

II. 參考資料



Fund to help entrepreneurs get back onto their feet

Hope is at hand for those entrepreneurs who lost their businesses due to the political and criminal violence which was rampant in many parts of KwaZulu-Natal between 1984 and 1994.



A Rehabilitation Trust Fund has been set up with R10 million government funding in a bid to assist these entrepreneurs to re-establish their businesses.

The Trust will guarantee loans up to R100 000, thereby enabling participating financial institutions to grant loans to entrepreneurs who fulfill the criteria set down by the Trustees. So far ABSA Bank and the Ithala Bank have confirmed their participation in this scheme.

The Trust has been set up after years of negotiation precisely because most of the entrepreneurs affected by the violence during those years are unable to obtain business loans because they do not have collateral, or because they do not have a credit record.

"The aim of the Trust is to help resuscitate the small business sector which was devastated during those years, so that we can bring back the jobs that were lost," said the Chairman of the Trust, Richard Mahlaba.

In order to qualify for a loan under the scheme, applicants will first have to prove that the loss of their business was due to political violence or crime. An independent assessor will also be called upon to determine the viability and sustainability of the business.

"The R10 million is seed funding, and we will be looking for other sources to grow the Fund so that we can guarantee more loans," said Mr Mahlaba.

Businesses which receive funding in terms of this scheme are expected to be up and running smoothly in three years. To ensure sustainability, the Board



Richard Mahlaba, Chairman of the Rehabilitation Trust Fund.

will put in place a training and mentoring support programme.

Entrepreneurs wishing to apply for loans under this scheme can obtain application forms from any branch of Ithala Bank.

The Board of Trustees of the Fund was appointed by the then KZN Minister of Economic Development & Tourism, Jacob Zuma, and represents stakeholders including business and government.

The Board of Trustees

Richard Mahlaba (Chairman)	- Business
Robert Ngcobo	- Ithala Development Finance Corp.
Gary White	- Financial Sector
Gavin Clarke	- Financial Sector
Bheki Langa	- Dept. Economic Development & Tourism
Ntokozo Majola	- Dept. Economic Development & Tourism
Pat Magubane	- Business
Solomon Sibeko	- Business
Nomabelu Mvambo-Dandala	- KZN Economic Council
Oscar Molefe	- Khula Enterprise Ltd.
Advocate Mdu Khoza	- Legal profession
Sipho Shabalala	- KZN Department of Finance

CHIEF DIRECTOR'S COLUMN

Export drive launched

One of the major decisions taken at the SMME Summit held in Durban in May was to set up a steering committee to spearhead the formation of sector specific action groups which would serve to improve the ability of South African companies to compete globally in the export markets.

The Steering Committee has now been established, and is vigorously launching the programme, which is vitally important for the economy of this region, and South Africa as a whole.

The lowering of tariff barriers is a worldwide trend, and a number of manufacturing sectors, such as clothing and textiles, are coming under increasing pressure from imported goods. At the same time export opportunities are opening up for our own manufacturers.

However if we fail to gear ourselves to meet these challenges, our economy will suffer a decline which would be a disaster for our young democracy.

The focus of the programme will be primarily manufacturers, with a special emphasis on small and medium-size enterprises.

The Department of Economic Development and Tourism will be actively involved in driving this programme.

We will get input from key players in each sector, identify issues and find solutions. We will clear the bottlenecks to create an environment within which business can operate effectively. We will encourage innovation and bold marketing.

This is an exciting programme, and we believe it will pay handsome dividends. In the next edition of KZN Brief we will publish a comprehensive article on this programme, as it is crucial that we get buy-in from role players across the province.

BHEKI LANGA, Chief Director, Dept. Economic Development and Tourism

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A boost for emerging contractors

The SMME Desk of the Department of Economic Development and Tourism has launched a programme to provide opportunities for emerging contractors, including women.

The programme has already paid dividends with the completion ahead of schedule of the new Empangeni Prison building which was built using several local contractors.

Construction of the prison was undertaken by a joint venture between Basil Read Construction and local emerging contractors. Siza Nkwaryana, a trade advisor from the SMME Desk of the Department of Economic Development and Tourism, was involved in identifying suitable emerging contractors and assisting them to get organised into a group and to tender for the contract, and with advice and training.

The group successfully secured the contract and did 60% of the construction work on the project, including brickwork, the supply of steel, steel construction, plumbing and landscaping.

"The construction work went very well and it was finished four months ahead of schedule," said Siza. "What's more, after completion of the prison project some of the contractors secured work on the extension of the Richards Bay harbour from Portnet."

SMME Desk staff were also involved in identifying, advising and training suitable candidates for the establishment of a concrete block-making business in Vryheid to supply blocks for a low cost housing project, in partnership with the Community Upliftment in Rural SA organisation.

The R2,3 million project involves the construction of 1 250 houses in Bhhekuzulu Extension, outside Vryheid. It is being financed by the Development Bank of Southern Africa. Two young entrepreneurs, Mandla Maga and Sikhumbuzo Mbatha were assisted to start the block making business to supply all the blocks for the project.

"The project is going well, and the block-makers now employ 13 people," explained Siza. "Their blocks have to meet strict standards and are regularly tested to ensure that they are up to scratch," he said.



Left: Siza Nkwaryana, trade advisor for the SMME Desk, with the award he received recently from the Development Bank of Southern Africa and SA Women in Construction for his contributions to the promotion and development of emerging contractors.



Below: Young entrepreneurs Mandla Maga (left) and Sikhumbuzo Mbatha (2nd right) discuss business with Siza Nkwaryana of the SMME Desk and Florence Mthembu from SA Women in Construction. The two young men have started a block making business to supply a low cost housing project in Vryheid.



The Vryheid block making project has provided work for 13 people. Here employees prepare the mix for the block making machine.

A victory for consumer rights

Money lenders brought under control

On 1st June the Minister issued a Notice in terms of Section 51 of the Usury Act which prescribes a set of regulations that ensure that money lenders operate fairly and openly to provide a service to consumers, most of whom are poor people with no other access to finance.

The Notice also set up the Micro Finance Regulatory Council (MFRC) to which all money lenders providing loans up to R10 000 have to register.

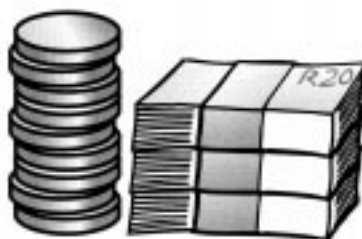
In terms of the new regulations, money lenders cannot charge interest exceeding 10 times the average prime overdraft lending rate. They cannot make use of borrowers' bank cards or pin codes to collect their repayments, and they must be registered with the MFRC.

They also have to explain the essential terms of the money lending agreement in a language that the borrower can understand, before conclusion of the agreement.

In addition the Notice provides for a "cooling off" period whereby the lender shall allow the borrower to terminate the agreement within three business days after the date of signing of the agreement.

The new regulations were welcomed by Siva Naidoo, the Deputy Director for Consumer Affairs of the Department of Economic Development and Tourism. Siva has been appointed by the Minister to sit

The Minister of Trade and Industry, Alec Irwin, has come to the rescue of thousands of consumers who have been exploited by unscrupulous money lenders who have proliferated throughout the country since 1992.



on the Board of Directors of the MFRC as a representative of the Provinces.

"This Notice has come to the rescue of many hard-pressed consumers who were being exploited by some unscrupulous money lenders," said Siva. "I have dealt with numerous cases where consumers have been caught up in a spiralling web of debt,

with money lenders fuelling debt by granting loans irresponsibly. Their collection methods left much to be desired and consumers were often forced to part with their ID documents, ATM cards and their private pin numbers to ensure that money lenders were able to collect their repayments."

Moreover, he said that some money lenders were charging exorbitant interest rates of up to

500% per year.

The micro loans industry blossomed in South Africa from 1992 when micro lenders offering loans up to R10 000 were exempt from the terms of The Usury Act which governs the way financial institutions operate.

The latest regulations will hopefully ensure that money lenders operate responsibly from now on and consumers' rights will be protected.

Consumers having problems with money lenders can write to Siva Naidoo at P.O.Box 3906, Durban 400, or fax their complaints to (031) 3056816.

Craft Indaba brings crafters together

The Craft Indaba Expo taking place at the Natal Playhouse in Durban from October 11th to 15th will bring together crafters from around the country, buyers and stakeholders in the crafts industry as well as experts in craft design, production and marketing.

The Expo was initiated by former Deputy Minister of Trade & Industry, Phumzile Mlambo-Ngcuka. It has been organised by Ntsika and the SMME Desk of the Department of Economic Development and Tourism with collaboration from the Natal Playhouse and craft organisations.

The annual event is a culmination of project activities taking place in the various provinces aimed at improving and enhancing the quality, design and marketability of craft products.

The craft producers are people drawn primarily from poor rural communities. They have little exposure to the markets, are untrained and often underpaid.

The development of craft is therefore seen as an integral part of government's strategy to alleviate poverty. Those who are engaged in craft production need organisational, financial, marketing and technical assistance, and the Expo will begin to address these issues.

The Expo will include a craft exhibition, training workshops presented by experts, and end with a gala evening celebrating arts and crafts.



Women attend a craft workshop at Bhekuzulu Hall in Vryheid.



Crafter Justice Shabanga displays his products (basket containers made from ilala palms) under a shady tree in Maputaland. Efforts are being made to improve the viability of the crafters' businesses.

Over 3000 SMMEs on database

The SMME Desk, which is busy compiling a database of SMMEs operating within the province, has had an overwhelming response, and to date over 3 000 SMMEs have submitted their details for inclusion.

The database is organised into categories, including crafters, security services, building and construction, sewing, catering, cleaning, chemical manufacturing, HR/training services and accounting.

"The database has given us an accurate picture of the SMMEs operating in this province, and has been useful in accessing candidates for joint ventures and partnerships with established companies both locally and internationally," commented Chief Director, Dr Bhekil Langa.

The database has been utilised by institutions like Technikon Natal and ML Sultan for their business support programmes, the

Economic Development Department of the Durban Metro and the Tekwini Business Development Centre. It is also being used extensively by the SMME Desk to facilitate SMMEs' access to procurement opportunities.

SMMEs wishing to submit their details for inclusion on the database, and organisations wishing to identify appropriate SMMEs for outsourcing or other projects, should contact the SMME Desk.

**7th Floor Metlife Building,
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Tel: (031) 3076111 • Fax 3076152.

Breaking Economic News

Popular KwaZulu-Natal radio station, East Coast Radio, broadcasts a special economic update every Wednesday at 6.45

pm. The programme, is sponsored by the Ithala Development Finance Corporation and the Department of Economic Development and Tourism. The three-minute insert, presented by the station's news team, covers breaking economic news of significance to



the province.

For example, recent programmes have covered the implications of the petrol price hike, millennium celebrations planned for Durban, a property market report, plans for promoting inward investment and job creation and good governance programmes.

Tune in to 94/95 FM on Wednesday evenings and keep yourself informed.

UPCOMING EVENTS

- October 11 - 15: Craft Exhibition Indaba at the Durban Playhouse.
- October 11: Launch of the Ladysmith Business Advice Centre.
- October 17 - 23: SA International Trade Exhibition (SAITEX) and Export Week, at Nasrec in Johannesburg.
- October 19 - 20: Durban Small Business Faire at the Durban Exhibition Centre, hosted by the Durban Metro Council. The aim is to provide SMMEs and big businesses with an opportunity to network and explore business opportunities.
- October 21: Franchising workshop in Richards Bay to discuss the future of franchising in SA involving the Department of Trade & Industry, the Department of Economic Development and Tourism and stakeholders.
- October 22: Franchising workshop - Durban.
- October 28 - 29: Europartenariat Brandenburg '99.
The Europartenariat events bring together several hundred European SMMEs from selected sectors in a country of the European Union. SMMEs from many countries are invited to take part, and a number of SMMEs from KwaZulu-Natal are expected to participate in this year's event. The programme includes face-to-face meetings between host and visiting companies at half-hour intervals. Big companies from Germany will also get an opportunity to offer business linkages opportunities such as outsourcing, subcontracting and franchising.
- October: Launch of pilot project of a supply contract involving women entrepreneurs in Mbonambi. The date is yet to be finalised.

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Designed and typeset by ARTWORKS
Publishing & Communications

KHULA DONOR/SHAREHOLDERS FORUM
概要報告

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高橋

KHULAは1996年に設立された中小企業者向けの公的金融機関であるが、2月29日、KHULA事業に対するドナーの一層の参画（資金協力）を求めるとの会議が開催された。本会議には、EU、GTZ、DFID等の援助機関や各国大使館、また、南ア側からはアーウィン通産大臣、ングワネ副大臣の他、スタンダード銀行を始めとした大手銀行、RFI(Retail Financial Institution)と呼ばれる小口金融機関、プレス等も多く参加しており、南アの中小企業振興に向けて関係者が一同に会する機会となった。因みに、日本大使館から片岡書記官、土井専門調査員の参加があり、又、中国大使館のコマーシャルアタッシェの顔も見られた。総勢で100名弱の参加者数と思われる。

会議では、KHULAのManaging Directorがパワーポイントを利用し別添の資料に基づいて過去5年間の実績や今後の活動の方向性などについて要領よく説明を行い、その後、アーウィン通産大臣から概要以下のような挨拶があった。

- 1 現在の南アの経済、社会の基盤は、100年以上に亙るアパルトヘイト体制が作り上げてきたもので、これは一朝一夕に変わるものではない。その中でも、世界に名だたるブラジル以上の所得格差、農村社会の壊滅、土地所有の偏り、中小企業振興のための舞台の不在、人的資源の開発を含めて白人にのみ恩恵が及ぶメカニズム等、人種間に横たわる不平等はとてつもなく大きいものがある。この差は、例えば黒人層が毎年白人層を3%以上を上回る成長を10年続けて達成したとしても埋まるものではない程大きな格差である。つまり、この不平等をなくすためには、社会、経済の両面において余程ドラスティックな構造改革が必要であることを示している。
- 2 96年に誕生したKHULAは、このような厳しい環境の中で、これまでよく仕事をやってきたと評価される。更に、今年から以下の2種類の事業が新しく導入された。一つはVENTURE CAPITAL FUNDであり、ふつうの金融機関ではリスクが高くて貸せない資金をベンチャー企業に貸与しようとするものである。2つめはハイテクに根ざしたVENTURE CAPITAL FUNDである。
- 3 一方、この5年間を通じて、金融機関の問題点も明らかとなってきた。一つは、国際的な競争的な国際環境の中で、金融そのものがコスト高になってきているということである。また、あまりに性急に結果を求めすぎた

という反省もある。中小企業を振興させるという場合には10以上の長期の金融システムを構築することが必要である。この意味では、ABSAやスタンダード銀行等南アの大手銀行がKHULAのパートナーとして戻ってきていることを歓迎したい。

- 4 参集頂いたドナーの皆さんに感謝申し上げます。先程のKHULAの将来2年間の資金計画が発表され、91百万ランドの資金不足が見込まれている旨の報告がなされたところである。正直言えば、この程度の金であれば南ア政府が直接出資することになんの困難もない。しかしながら、そのを敢えて行わずドナーに協力を求めている背景には中小企業振興は雇用促進、貧困対策等多くの点でドナーとのパートナーシップに基づいて行うべきであると考えているからである。ドナーの有する専門性や経験の共有、そして本件事業への関与を是非ともお願いしたい。
- 5 中小企業振興に関わっている南ア政府機関間のコーディネーションは必ずしも満足すべきレベルに達していないとの印象を持っている。この観点から、現在、NATIONAL SMALL BUSINESS STRATEGYの見直しを行っているが、これまでわかったことは、必要なものは資金ではなく、関係者間のパートナーシップであるということである。

以上



Khula Enterprise Finance Ltd

Donor/Stakeholder Forum
29 February 2000



KHULA
Kwazulu Natal University of Applied Sciences

Khula Enterprise Finance Ltd

Donor/Stakeholder Forum
29 February 2000

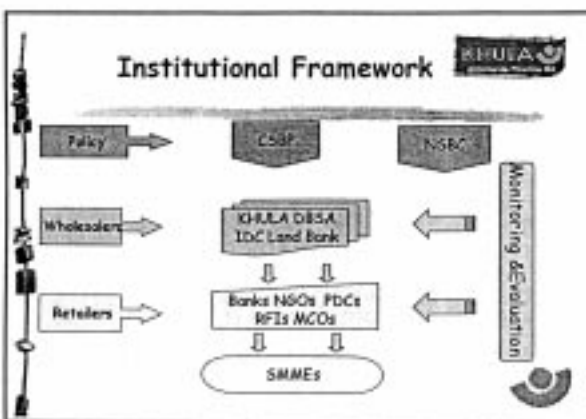



KHULA
Kwazulu Natal University of Applied Sciences

Key Objectives of National Small Business Strategy

- Create an enabling environment for small enterprises
- Facilitate greater equalization of income, wealth and earning opportunities
- Address the legacy of apartheid-based disenfranchisement of blacks
- Support the advancement of women in business
- Create long-term jobs
- Stimulate sector-focused economic growth
- Prepare small business to comply with the internationally competitive economy








Classification of SMMEs

Size Of Enterprises	No of Employees	Annual Turnover
Micro	Less than 5	Less R150,000
Very Small	5 - 10	R150,000 to R3mill
Small	10 - 49	R150,000 to R3mill
Medium	50 - 100	R3 to R 10 mill

Source: National Small Business Act






Khula Mandate

- Promoted on Reconstruction and Development Program (RDP)
- Acknowledgment of limited state resources to reverse past imbalances
- Promotion of private and public sector partnerships
- Market-driven economy with limited, but well defined, state role
- The short to medium term mandate is based on concessions in pricing (interest rates, fees and grant) activities towards institution creation and support
- In the long-term, the grant and concessionary funding elements to be phased-out to continuously reflect market adaptation as well as Khula's funding base
- Benefits of concessionary funding passed on to the end-users and Khula will seek to attract private investors and loan capital on market terms




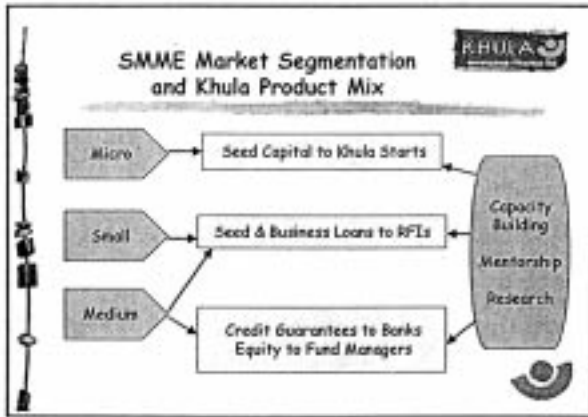


Khula Vision & Mission Statement

- To become an industry leader in mobilizing SMME finance.
- To promote sustainable access to loans & equity by SMMEs through RFIs and offering a range of financial resources and information to the public.

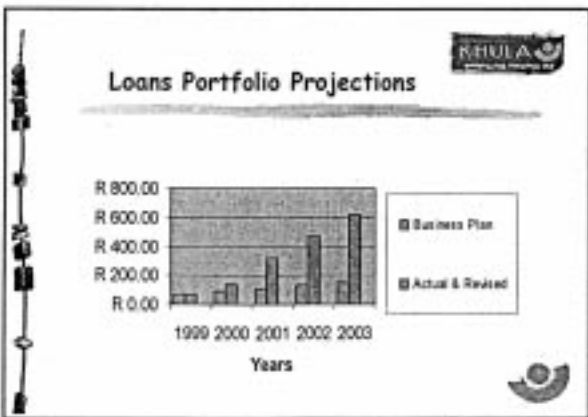
Financial Resources :
Seed and Business loans, Capacity building, Guarantees, Equity finance






Loans Portfolio Projections


	1999	2000	2001	2002	2003
Business Plan	R 67.30	R 95.80	R 133.60	R 183.90	R 260.70
Actual & Revised	R 71.90	R 141.20	R 307.20	R 475.80	R 618.00
% Growth		71%	125%	50%	30%




RFI Outreach




Loan Size	No. of RFI	Total clients	% Outreach
> 5,000	17	11397	16%
2,000 - 5000	4	6139	8.5%
< 2,000	7	54431	76%
Total	27	71967	




Impact per Average Loan




Category	> 5,000	2,000 - 5,000	< 2,000
Waste	~35%	~60%	~75%
Manufacturing	~30%	~25%	~20%
In Time	~50%	~65%	~40%

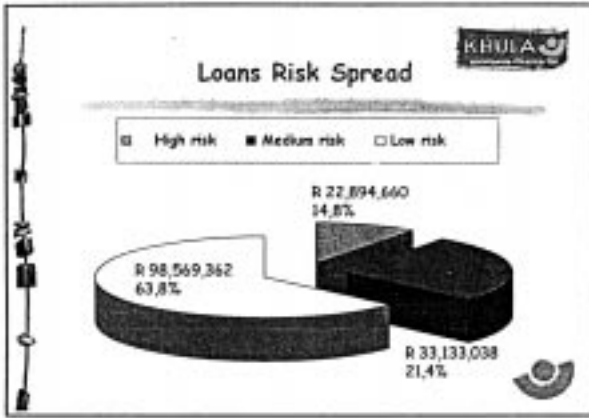


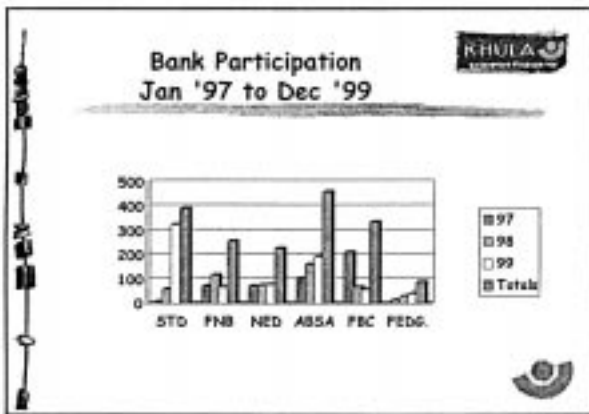
RFI Outreach and Sustainability

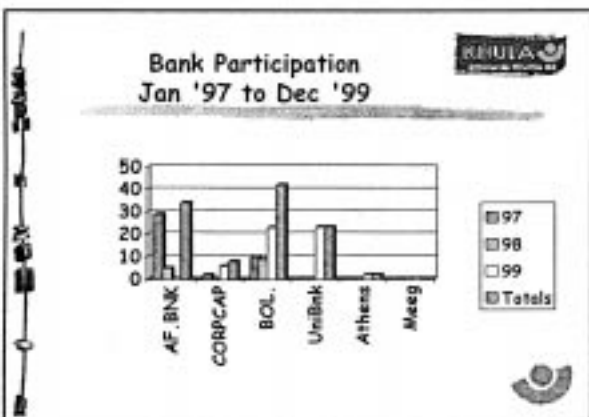


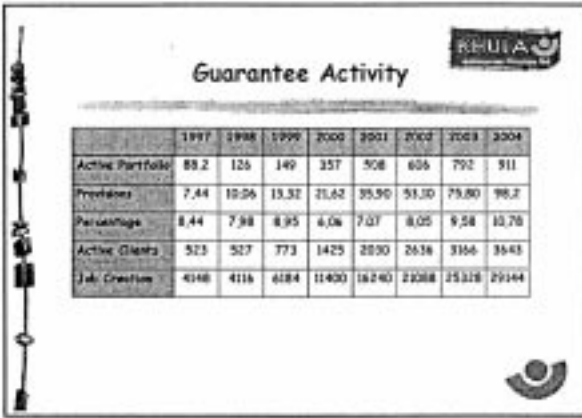
RFI Sample	Total Clients	Women	Loan Size	Repay-ment	Clients per LO	Op. self Sufficiency
SAPS	6980	92%	822	88%	125	20%
Ethiopia	12890	52%	404299	68%	44	117%
Small Ent. F.	14150	95%	992	100%	200	50%
Rural Fin. F.	4567	88%	1064	87%	182	45%
South, Corp.	1023	13%	276655	90%	65	112%

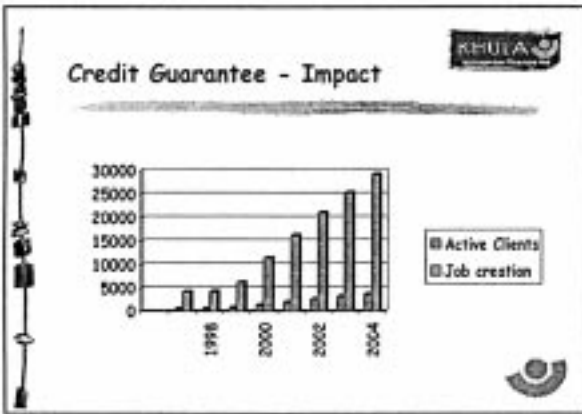


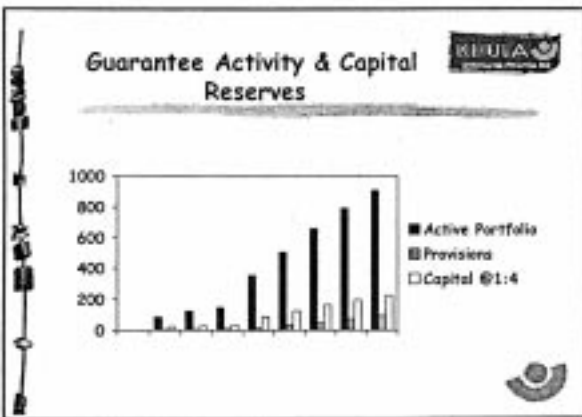


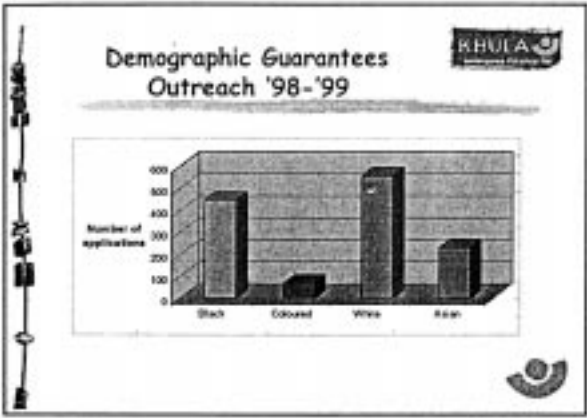












- ### Lessons Learnt - Loans
- Big-Bang approach and rapid growth proven to be highly risky
 - Huge limitations of institutional capacity
 - weak methodology and non-financial support
 - poor governance, external and internal
 - Under-estimated lag time during the start-up phase (weak capacity) and seed capital needs
 - Skill and system inadequacy within Khula

- ### Lessons Learnt - Guarantees
- Not all Banks have prioritized SME lending
 - Guarantees only meet back-end needs and not front-end requirements
 - Gaps in relation to owner capacity and experience (need mentorship services)
 - Insufficient own capital (need for empowerment venture capital)
 - Bank structural transformation

Lessons Learnt - Capacity Building

- Standard products for capacity not always appropriate/effective
- Ineffective follow-up processes
- Poor co-ordination between Khula divisions and paternal approach [capacity building moved to RFI decision level]
- Weak linkages and networking for industry learning
- Insufficient use of international expertise
- Capacity resources to cover experiential learning [R & D]

Lessons Learnt - Khulastart

- Rapid growth proving risky
- Similar capacity gaps as in RFIs
- Lack of potential critical mass
- Weak institutional link to Khula [monitoring and control through third parties]

Khula Loans Strategy 2000-2003

- Recapitalize on a realistic basis as a matter of urgency
- Formalize future capital and grant activity funding with DTI
- Strengthen publicity efforts
- Prioritize co-ordination with other stakeholders
- Foster sector approach within Khula
- Consolidation
 - Grow existing RFIs and allow natural attrition where necessary
 - Segment and differentiate start-up RFIs and growing RFIs
 - Allow for synergies and mergers where appropriate [Apex strategies]

Khula Guarantees Strategy 2000-2003



- o Increase dialogue and interface with banks
- o Tailor mentorship scheme to bank needs and complete pilot phases
- o Raise capital and fast-track establishment of Equity fund
- o Research alternative instrument for bank participation (other than guarantees)



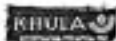
Donor Funded Programmes



- o Seed Loans - Operational Expenses
- o Seed Loans - On-lending
- o Capacity Building
- o Khulastart
- o Youthstart Programme
- o Mentorship Programme
- o Equity Fund
- o Research & Development




Donor Funding Required [next 24 months]




Product/Activity	Total Required	Available Funding	Shortfall Required	%
Seed - Op. Expenses	R38.9 m	R12.8 m	R26.1 m	23.5%
Seed - On-lending	R11.4 m	R1.5 m	R9.9 m	9%
Capacity Building	R2.15 m	9.750 m	R1.4 m	1.3%
Equity Fund	R42 m	R2 m	R40 m	52.3%
Khulastart	R29 m	R6.2 m	R22.8 m	11.5%
KhulaYouth	R992 000 m	R992 000	Nil	Nil
Mentorship	R10 m	R8.7 m	R1.3 m	1.1%
Research & Dev	R1.3 m	R100 000	R1.0 m	1.8%
TOTAL	R125.742 m	R33.17 m	R91.79 m	






Challenges


- o Capitalisation/Donor Funding
- o Taxation
- o Partnership with Banks/Private Sector
- o Strategic Alliances with non-financial services (Ntsika)
- o Capacity Building of Clients





Importance of Donor Co-ordination

- o National priority to develop SMME sector
- o New industry needs large-scale Seeding Capital
- o Need to avoid duplication and wastage of resources
- o Common approach towards sustainability, monitoring and supervision of institutions
- o Donors to complement and supplement government priorities
- o Well-planned exit strategies





Thank you for your Support

Presented by Sizwe Tati
Managing Director
Khula Enterprise Finance (Pty) Ltd



Donor Funding Required [next 24 months]

Product/Activity	Total Required	Available Funding	Shortfall Required	%
Seed - Ops. Expenses	R38.9 m	R12,8 m	R26,1 m	23,5%
Seed - On-Lending	R11.4 m	R1,5 m	R9,9 m	9%
Capacity Building	R2.15 m	R,750 m	R1,4 m	1,3%
Equity Fund	R42 m	R2 m	R40 m	52,3%
Khulastart	R19 m	R6,2 m	R12,08 m	11.5%
KhulaYouth	R992 000 m	R992 000	Nil	Nil
Mentorship	R10 m	R8,7 m	R1,3 m	1,1%
Research & Dev	R1.3 m	R300 000	R1,0 m	1,8%
TOTAL	R125,742 m	R33.17 m	R91.78 m	

