024.

26 GOING CONCERN

Seda's financial statements are prepared based on the going concern assumption. This assumption presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business. Management has considered several inputs in the annual going concern assessment for the year-ended 31 March 2024, including preparing budgets in line with the approved National Treasury's vote 36 allocation.

The financial plans that have been prepared were based on the National Treasury's vote 36 funds allocation, Dsbd allocation of budget and the approval of the Annual Performance Plan for the 2024/25. As per note 26.1, Seda will be merged into SEDFA, The President assented The Bill into Law on the 18 July 2024 and The Bill was proclaimed and published in the Government Gazette (the National Small Enterprise Amendment Act, 2024) on the 23 July 2024.

The Bill (s10(1) (5) of Chapter 3) state that on the date as determined by the Minister, all assets, liabilities, rights and obligations of the Seda, sefa and Co-Operatives Bank Development Agency, as the case may be, including the unexpended balance of appropriations, authorisations, allocations and other funds employed, held or used in connection with the furtherance of its objectives and functions, pass to the Agency SEDFA). As a result of Section 10(1)(5) of the Bill there is uncertainty regarding the timing of the merger. Post the merger, the functions of Seda will continue under SEDFA, which will have the same mandate and functions as Seda.

Management has assessed that Seda will continue to operate in its current form for at least 12 months after the end of the reporting period.

26.1 Merger of Seda, SEFA and CBDA

The Cabinet of South Africa approved the merger of the agencies reporting to the Minister of Small Business Development (Seda, sefa and Co-Operatives Bank Development Agency) in 2021, to form a new entity that will be responsible for the provision of both financial and non-financial support to SMMEs throughout the entire business development value chain, essentially creating a "One-stop-shop". The merger was initially set to be effective from 1 April 2022, however, there were some delays in finalising the enabling legislation (National Small Enterprise Amendment Bill, "The Bill") and some extensions were granted.

The Bill was passed by the National Assembly on 6 December 2023 and was then transmitted to the National Council of Provinces (NCOP) for concurrence. On the 27 March 2024 the Cabinet approved the 20 months extension period to conclude the process of merging the entities. The President assented The Bill into Law on the 18 July 2024 and The Bill was proclaimed and published in the Government Gazette on the 23 July 2024.

The Bill (s10(1) (5) of Chapter 3) state that on the date as determined by the Minister, all assets, liabilities, rights and obligations of the Seda, sefa and Co-Operatives Bank Development Agency, as the case may be, including the unexpended balance of appropriations, authorisations, allocations and other funds employed, held or used in connection with the furtherance of its objectives and functions, pass to the Agency.

It is management's assessment that due to the number of processes that still need to be followed and the time that will need to be spent on the establishment of the new entity, that Seda will continue to operate for at least 12 months after the end of the financial reporting period. It is expected that this process will extend beyond 31 March 2025.

27 RECLASSIFICATION OF EXCHANGE RECEIVABLE

- a) The receivables was reclassified from exchange transactions to non-exchange due to the nature of the transactions.

	2024 R	2023 R
Statement of Financial Position		
Accounts receivable (Non-exchange transactions)		
As previously stated	—	—
Non-exchange transactions – reclassified	—	13 870 764
Non-exchange transactions – reclassified for 2023	—	13 870 764
Accounts receivable (Exchange transactions)		
As previously stated	—	27 095 294
Non-exchange transactions – reclassified	—	(13 870 764)
Exchange transactions – reclassified for 2023	—	13 224 530
Note on Accounts receivable		
Non-exchange transactions		
As previously stated	—	—
Non-exchange transactions – reclassified	—	13 870 764
Non-exchange transactions – reclassified for 2023	—	13 870 764
The ageing analysis of the past due exchange receivables is as follows:		
< 3 months	—	—
3 - 6 months	—	—
6 months – 1 year	—	—
1+ years	—	13 870 764
Total non-exchange receivables past due date	—	13 870 764
Exchange transactions		
As previously stated	—	27 095 294
Non-exchange transactions	—	(13 870 764)
Exchange transactions – restated for 2023	—	13 224 530
The ageing analysis of the past due exchange receivables is as follows:		
< 3 months	—	5 733 318
3 - 6 months	—	1 743 168
6 months – 1 year	—	178 257
1+ years	—	5 569 787
Total exchange receivables past due date	—	13 224 530

28 RECLASSIFICATION OF EXCHANGE REVENUE

- a) The earnings from programmes and projects (Local government and other specific projects) has been re-classified from Revenue: exchange to Revenue: non-exchange due to the nature of the transactions

	2024 R	2023 R
Statement of Financial Performance		
Revenue: Exchange		
As previously stated	—	21 423 236
Revenue: non-exchange re-classified	—	(9 441 129)
Revenue: exchange – re-stated for 2022/23	—	11 982 107
Revenue: Non-exchange		
As previously stated	—	935 444 451
Revenue: exchange re-classified	—	9 441 129
Revenue: non-exchange – re-stated for 2022/23	—	944 885 580
Note on Revenue		
Revenue: Exchange		
As previously stated	—	21 423 236
Revenue: non-exchange re-classified	—	(9 441 129)
Revenue: exchange – re-stated for 2022/23	—	11 982 107
Revenue: Non-exchange		
As previously stated	—	935 444 451
Revenue: exchange re-classified	—	9 441 129
Revenue: non-exchange – re-stated for 2022/23	—	944 885 580

29 RECLASSIFICATION OF NON-EXCHANGE LIABILITIES

- a) The Income received in advance from programmes and projects was reclassified from non-exchange transactions to Financial liability due to the nature of the transactions.

	2024 R	2023 R
Statement of Financial Position		
Accounts payable		
Financial liabilities – re-classified for 2022/23	—	32 102 651
Accounts payable – re-stated for 2022/23	—	32 102 651
Note on Payables and Financial liabilities		
Non-exchange transactions		
As previously stated	—	32 102 651
Financial liabilities re-classified	—	(32 102 651)
Payables non-exchange – re-stated for 2022/23	—	—
Financial liabilities		
As previously stated	—	—
Income received in advance from programmes and projects – re-classified for 2022/23	—	32 102 651
Income received in advance from programmes and projects – re-stated for 2022/23	—	32 102 651

seda 

SMALL ENTERPRISE DEVELOPMENT AGENCY

an agency of the Department of Small Business Development

**"TOGETHER ADVANCING
SMALL ENTERPRISE DEVELOPMENT"**

SEDA MPUMALANGA BRANCHES

Ehlanzeni Tel: (013) 754 4380

Nkomazi Tel: (013) 790 1183



Nkangala Tel: (013) 655 6970

Gert Sibande Tel: (017) 634 4339

Bushbuckridge Tel: (013) 799 5340

National Information Centre

0860 103 703

info@seda.org.za

@Seda_dsb

@Seda_dsb

JLM 852 MP

OUR SERVICES:

- INFORMATION • ADVICE
- CONSULTANCY • TRAINING
- MENTORING

Ehlanzeni Tel: (013) 754 4380

Nkomazi Tel: (013) 790 1183

Nkangala Tel: (013) 655 6970

Gert Sibande Tel: (017) 634 4339

Bushbuckridge Tel: (013) 799 5340

ANNEXURE A

SEDA PROVINCIAL OFFICES AND INCUBATION CENTERS

SEDA OFFICES

EASTERN CAPE

Branch/Provincial Office	Branch Address	District Municipality	Branch Contact Details	Provincial (Pm)/ Branch Manager (Bm)
Provincial Office	4 Scherwitz Road, Berea East London, 5214	East London	043 706 6700	Tandeka Rozani
Alfred Nzo	188 Nolangeni Street, Disaster Management Centre, Mount Ayliff	Alfred Nzo District Municipality	039 254 6500	Nomfundo Dlatu
Amathole/BCM	49b Balfour Road, East London, Eastern Cape, 5214	Amathole District Municipality	043 709 6200	Duma Maqubela
Chris Hani	51b Grey Street, Queenstown, 5320	Chris Hani District Municipality	045 808 6600	Dorothy Davids
Nelson Mandela	329 Cape Road; Newton Park; Port Elizabeth, 6001	Nelson Mandela Bay Municipality	041 390 8500	Andile Yengeni
OR Tambo	Shop No 7, Sprigg Mall, 26 Sprigg Street, Umthatha, 5099	OR Tambo District Municipality	047 504 2300	Xolisa Mxabo

FREE STATE

Branch/Provincial Office	Branch Address	District Municipality	Branch Contact Details	Provincial (Pm)/ Branch Manager (Bm)
Provincial Office	Telkom Building, 195 Nelson Mandela Road, Brandwag, Bloemfontein, 9300	Mangaung Metropolitan Municipality	051 411 3800	Jackie Ntshingila
Fezile Dabi	Las Property, 37 Buitekant Street, Kroonstad, 9500	Fezile Dabi District Municipality	056 216 1900/1901	Dr. Riaan Oelofse
Lejweleputswa	IE Business Centre, Cnr Buiten & Stateway Streets, Welkom, 9460	Lejweleputswa District Municipality	057 916 1960	Tebogo Dire
Mangaung	Bloemplaza Mall, Shop 133, Charles Street, Bloemfontein, 9301	Mangaung Metropolitan Municipality	051 411 8300	Andrew Setho
Thabo Mofutsanyana - Dihlabeng	Golden Acre Centre, Corner Richter and Malan, Bethlehem, 9701	Dihlabeng Municipality	058 718 5900	Lesego Zengele
Xhariep	4 Khoisan Building, 35 Voortrekker Street, Trompsburg, 9913	Xhariep Municipality	051 713 9500	Lehlohonolo Thekiso

GAUTENG

Branch/Provincial Office	Branch Address	District Municipality	Branch Contact Details	Provincial (Pm)/ Branch Manager (Bm)
Provincial Office	33 Hoofd Street, Braampark, Forum 5, 2nd Floor, Braamfontein, 2001	Johannesburg Municipality	011 408 6520	Colin Francis
Tshwane Branch	11th Floor, Fedsure Forum, 268 Lilian Ngoyi Street, Pretoria, 0001	Pretoria/Tshwane Municipality	012 400 8880	Caren Coetzee
Joburg Branch	33 Hoofd Street, Braamfontein, Braampark, Forum 5, 2001	Johannesburg Municipality	011 408 6500	Andason Chibvamushure
Ekurhuleni	The Business Place, Cnr Monument & Voortrekker Rd, Kempton Park, 2002	City of Johannesburg Metropolitan Municipality	011 973 9645	Andason Chibvamushure

KWAZULU-NATAL

Branch/Provincial Office	Branch Address	District Municipality	Branch Contact Details	Provincial (Pm)/ Branch Manager (Bm)
Provincial Office/Durban	Ground Floor, Block B Essex Park, 46 Essex Terrace, Westville, Durban, 3629	eThekwini Metropolitan Municipality	031 277 9500	Cedric Mnguni
uThungulu	Home Affairs Building, Lot 11635, Aloe Loop Street, Veldenvlei, Richards Bay, 3900	King Chetswayo	035 901 2660	Jabu Gumbi
Ugu	Office 4, First Floor, 28 Bazley Street, Port Shepstone, 4240	Ugu District Municipality	039 688 1560	Themba Kunene
Harry Gwala	Cnr Margaret Street & Grant Avenue, Ixopo, 3276	Harry Gwala District Municipality	039 834 7100	Justice Shange
uThukela	94/96 Murchison Street, Ladysmith, 3276	Uthukela District Municipality	036 638 9780	Thanda Khathi
Amajuba	28 Scott Road Newcastle, 2940	Amajuba District Municipality	034 328 0620	Dumisani Zikalala
Durban	Ground Floor, Block B Essex Park, 46 Essex Terrace, Westville, Durban, 3629	eThekwini Metropolitan Municipality	031 277 9550	Sbongile Sabela

LIMPOPO

Branch/Provincial Office	Branch Address	District Municipality	Branch Contact Details	Provincial (Pm)/ Branch Manager (Bm)
Provincial Office	Pharmarama Building, 2nd Floor 68 Hans van Rensburg Street, Polokwane, 0700	Limpopo Municipality	015 287 2940	Koenie Slabbert
Capricorn	1st Floor, Pharmarama Building, 68 Hans van Rensburg Street, Polokwane, 0700	Capricorn District Municipality	015 290 8720	Peter Maredi
Vhembe	B102 Bendulavhathu Complex, 102 Mphephu Street, Thohoyandou, 0936	Vhembe District Municipality	015 960 8700	Marcus Mukumela
Mopani	Absa Building, 13 Danie Joubert Street, Tzaneen, 0850	Mopani District Municipality	015 306 6400	Lethabo Maseko
Sekhukhune Branch (Groblersdal Office)	12 Hereford Street, Groblersdal, 0470	Sekhukhune District Municipality	015 262 9430	Nwabisa Matyolo
Waterberg	Nedbank Building, 40 Retief Street, Mokopane, 0600	Waterberg District Municipality	015 492 9600	Tantaswa Jozana

MPUMALANGA

Branch/Provincial Office	Branch Address	District Municipality	Branch Contact Details	Provincial (Pm)/ Branch Manager (Bm)
Provincial Office	Trust Building, Suite 101-102, 16 Brander Street, Nelspruit, 1200	City of Mbombela Municipality	013 755 8730	Mr Mandla Sibiya
Bushbuckridge	Simunye Shopping Centre, Shops 10C & 10D, 1263 Arend Street, Hazzyview, 1242	Bushbuckridge Municipality/ Ehlanzeni District	013 799 5340	Ms Carol Matsheka
Ehlanzeni	Suite 103, Trust Building, 16 Brander Street, Nelspruit, Mbombela, 1200	City of Mbombela Municipality/ Ehlanzeni District	013 754 4380	Mr Ishmael Mmbadi
Gert Sibande	South Wing, G.Mbeki Bld, Lurgi Square, Secunda	Goven Mbeki Municipality/Gert Sibande District	017 634 4339/631 0680	Ms Florance Bogatsu
Nkangala	Shop 21, Saveways Crescent Shopping Centre, Corner Nelson Mandela Road & OR Tambo Street, Witbank, 1035	Emalahleni Municipality/Nkangala District	013 655 6970	Ms Zanele Khoza
Nkomazi	Erf 156, Office 1 & 6, Lorenzo Street, Malelane, 1320	Nkomazi Municipality/Ehlanzeni District Municipality	013 790 1183	Ms Andile Jambane

NORTHERN CAPE

Branch/Provincial Office	Branch Address	District Municipality	Branch Contact Details	Provincial (Pm)/ Branch Manager (Bm)
Provincial Office	Old Telkom Building No 41, Cnr Drakensberg & Schmidtsdrift Road, Caters Glen, 8300	Kimberley Municipality	053 839 5700	Kedisaletse Williams
Frances Baard	SEFA/Khula Building, 72 Long Street, Kimberley, 8301	Frances Baard District Municipality	053 836 7720	Masego Job
Pixley Ka Seme	Novell's Building, Corner Main & Station Street, De Aar, 7000	Pixley Ka Seme District Municipality	053 632 7590	Piet Papier
John Taolo Gaetsewe	Prokmed Building Unit 1,2,3. 55 Main Street, Kuruman, 8460	John Taolo Gaetsewe District Municipality	053 714 3160	Ncedile Tola
ZF Mcgawu	Corner Scott & Hill Street, Old Sanlam Building, 3rd Floor, Upington, 880	ZF Mcgawu District Municipality	054 337 8280	Mboneleli Ncuthuse
Namakwa	Varsimode building, 4 Hospital Street, Springbok, 8240	Namakwa District Municipality	027 712 8500	Henrold Losper

NORTH WEST

Branch/Provincial Office	Branch Address	District Municipality	Branch Contact Details	Provincial (Pm)/ Branch Manager (Bm)
Provincial Office	186 Beyers Naude Street, Rustenburg, 0300	Bojanala Platinum District Municipality	014 591 7900	Mr Sabelo Ntshangase
Bojanala West	186 Beyers Naude Street, Rustenburg, 0300	Bojanala Platinum District Municipality	014 591 8460	Carritus Maselesele
Bojanala East Branch	Silver Office Park, 15 Murray Ave, Brits. 0250	Bojanala Platinum District Municipality	012 262 9120	Mike Nyenes
Dr Ruth Segomotsi Mompati	8 Moffat Street, Vryburg, 8600	Dr Ruth Segomotsi Mompati District Municipality	053 928 8800	Paul Manoto
Ngaka Modiri Molema Branch	IDT Building, 4059 Joules Street, Mafikeng, 2570	Ngaka Modiri Molema District Municipality	018 391 9900	Ms. Morongwa Moseki
Dr Kenneth Kaunda Branch	West End Building, 51 Leask Str, Klerksdorp, 2520	Dr Kenneth Kaunda District Municipality	018 487 1920	Ms. Neo Rampagane (Acting)

WESTERN CAPE

Branch/Provincial Office	Branch Address	District Municipality	Branch Contact Details	Provincial (Pm)/ Branch Manager (Bm)
Provincial Office	8th Floor, The Pinnacle Building, 2 Burg Street, Cape Town, 8001	City of Cape Town District Municipality	021 487 3640	Alex T Qunta
Cape Town CBD	8th Floor, The Pinnacle Building, 2 Burg Street, Cape Town, 8001	City of Cape Town District Municipality	021 487 3640	Zaida Jackson
City of Cape Town – Belville	2nd Floor Louwville Place, 23 Vrede Street, Bellville, 7535	City of Cape Town District Municipality	021 949 2227	Zaida Jackson
Eden & Central Karoo – George	1st Floor Old Mutual Building, Cnr York and Hibernia streets, George, 6529	Eden Municipality	044 803 4900	Quinton Coetzee
Cape Winelands, Overberg & West Coast	1st Floor Eikestad Mall, 43 Andringa Street, Stellenbosch, 7599	Cape Winelands District Municipality	021 861 4800	Kiewit Mhlongo
Beaufort West	119 Donkin Street, Beaufort West, 6970	Central Karoo District Municipality	023 414 3368/2970	Quinton Coetzee
Cape Town CBD	Same as Provincial	City of Cape Town District Municipality	021 487 3640	Zaida Jackson
City of Cape Town – Atlantis	9 Novel Building, Cnr Neil Hare and John Dreyer Roads, Atlantis, Cape Town, 7349	City of Cape Town District Municipality	021 577 1086	Zaida Jackson
Vredenburg	19 Weskus Central, 11 Long Street, Vredenburg, 7784	West Coast District Municipality	021 713 4405/3432	Kiewit Mhlongo
Worcester	C/o High & Stockenström Streets, Worcester, 6849	Overberg District Municipality	023 342 2381	Kiewit Mhlongo
Hermanus	Shop 44, Hermanus Gateway Centre, 4 Mimosa Street, Hermanus, 7200	Overberg District Municipality	028 312 2359	Kiewit Mhlongo
Oudtshoorn	Ground Floor, Seppie Greef Building, 75 Voortrekker Road, Oudtshoorn, 6620	Eden Municipality	044 272 7783	Quinton Coetzee
Knysna	Shop 13B Woodmill Lane, Main Road (N2) Knysna, 6570	Eden Municipality	044 382 2861	Quinton Coetzee
Mossel Bay	Unit 8 Voorbaai Business Park, Watson Avenue, Mossel Bay, 6500	Eden Municipality	044 695 0418	Quinton Coetzee
City of Cape Town – Khayelitsha	2nd Floor Harare Library, 42 Ncumo Rd, Harare Square, Khayelitsha, 7784	Khayelitsha Municipality	021 361 8233	Zaida Jackson

INCUBATION CENTERS

EASTERN CAPE

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
CVC Africa Township Hub	ICT	Gqeberha	Eastern Cape	GM Industrial Park, Kempston Road, Sidwell Gqeberha 6001	Raleshaba Moeng	raleshaba@cvcafrica.co.za
T3 Incubator Hub T/A Propella Township Incubator	Multisectoral	Port Elizabeth (Gqeberha)	Eastern Cape	7 Bennett Street, Neave Industrial Plant, Neave Industrial Area, Nelson Mandela Bay Metropole (Gqeberha)	Wilhela Gie	wilhela@t3hub.co.za
Walter Sisulu University -CfERI	Multisectoral	Mthatha	Eastern Cape	Private Bag X6030 Mthatha Campus, Zamukulungisa Heights, 5099	Thobekani Lose	tllose@wsu.ac.za
IKHALA CfERI	TVET College	Queenstown	Eastern Cape	Zone D, Gwadana Drive, Ezibeleni, Queenstown, 5320	Mtunase Kali	Mtunase.Kali@ikhala.edu.za
Rhodes University CFERI	Education	Grahamstown	Eastern Cape	Top Floor, Rhodes Theatre Building, Room 305, Cnr Somerset & Prince Alfred Streets, Grahamstown	Prof Tshidi Mohapeloa (contact person-new CFERI)	t.mohapeloa@ru.ac.za
Nelson Mandela Bay iHub	ICT	Gqeberha	Eastern Cape	1st Floor Kwantu Towers, Govan Mbeki Avenue, Port Elizabeth	Darryl Dennise	darryld@nmbihub.co.za
Nelson Mandela Bay thembalethu	ICT	Thembalethu	Eastern Cape	1st Floor, Kwantu Towers Building , Vuyisile Mini Square, Govan Mbeki Avenue , 6201	Sivuyo Ngcwangu	sivuyon@nmbihub.co.za
Nelson Mandela University CFERI	Education	Gqeberha	Eastern Cape	University Way, Summerstrand, Gqeberha, 6019	Ms Karen Snyman (contact person-new CFERI)	Karen.Snyman@mandela.ac.za
Lovedale TVET College Centre for Entrepreneurship Rapid Incubator	Agriculture	Alice and King Williams Town	Eastern Cape	1 Amatola raw	Azola MGQUBA	Azola.mgquba@lovedale.org.za
Chemin East London	Chemical	East London	Eastern Cape	Site 16 Fish Eagle Street, Fort Jackson Industrial, Mdantsane	Thembi Chanda	thembi@chemin.co.za
Chemin Mthatha	Chemical	Mthatha	Eastern Cape	9 Timber Street, Vulindlela Heights, Mthatha	Thembi Chanda	thembi@chemin.co.za
SANAMI	Agriculture	Mount Ayliff	Eastern Cape	Centre's address: SANAMI, Umzimvubu Goats Complex, Hospital Road, Mount Ayliff, 4735	Nontlahla Boyce	business@sanami.co.za
The Furniture Technology Centre Trust t/a Furntech	Manufacturing - Furniture and wood products	Mthatha	Eastern Cape	10 Timber Road, Vulindlela Height, Mthatha	Harriet Moloi	harrietm@furntech.org.za

FREE STATE

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
Motheo TVET College CfE and RI	Manufacturing	Bloemfontein	Free State	46 St Georges Street CBD	Anica Labuschagne	labuschagnea@motheotvet.co.za
Goldfields TVET College CFE/RI	Renewable Energy	Welkom	Free State	14107 Ndaki Street Thabong Ext 6 Welkom 9463	Jimmy Tsiu Masoetsa	jimmy@goldfieldstvet.edu.za
SAMTI (Small Business Agricultural and Mining Tool Incubator	Manufacturing	Bloemfontein	Free State	20 President Street, BHP Bulletin Building, Central University of Technology, Bloemfontein, 9301	Cantridge Sibanyoni	Cantridges@samti.co.za
Maluti Tvet CfERI	Mixed Sectors	Qwaqwa	Freestate	Cnr. Mampoi & Bolata Road	Thandeka Kenalemang Mahlatjie	mahlatji.ktc@malutitivet.co.za
Botshabelo digital hub	Information Communication Technology	Botshabelo	Free State	09 Pink Street, Botshabelo Industrial park	Ayanda Ndinise	ayanda@softstartbti.co.za

GAUTENG

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
Wakanda NPC	Hospitality	Mellville	Gauteng	27 Boxes, 74 4th Avenue Melville 2109	Miles Khubeka	miles@wakanda.org.za
Africa Beyond 4IR NPC	Gaming, VR and Robotics	Mabopane	Gauteng	Workshop F, Tshwane South TVET College, Odi Campus, Mabopane, 0190	Kelebogile Molopyane	kelem@ab4ir.org
Bakery & Food Technology Incubator	Food & beverage manufacturing sector	Pretoria East	Gauteng	Unit 1, 70 Banghoek crescent, N4 Gateway Industrial Park, The Willows, Pretoria	Ansie Potgieter	ansie@bicsa.co.za
South African Manufacturing Technology Demonstration Centre (SMTDC)	Manufacturing	Soshanguve	Gauteng	Corner Aubrey Matlala and College Roads, Soshanguve, 0152	Phumudzo Madzunya	Madzunyap@smtdc.co.za
The Furniture Technology Centre Trust t/a Furntech	Manufacturing - Furniture and wood products	Roodepoort	Gauteng	11 Granville Avenue North, Lea Glen, Roodepoort	Khodani Radzilani	khodanir@furntech.org.za
Rail Manufacturing Centre for Entrepreneurship Rapid Incubator (RMCERI)	Manufacturing	Pretoria	Gauteng	Ditsel Place. Corner Park and Jan Shoba streets. Hatfield	Martin Manmohan	martin@rmceri.org
Lepharo Incubation Programme NPC	Manufacturing, Mining & Engineering	Springs	Gauteng	01 Plover Street	Zenzo Nkomo	zenzo@lepharo.co.za
Galaxcoc	Technolgy	Alexandra	Gauteng	17 Arkwright Avenue, Wyneburg, Sandton, 2090	Patric Baloyi	p.baloyi@galxcoc.com
Gibela Business Incubator BNPC	Multisector	Springs- Kwa-Thema	Gauteng	Kwa-Thema Business Park, Kwa-Thema	Justine Mogashoas	Justine@gibelainc.co.za

GAUTENG (CONTINUED)

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
Ekurhuleni Jewellery Project	Jewellery Manufacturing	Germiston	Gauteng	Housr 51, Rand Refinery Estate, 1 Refinery Road	Samuel Manyisa	samuel@ejewellery.org.za
Global Jewellery Academy	Jewellery and others	Johannesburg	Gauteng	159 Volta Street, Extension 10, Lenasia, 1827	Ms. Carmen Smidt	ceo@gjadev.org
Ekurhuleni West Tvet College CFERI	Education	Germiston	Gauteng	782 Poole Street Palime Section KATLEHONG 1431	Mandla Cosmos Mkhize	mandlamk@ewc.edu.za
University of Johannesburg CFERI	Education	Johannesburg	Gauteng	Cnr. Barry Hertzog and Napier Road, Milpark	Ms. Machaka M. Mosehana (contact person-new CFERI)	machakam@uj.ac.za
Fourth Industrial Revolution Incubator Johannesburg	4IR,FINTECH	Johannesburg	gauteng	78 Corlett Drive Birnam 2196	Naomi Musi	naomi@4iri.co.za
National Construction incubator attredgeville	Construction	Attredgeville	Gauteng	351 Kalafong Hopsiaal Road	Thabiso Matla	smahlaba@natci.org.za
Softstart Business and Technology Incubator NPC	Information Communication Technology	Midrand	Gauteng	136 2nd Street, Randjespark Midrand	Ayanda Ndinise	ayanda@softstartbti.co.za
Automotive Industry Development Centre (AIDC)	Automotive	Silverton	Gauteng	Gate 1 Simon Vermooten road Silverton	Faheem Hussain	Fhussain@aidc.co.za
Seda Automotive Technology Centre (SaTec)	Automotive	Rosslyn	Gauteng	Automotive Supplier Park, 30 Helium Road, Rosslyn, Pretoria	Dion Harold	dharold@satec.co.za
Kagiso Township Hub operated by Property Point	Property & Construction	Chamdor	Gauteng	19 Nichols Street, Chamdor, Krugersdorp	Desigan Chetty	desigan@propertypoint.org.za
TuksNovation NPC	Technology	Pretoria	Gauteng	Room 14-4, Humanities Building, Lynnwood Road, Hatfield Campus, University of Pretoria	Phindile Tshabangu	phindile@tuksnovation.co.za
South African Creative Industries Incubator (SACII)	LOCALIZATION	Pretoria	Gauteng	224 Perry Avenue, Eersterust, Pretoria, Gauteng	Beth Arendse	beth@sacii.co.za
Chemin Modderfontein	Chemical	Johannesburg	Gauteng	Lesedi House, McGowan Avenue, Lethabong	Thembi Chanda	thembi@chemin.co.za
Chemin Thembisa	Chemical	Johannesburg	Gauteng	47 Thami Mnyele Drive, Tembisa	Thembi Chanda	thembi@chemin.co.za
SMU	University	Pretoria	Gauteng	Molotlegi Street, Ga-Rankuwa, Pretoria	Taurai Hungwe	taurai.hungwe@smu.ac.za

KWAZULU-NATAL

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
Invotech	Multi mixed	Berea	Kwazulu-Natal	123 Botanic Gardens Road, Berea	William Roy Goldstone	williamg@dut.ac.za
Innovation & Technology Incubator (Invotech)	Mixed High Tech	Berea	Kwazulu-Natal	123 Botanic Gardens Road, Berea	William Roy Goldstone	williamg@dut.ac.za
Durban University of Technology CFERI	Manufacturing	Berea	Kwazulu-Natal	121 Steve Biko Road Musgrave Berea, Durban 4001	Gnanam Pillay	GnanamP@dut.ac.za
CVC Africa Localization	Manufacturing	Salt Rock	Kwazulu-Natal	868 Shakashead Salt Rock Kwazulu Natal 4420	Percy Gumbi	percy@cvcafrica.co.za
The Furniture Technology Centre Trust t/a Furntech	Manufacturing - Furniture and wood products	Kwa Mashu	Kwazulu-Natal	Number: 30 , 109236 Street , Emakhosini Kwa Mashu	Delyshia Govender	delyshia@furntech.org.za
Esayidi CfERI	Mixed	Port Shepstone	Kwazulu-Natal	2 Hillside Crescent, Oslo Beach, Port Shepstone	Jobina Mark	markjobina@gmail.com
Esayidi CfERI	Mixed	Umzimkhulu	Kwazulu-Natal	Mankofu Road, 3297 Umzimkhulu, Eastern Cape	Jobina Mark	markjobina@gmail.com
SmartXchange Durban	Media, Information, Communication, Technology, Electronics, Arts (MICTea)	Durban	Kwazulu-Natal	5 Walnut Road Durban	Jonathan Naidoo	jonathan@smartxchange.co.za
SmartXchange Portshepstone	Media, Information, Communication, Technology, Electronics, Arts (MICTea)	Portshepstone	Kwazulu-Natal	54 Michell Drive Portshepstone 4240	Fatima Sarigat	fatima@smartxchange.co.za
SmartXchange KwaMashu Digital Hub	Media, Information, Communication, Technology, Electronics, Arts (MICTea)	Kwamashu	Kwazulu-Natal	Number: 30 / 109236 Street / Emakhosini / KwaMashu / 4156 / South Africa	Jonathan Naidoo	jonathan@smartxchange.co.za
National Construction Incubator	Construction	Durban	Kwazulu-Natal	199 Anton Lambede Street, 23rd Floor Embassy Building , Suite 2305, Durban, 4000	Patricia Ntombizodwa Mazibuko	pchalwa@natci.org.za
National Construction incubator Durban	Construction	Durban	Kwazulu-Natal	127 Johannes Nkosi Street Durban	Sam mahlaba	smahlaba@natci.org.za
National Construction incubator kwamashu	Construction	Kwamashu	Kwazulu-Natal	M76 bhunezi Road Kwamashu	Sam Mahlaba	smahlaba@natci.org.za
National Construction Incubator Umhlathunzi	Construction	Umhlathuzi	Kwazulu-Natal	Eskahleni Road Umhlathuzi	Sam Mahlaba	smahlaba@natci.org.za
University of KZN	CFERI	Durban	Kwazulu-Natal	University of Kwazulu Natal, Durban 4041	Suvina Singh interim	singhs3@ukzn.ac.za
Durban Textile	Textile	Durban	Kwazulu-Natal	126 Johannes Nkosi Street Durban	Gnanam Pillay	GnanamP@dut.ac.za
Sasopsbiz	Manufacturing	Pietermaritzburg	Kwazulu-Natal	1st floor Maincity bld, 210 langalibalelelele street, PMB	Pumla Vilakazi	pumla@sasopsbiz.co.za
Downstream Aluminium Centre for Technology NPC (DACT)	Multi-Sector	Richards Bay	Kwazulu-Natal	ZCBF Community Park, South Central Arterial, Alton, Richards Bay	Lindiwe Radebe	lindiwe@dact.co.za

LIMPOPO

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
Sekhukhune TVET College - Centre for Entrepreneurship & Rapid Incubator	General	Globersdal	Limpopo	676, Motetema, Groblersdal, 0470	Kwanele Goodenough Mkhwanazi	kwanelemkhwanazi@gmail.com
Limpopo Jewellery Business Incubator	Mineral Beneficiation	Polokwane	Limpopo	07 Freedom Drive, Seshego Industrial Park	Mokgadi Tessa Ngobeni	tessa@ljbi.org.za
VHEMBE TVET CFERI	Manufacturing & Engineering	Thohoyandou	Limpopo	10 Thengwe Road vhembe Tvet college Makwarela campus	Rudzani Makheda	makheda.r@vhembecollege.edu.za
University of Venda CFERI	Education	Thohoyandou	Limpopo	P/bag x 5050, Thohoyandou, 0950	Dr Robert L. Martin (contact person-new CFERI)	robert.martin@univen.ac.za
Hope Givers Foundation	ICT	Tzaneen	Limpopo	Stand 20761, Lydenburg Main Road, JB Mhlaba Cross, Tzaneen	Ms Tsakani Muhlari (contact person-new incubator)	tsakani@hopegiversfoundation.co.za
BBI	Biodiesel	Pretoria	Limpopo	Stand no1 Tompi Seleka College of Agriculture, Phetoane Village, Marble Hall	Charles Siphugu	charless@biofuelsbi.org.za
UL Limpopo Information & Technology (LIT) Hub	Digital	Polokwane	Limpopo	University of Limpopo, U Block Building, Tselakgopo St. Turfloop Campus Private Bag X1106, Sovenga, 0727, South Africa	Tashveer Bodhi (Interim)	tashveerbodhi@ul.ac.za

MPUMALANGA

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
Gert Sibande CfERI	Multi sector	Evander	Mpumalanga	12 Cornell road Evander 2280	Zinitha Maseko	maseko.zt@gscollege.edu.za
Ehlanzeni TVET College CFERI	Renewable Energy	Barberton	Mpumalanga	3074 General Street Barberton 1300	Donald Pako	DCPako@ehlanzenitvetcollege.com
Lesedi Agri-Biz Incubator	Agriculture	Machadodorp	Mpumalanga	388 JT Zevenfontein, Portion 12 and 13 entokozweni Machadodorp	Ntokozo Sibiya	ntokozos@labincubator.co.za
The Furniture Technology Centre Trust t/a Furntech	Manufacturing - Furniture and wood products	White River	Mpumalanga	5 Indus Road, Suite 2, White River	Khodani Radzilani	khodanir@furntech.org.za
MSI	Manufacturing	Middelburg	Mpumalanga	19/20 Cnr Newtown & Mnotho Street	Mamba Hazel (Acting)	ceo@mpstainless.co.za
Timbali Technology Incubator	Agriculture	Nelspruit	Mpumalanga	Portion of Portion 74 Friedenheim Farm, Nelspruit 1200	Louise de Klerk	louise@timbali.co.za
MASDT	Agricultural Sector	Nelspruit	Mpumalanga	10 Bester Street North, Canary Walk Buisness Park, Nelspruit 1200	Chris Williams	cjw4545@gmail.com
Firi Digital Hub Nelspruit	4IR	Nelspruit	Mpumalanga	1Aqua street riverside office park nelspruit	Naomi Musi	naomi@4iri.co.za
University of Mpumalanga Centre for Entrepreneurship Rapid Incubator	Education	Mbombela	Mpumalanga	Cnr of R40 & D725 Roads, Mbombela 1200, South Africa	Dr Kanayo Ogujiuba	Kanayo.Ogujiuba@ump.ac.za

NORTHERN CAPE

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
Kimberley Diamond and Jewellery Incubator	Mineral beneficiation	Kimberley	Northern Cape	25 villiers street	Bonolo Moea	bonolo@kdji.org
Sol Plaatjie University(VUT CfERI migrated to SPU CfERI)	Various	Upington	Northern Cape	11 Toekoms Street,Upington	Anthony Mac Minn	anthony@2ndc.co.za
Northern Cape Rural TVET College Centre for Entrepreneurship Rapid Incubator	Multi-Sector	De Aar & Kathu	Northern Cape	1 Van Riebeeck Street	Fabian Humphreys	fabianh@ncrtvet.co.za
Northern Cape Agricultural Incubator	Agriculture	Kimberly	Northern Cape	Boontjieskraal, Portion 27 of Farm 127 Margersfontein,Kimberly	Adv Itemogeng Steenkamp(contact person-new incubator)	itemogeng@gmail.com

NORTH WEST

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
Leema Township Incubator NPC	Technology	Mogwase	North West	Stand 43, Factory 7 A&B Bodirelo Platinum SEZ	Emson Moyo	emson@leema-industries.com
The Platinum Incubator	Mining and Minerals Beneficiation	RUSTENBURG 0300	North West	C/o ORBIT Tvet College, Corner Fatima Bhayat and Bosch Street Rustenburg	Sibongile Shongwe	sibongile@tpi.org.za
OBPI Incubator	Manufacturing	Mogwase	North West	Stand 43,Bodirelo Industrail Park, Mogwase	Mpho Tsheole	centre.manager@obpi-incubator.co.za
Mafikeng digital innovation hub	4IR	Mahikeng	North West	2696 James Watt Cres, Industrial site Mafikeng 2735	Joseph Semanga Ndaba	Jndaba@mafihub.co.za
Orbit Tvet Collge	Automotive	Rustenburg	North West	36 Van Zyl Street	Peter Matlou	pmatlou@orbitcollege.co.za

WESTERN CAPE

Center name	Sector	Town	Province	Center physical address	Center Manager	Center Manager e-mail
Falsebay TVET College CFERI	Manufacturing	Westlake	Western Cape	Westlake Drive Westlake Cape Town 7950	Steve Reid	Steve.Reid@falsebay.org.za
The Daily Grind Innovation Hub	Multi Sector	Cape Town	Western Cape	3 Pioneer Rd, Scottsville Kraaifontein	Dominique Adonis	dominique.adonis@ dailygrindhub.co.za
The Furniture Technology Centre Trust t/a Furntech	Manufacturing - Furniture and wood products	Cape Town	Western Cape	8 Lowe Stoft Street, Paarden Eiland, 7420	Michael Reddy	michaelr@furntech.org.za
The Furniture Technology Centre Trust t/a Furntech	Manufacturing - Furniture and wood products	Nyanga	Western Cape	1023 New Eisleben Road, Nyanga	legshaan Ariefdien	iegshaana@furntech.org.za
BioCiTi Labs NPC	Health	Cape Town	Western Cape	Block B, 2 nd Floor Bandwidth Barn Woodstock Exchange Building 66 – 68 Albert Road, Woodstock	Dheepak Maharajh	Dheepak@biociti.afrika
West Coast College CFERI	Manufacturing	Vredenburg	Western Cape	01 Akademie Street	Xolani Mhlongo	xmhlongo@westcoastcollege. co.za
Fourth Industrial Revolution Incubator Cape Town	4IR, FINTECH	Cape Town	Western Cape	1 waterhouse place century city cape town	Naomi Musi	naomi@4iri.co.za
Fsatlabs	ICT	Cape Town	Western Cape	Block C Mayfair Bulding Century way Century City Cape Town	Ndileka Nzantsi	nzantsi@fsatlabs.co.za
Savant Technology Incubator NPC	Hardware Technology	Cape Town	Western Cape	Unit GU03, Collingwood Building, Observatory, Cape Town	Nivida Wicomb	nivida@savant.co.za
South African Renewable Energy Business Incubator (Sarebi)	Renewable Energy	Atlantis	Western Cape	1st Floor, 9 Novel Building Cnr John Dreyer and Neil Hare Road, Atlantis, 7349	Helmut Hertzog	helmut@sarebi.co.za



Seda.dsbd



@Seda_dsbd



www.seda.org.za

RPP333/2023

ISBN:978-0-621-51520-6